

Please welcome back to the stage, Mike Hsu.

Michael D. Hsu: Okay. Thank you. Welcome back. I told you earlier we're undertaking some pretty significant structural shifts within our organization. And it's resulting in the creation of 3 highly focused business segments and a refined go-to-market model will ensure our organization is wired for growth. This operating framework not only unleashes our global scale but implements a matrix model that streamlines operations, minimizes redundancy and ensures widespread adoption of best practice and models across our enterprise.

Now at the heart of these transformative changes lies our greatest asset, our Kimberly-Clark teams all around the world. Their unwavering commitment and tireless dedication will serve as the driving force behind our ability to unlock our full potential and achieve outstanding results. Together, we are poised to embark on an extraordinary journey of growth through innovation, fueled by the collective expertise and resolute focus of our exceptional people.

So now it's my pleasure to introduce you to the leaders of our newly announced business segments. They will detail their distinct mandates, focused priorities for investment and importantly, show you how they will leverage our collective learnings and capabilities to drive profitable growth in the years to come.