PUBLIC RECORDS / WORKED EXAMPLE

Kenvue: verifying the closing

Ten decisions from the public record | Part 1

Prepared by Dossier Editorial | November 4, 2026

EVIDENCE SOURCES	EVIDENCE CHECKED	PUBLISHER INSTITUTIONS
2	2026-11-04	1

SECTIONS	READER QUESTIONS	REVIEW SCOPE
7	3	Public records

EVIDENCE CHECKED	2026-11-04
EDITION	1 | Public-source research
ARTICLE	dossierplus.ai/blog/kimberly-clark-kenvue-verify-acquisition-closing

IMPORTANT USE NOTE

Retrospective public-source walkthrough, first published November 4, 2026. Prepared with AI assistance. This is an educational worked example, not a client investigation, legal opinion, or record of a live Dossier research run. No human legal review is claimed.

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PART 01

The decision in brief

Start with a record that explicitly reports completion, then resolve the surviving legal entity. Kimberly-Clark's closing filing supports a November 2, 2026 acquisition and identifies Kenvue LLC as the final surviving company. It does not prove that every shareholder received payment or that forecast synergies were achieved.

Publication date: November 4, 2026. Historical event dates are identified separately. This PDF and the article use the same structured source selection and findings.

PART 02

Executive summary

Kimberly-Clark Corporation reported completion of its Kenvue acquisition on November 2. The two-step merger ended with a wholly owned subsidiary renamed Kenvue LLC. Item 2.01 describes consideration of 0.14625 Kimberly-Clark shares plus $3.50 cash for each eligible Kenvue share, subject to the stated exclusions and fractional-share treatment. **[S01]**

The company separately projected $2.1 billion of net run-rate synergies. This is a management expectation, not a realized saving. The review therefore supports the reported closing and successor identity while leaving payment reconciliation and integration performance open. **[S02]**

PART 03

Resolve the entity before updating the counterparty

The subject is the acquisition and its effect on a counterparty file. Keep the former listed company, the final surviving subsidiary, and the parent as distinct records. A group relationship does not by itself identify which entity signs a supplier agreement or owes an invoice. Match each contract's legal name and identifier before changing a vendor master.

This walkthrough reviews the issuer's filing and announcement. Both originate with Kimberly-Clark; two documents do not amount to two independent confirmations. No shareholder account, bank record, or customer contract was reviewed.

PART 04

Three dates with different meanings

DATE	RECORD	MEANING FOR THE REVIEW
November 2, 2025	Merger agreement date	Signing history; not the closing date. [S01]
October 30, 2026	Earliest event on the Form 8-K cover	Do not substitute a report-cover date for a specific transaction event. [S01]
November 2, 2026	Closing described in the introductory note and Item 2.01	The issuer expressly reports completion. [S01]

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PART 05

Findings and material gaps

Outcome: supported as an issuer-reported closing. The surviving-entity chain is documented, but a contract-level assignment conclusion remains outside this record. A useful dossier says exactly which identity field can be updated and which contract still needs review.

Outcome: insufficient reviewed evidence of individual settlement. A transaction's exchange formula describes an entitlement; a holder-level statement or transfer-agent confirmation would answer whether a particular payment or share delivery occurred. Do not multiply a formula into a receipt claim.

Outcome: forward-looking integration estimate. Preserve the forecast's measurement basis and period. Compare later disclosures using the same definition before claiming an improvement. A gross benefit and its net figure are not separate benefits to add together.

PART 06

The closing decision tree

1. DOES AN IDENTIFIED ORIGINAL RECORD EXPRESSLY REPORT COMPLETION?

- If established: Record the closing date and the precise completion anchor.
- If unresolved: Keep the event at signed, announced, or conditional; seek a completion record.

2. IS THE SURVIVING ENTITY AND ITS RELATIONSHIP TO THE PARENT ESTABLISHED?

- If established: Update the relationship record, then check each affected contract.
- If unresolved: Retain the former and proposed entities separately; request the missing merger or registry record.

3. IS THE NEXT DECISION ABOUT PAYMENT OR ACHIEVED SAVINGS?

- If established: Use receipts or comparable post-close results for that separate question.
- If unresolved: Leave those outcomes unresolved; closing evidence alone cannot answer them.

PART 07

Build this review in Dossier

Create a matter titled "Kenvue acquisition: closing and counterparty identity." Add three questions: Did the transaction close? Which entity survives? What evidence would establish payment or integration results? Save the original filing and announcement with retrieval dates, preserving the complete files.

Create separate timeline entries for signing, the cover date, and closing. Attach the introductory note to the entity relationship and Item 2.01 to the consideration terms. Write the forecast as an attributed statement. Before exporting, check that the summary, relationship notes, and question outcomes use the same entity names and event dates. This is a reproducible authoring method; no platform matter was created for this article.

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PART 08

Evidence that would change the answer

For a supplier review, obtain the actual contracting entity and any assignment or novation document relevant to that relationship. For a payment question, obtain the holder-specific settlement statement. For integration performance, retain later results and their definitions. Assign an owner and a review date to each question rather than marking the whole transaction “verified” at once.

PART 09

Questions readers ask

IS A MERGER PRESS RELEASE ENOUGH TO ESTABLISH CLOSING?

An explicit completion announcement is useful evidence. Pair it with the filed completion item and entity chain, and state that the conclusion is based on issuer reporting. **[S01] [S02]**

DOES CLOSING PROVE FORECAST SYNERGIES?

No. Forecast benefits and achieved results are different evidence questions. A later comparable performance record is needed.

WHY DOES THE FORM 8-K SHOW AN EARLIER DATE?

Its cover identifies the earliest reported event. The introductory note separately states the closing date. **[S01]**

PART 10

Linked source register

Titles with a recorded URL link to that source. Entries without a URL identify retained material but do not open an original file. For any court or business record being used in litigation, obtain a certified copy directly from the clerk or filing authority and preserve the retrieval date.

S01 **Kimberly-Clark Form 8-K: acquisition completion**
Issuer filing. Anchor: PDF pages 1–3; introductory note and Item 2.01. Original issuer-hosted filing. Completion reporting does not independently establish individual receipts. · retrieved 2026-11-04

S02 **Kimberly-Clark announces completion of the Kenvue acquisition**
Issuer announcement. Anchor: November 2, 2026; expected synergy discussion and forward-looking statements. The same publisher as S01. Integration expectations are prospective. · retrieved 2026-11-04

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