

Appendix

Fiscal Year 2024



Appendix A

Sustainability Accounting Standards Board (SASB) Index

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| Accounting Metric | Code | 2024 Disclosure |
|---|--------------|---|
| Water Management | | |
| (1) Total water withdrawn, (2) total water consumed; percentage of each in regions with high or extremely high baseline water stress | CG-HP-140a.1 | 1) 86,361,346 m³/yr; 7.1% 2) 7,966,591 m³/yr; 25% |
| Description of water-management risks and discussion of strategies and practices to mitigate those risks | CG-HP-140a.2 | Overview of our strategy on water-management risks and mitigation can be viewed on our website: https://www.kimberly-clark.com/en-us/esg/2030-ambition/esg-article/water-use-and-stewardship |
| Product Environmental, Health, and Safety Performance | | |
| Revenue from products that contain substances of high concern | CG-HP-250a.1 | \$602,909 ¹ |
| Discussion of process to identify and manage emerging materials and chemicals of concern | CG-HP-250a.3 | Product Quality & Safety |
| Revenue from products designed with green chemistry principles | CG-HP-250a.4 | We are members of the Green Chemistry and Commerce Council (GC3), a multistakeholder collaborative that drives the commercial adoption of green chemistry by catalyzing and guiding action across industries, sectors, and supply chains. |
| Packaging Lifecycle Management | | |
| (1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable | CG-HP-410a.1 | 1) 817,193 MT 2) 9.8% 3) 99.4% |
| Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle | CG-HP-410a.2 | Product, Packaging & Circular Systems |
| Environmental & Social Impacts of Palm Oil Supply Chain | | |
| Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & Claim | CG-HP-430a.1 | a) 0% b) 0% c) 6% d) 0% |
| Activity Metrics | | |
| Units of products sold, total weight of products sold | CG-HP-000.A | 4,609,664 MT |
| Number of manufacturing facilities | CG-HP-000.B | 79 |

¹ These products are not sold in Europe and have been since discontinued globally.

Appendix B

Alignment with Task Force on Climate-related Financial Disclosures (TCFD) Index

Alignment with Task Force on Climate-related Financial Disclosures (TCFD) Index

We have adopted recommendations from the TCFD for evaluation of our climate risks and opportunities. Our TCFD Report published in 2021 continues to reflect our relevant climate-related risks and opportunities, and we regularly assess our approach with updates as needed. A summary of updated information to key portions of that report is included below and throughout this report.

Climate Governance

BOARD OVERSIGHT:

Our Board has established and approved the framework for our sustainability-related policies and procedures, including environmental stewardship, energy and climate, fiber sourcing, waste, and water management. As part of their oversight roles, the Board, including the Nominating and Corporate Governance Committee and the Sustainability Subcommittee, receives regular reports from management on these topics, our goals, and our progress toward achieving them.

For more details, see Our Approach to Sustainability Governance in our [2024 Sustainability Report](#).

MANAGEMENT OVERSIGHT:

Our Sustainability Steering Committee oversees our sustainability strategy and its deployment.

Additionally, climate- and sustainability-related initiatives are operationalized through our Sustainability function, which is led by our Chief Sustainability Officer. The function's team comprises global program leaders who work cross-functionally to coordinate the execution of programs supporting our climate, energy, environmental stewardship, fiber sourcing, water management, health and safety, human rights, and other sustainability efforts. This team collaborates with Kimberly-Clark's business unit and sector teams and conducts periodic reviews to assess team targets and align actions for each pillar of our 2030 sustainability ambitions, including GHG reduction and climate-related goals.

For more details, see Our Approach to Sustainability Governance in our [2024 Sustainability Report](#) and the Governance section of our [2021 TCFD Report](#).

STRATEGY

For more details regarding our Climate Strategy, see our [2021 TCFD Report](#).

RISK MANAGEMENT

In 2021, we began identifying, assessing, and quantifying our climate-related transition, as well as physical risks and corresponding opportunities. In assessing the time to 2030, 11 transition risks related to policy/legal, technology, market, and reputation were identified that could potentially impact our operations, facilities, and workforce. We began work in 2023 to update and refresh our transition risks, and we completed that work in 2024.

Policy and legal risks, including increased regulation governing how our products are manufactured, are key considerations in our ambition to transition to a lower-carbon economy. We also anticipate growing consumer demand for sustainable products and rising cost of raw materials over the coming decade. We are already beginning to operationalize mitigation strategies for these challenges across Kimberly-Clark, guided by the elements of our 2030 goals that aim for 50% reductions in Scope 1 and 2 GHG emissions and use of Natural Forest Fibers, new petroleum-based plastics, and water in water-stressed regions.² Our assessment's identification of key impact areas affords us strategic opportunities to further optimize our climate-mitigation investments.

² "Water stress" is defined as a condition in which the demand for water exceeds the amount available during a certain time period or when poor quality (due to pollution, saline intrusion, etc.) restricts its use.

High-Impact Transition Risks, Risk Drivers & Mitigation Strategies

For additional information see our [2021 TCFD Report](#).

| PRIMARY RISKS & DRIVERS | KIMBERLY-CLARK'S RESPONSE STRATEGIES |
|--|---|
| Policy & Legal | |
| <p>Cost of carbon Pricing of GHG emissions under the <2°C scenario is forecast to reach \$100/tCO₂e by 2030 (Source: IEA Sustainable Development Scenario)</p> | <ul style="list-style-type: none">• Improve energy management, efficiency, and conservation, including increasing the granularity of energy meters and identifying opportunities to apply artificial intelligence (AI)• Prioritize on-site investments in renewable electricity and larger-scale power-purchase agreements• Evaluate leading renewable thermal technologies (green hydrogen, renewable natural gas, syngas, carbon capture, etc.) through regional pilots |
| <p>Mandates & regulation of products Future regulations on the raw materials, supplies, and production methods Kimberly-Clark uses could increase the cost of producing certain products (e.g., emerging Extended Producer Responsibility (EPR) mandates on single-use plastics; new requirements for product labeling)</p> | <ul style="list-style-type: none">• As part of our forest footprint program, continue developing and sourcing new environmentally preferred fibers for use in our tissue products• Substitute new, lower-emissions biopolymers and biodegradable alternatives for current petroleum-based polymers in our Personal Care products |
| Market | |
| <p>Increased cost of raw materials Costs of forest products (used in 90% of Kimberly-Clark's products), petroleum-based plastics, and other resources have the potential to increase due to regulatory policies focused on mitigating climate change</p> | <ul style="list-style-type: none">• Increase the mass efficiency of our products to reduce consumption of forest fibers and plastics while continuing to meet consumer expectations• Integrate new lower-emission biopolymers and environmentally preferred fibers into the design of our products |
| <p>Shift in customer & consumer values Low-carbon-footprint products have the potential to provide competitive advantage as awareness of climate change impacts increases and leads more retail customers and consumers to prioritize sustainable business practices (e.g., increased customer demands for supplier accountability, including delivering on climate-science-based targets; increased expectations from sustainability-motivated Generation Z)</p> | <ul style="list-style-type: none">• Develop new environmentally preferred fibers for use in our tissue products• Increase the mass efficiency of our products to reduce consumption of forest fibers and plastics while continuing to meet consumer expectations• Integrate new lower-emission biopolymers and environmentally preferred fibers into the design of our products |

Physical Risks & Mitigation/Resilience Strategies

For additional information see our [2021 TCFD Report](#).

| WORKSTREAM | KEY CURRENT & FUTURE HAZARDS | IMPACT | KIMBERLY-CLARK'S RESPONSE STRATEGIES |
|--|--|----------------|---|
| 1. Portfolio Kimberly-Clark operating facilities across 38 countries | <ul style="list-style-type: none">• Flood• Storms• Wildlife Drought | Low | <ul style="list-style-type: none">• Add identified potential climate impacts to our business continuity framework as necessary, and integrate them into the mock scenarios and the check-and-adjust processes at our manufacturing sites• Focus on risk-mitigation best practices at 10 key sites that account for 50% of total insured value at risk• Continue to focus our water-footprint strategy on facilities in high-water-stress regions |
| 2. Key Suppliers (4 key materials) Fiber & fluff (F&F), nonwovens (NW), resins (R), super-absorbent materials (SAM) at 75 key supplier sites | <ul style="list-style-type: none">• Flood (all)• Sea-Level Rise (R, SAM)• Wildfire (F&F, NW)• Drought (F&F, NW) | Low | <ul style="list-style-type: none">• Perform supplier risk assessments via Kimberly-Clark Procurement to promote business continuity• Continue partnering with suppliers to continuously strengthen embedded resilience and contingency plans• Focus on high-priority suppliers and those identified with significant risk factors |
| 3. Key Resources | <ul style="list-style-type: none">• Forestry at risk to:<ul style="list-style-type: none">- Wildfire- Precipitation Stress- Drought <p>Impacts will likely be less significant for crude oil and natural gas</p> | Medium to high | <ul style="list-style-type: none">• Strengthen control measures to promote supplier investment in sustainable practices and implementation of those practices in their forest-assets governance strategy• Seek continued reductions in our reliance on petroleum-based materials through our plastics-footprint strategy• Aim to increase diversification of our fiber and fluff material sourcing to increase the use of alternative, environmentally preferred, non-wood, and recycled fibers |

For more details on our approach to climate, see the Better Planet section of our [2024 Sustainability Report](#).

Kimberly-Clark's Enterprise Risk Management (ERM) framework is designed to identify, assess, and mitigate risks that can impact the company's financial results and reputation. The ERM framework is supported by:

1. An enterprise risk assessment that collects inputs of key internal stakeholders, with individual risks assigned to risk owners who develop and maintain mitigation plans
2. A Global Risk Oversight Committee composed of executive leadership, which provides oversight and direction for the company's ERM program
3. Processes to monitor for emerging risks, including dialogue with peers and consultants

Climate-change risks are addressed through our ERM program, as appropriate. The climate-change risk owner, our Chief Sustainability Officer, is responsible for working closely with Kimberly-Clark business leaders and the Global Risk Oversight Committee to monitor climate risks and to ensure that necessary resources are deployed to develop and execute mitigation plans.

Findings from the 2021 assessment of Kimberly-Clark’s potential transition and physical risks, along with findings from subsequent assessments, are integrated into our strategic planning and ERM framework to help strengthen our resilience, mitigation, and adaptation responses. Results and learnings from this ongoing work are reviewed periodically by our Global Risk Oversight Committee and Board of Directors.

Metrics & Targets

METRICS

Setting and achieving aggressive climate goals has been part of Kimberly-Clark’s sustainability journey for the past quarter century. We have established key sustainability metrics to measure and manage climate risk. See our 2023 GRI Appendices for external limited assurance on our Statement of Energy Consumption, Greenhouse Gas Emissions, Water and Effluents, Waste, and Health and Safety.

TARGETS

- Kimberly-Clark has set several climate change-related ambitions:
- 50% reduction of absolute Scope 1 and 2 GHG Emissions from a 2015 base year by 2030
 - 20% reduction of absolute Scope 3 GHG emissions (Purchased Goods and Services and End-of-Life Treatment of Sold Products) from a 2015 base year by 2030
 - 50% reduction in the water footprint of our mills in water-stressed areas over a 2015 base year by 2030
 - 50% reduction of our Natural (Northern) Forest Fiber footprint from a 2011 base year by 2025
 - 50% reduction of our plastics footprint from a 2019 base year by 2030

DATA

| FY 2024 | GREENHOUSE GAS EMISSIONS (THOUSANDS MT CO ₂ E) |
|---|---|
| Total GHG Emissions: Scope 1 & Scope 2 Location-Based | 3,209 |
| Direct GHG Emissions | 1,686 |
| Indirect GHG Emissions — Location-Based | 1,523 |
| Total GHG Emissions: Scope 1 & Scope 2 Market-Based | 2,823 |
| Direct GHG Emissions | 1,686 |
| Indirect GHG Emissions — Market Based | 1,137 |
| Total GHG Emissions: Scope 3 | 10,459 |
| Category 1 — Purchased Goods & Services | 6,169 |
| Category 2 — Capital Goods | 93 |
| Category 3 — Fuel- Energy-Related Activities | 1,126 |
| Category 4 — Upstream Transport & Distribution | 840 |
| Category 5 — Waste Generated in Operations | 260 |
| Category 6 — Business Travel | 26 |
| Category 7 — Employee Commuting | 11 |
| Category 12 — End-of-Life Treatment of Sold Products | 1,622 |
| Category 15 — Investments | 312 |

Appendix C

2024 GRI Index Table

2024 GRI Index Table

General Disclosures

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|---|------------------|------------------------|
| GRI 2-1 Organizational Details | <p>Legal Name: KIMBERLY-CLARK CORPORATION</p> <p>Ownership and Legal Form: Corporation</p> <p>Address: P.O. Box 619100, Dallas, TX</p> <p>Countries of Operation:</p> <p>We are a global company focused on delivering products and solutions that provide better care for a better world, with manufacturing facilities in 30 countries, including our equity affiliates, and products sold in more than 175 countries and territories. Our products are sold under well-known brands such as Kleenex, Scott, Huggies, Pull-Ups, Kotex and Depend. During fiscal 2024, we announced our 2024 Transformation Initiative and realigned our internal operating and management structure. We manage and report our operations through three reportable segments defined by geographic regions and product groupings: North America (“NA”), International Personal Care (“IPC”) and International Family Care and Professional (“IFP”).</p> <p>For global locations refer to this link: https://www.kimberly-clark.com/en-us/</p> | | |
| GRI 2-2 Entities included in the organization’s sustainability reporting | <p>The Corporation has organized one or more legal entities in most jurisdictions where sales occur. Thus, legal entities correspond in most instances to physical geography. Accounting records are prepared and maintained in these legal entities. Transactions from multiple reporting segments are included in the financial results of legal entities.</p> <p>This report considers the same entities as those considered in the current financial reporting period.</p> | | |
| GRI 2-3 Reporting Period, Frequency and contact point | <p>Sustainability Reporting occurs annually, and the reporting period aligns with our financial reporting period.</p> <p>2024 Report Period, Financial and Sustainability: January 1, 2024 - December 31, 2024</p> <p>2024 Report Publication: June 2025</p> <p>For questions contact: sustainability@kcc.com</p> | | Principle 1 |

Kimberly-Clark has reported the information cited in this GRI content index for the period January 1, 2024 to December 31, 2024, with reference to the GRI Standards.

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|--|------------------|------------------------|
| GRI 2-4 Restatement of Information | Kimberly-Clark de Mexico, S.A.B. de C.V. (KCM) is not included in current metrics. | | |
| GRI 2-5 External Assurance | <p>We engaged Deloitte as our external assurance provider.</p> <p>Deloitte provided limited assurance over:</p> <p>Fiber for GRI 301 (sections 1 and 2)</p> <p>GRI 302 (sections 1 and 3),</p> <p>GRI 303 (sections 3, 4, and 5),</p> <p>GRI 305 (sections 1, 2, 3 and 4),</p> <p>GRI 306 (sections 3,4, and 5), and GRI 403 (sections 9 and 10) and the GHG Protocol.</p> <p>Details for each section, and the Independent Accountant's Review Report, can be found in our Appendices at the end of this document.</p> | | |
| GRI 2-6 Activities, Value Chain and Other Business Relationships | Please see our 2024 Annual Reports: https://investor.kimberly-clark.com/financial | | |
| GRI 2-7 Employee | <p>See People Data Tables for 2-7a and 2-7b</p> <p>2-7c: The data was pulled from Kimberly-Clark's HRIS system, with an effective date of 12/31/2024 for the entire company with no additional filters.</p> <p>The data is presented as headcount with the snapshot of 12/31/2024.</p> <p>Assumptions made:</p> <ul style="list-style-type: none">• Worker Type: Employee• Non-Guaranteed Hours Employees: Employee Type – Intermittent• Temporary Workers: We fill the needs for temporary work with contingent workers.• Full-Time/Part Time determined by Time Type• The role levels were determined by mimicking the United States EEO classifications. This translated in using K-C's management level. CEO, GSLT, M4 -M7 are considered Executive Roles, M1 – M3 are considered Managers, and everyone else is considered an Individual Contributor. <p>2-7e: There is not a significant fluctuation in the number of employees in 2024 even with a downward trend from the beginning of the year. The average headcount for the 2024 is 37,800 which is a -5.8% change since the beginning of the year.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|------------------|------------------------|
| GRI 2-8 Workers Who Are Not Employees | <p>2024 Contingent Workers</p> <p>Asia-Pacific: 4448 EMEA: 1194 Latin America: 1491 North America: 6513 Total: 13646</p> <p>Most of our workers who are not employees are contract workers. They are employed by various agencies and are not K-C employees. Our contractors work in various aspects of the company: 52% work in manufacturing and distribution facilities, 48% work in office settings.</p> <p>The data was compiled from Kimberly-Clark's HRIS system, with an effective date of 12/31/2024 for the entire company with no additional filters. The data presented is of headcount with the snapshot of 12/31/2024.</p> <p>Assumptions made: Worker Type Contingent.</p> <p>There is not a significant fluctuation in the number of contingent workers. The average number for 2024 is 14,100 which is a -6.6% change since the beginning of the year.</p> | | |
| GRI 2-9 Governance Structure and Composition | <p>See detailed description in Proxy Statement 2025, pages 4-7 and 11-45</p> <p>Nominating and Corporate Governance Committee (including its Sustainability Subcommittee). Proxy Statement 2025, pages 16-17.</p> <p>Highest governance body is Board of Directors. See description in Proxy Statement 2025, pages 4-7.</p> <p>CEO Michael Hsu is only executive member. All others are non-executive. See Proxy Statement 2025, pages 4-7.</p> <p>CEO Michael Hsu is only non-independent member. All others are independent. See description in Proxy Statement 2025, page 12.</p> <p>Tenure ranges from 0 to 22 years, with median tenure of 5 years. See Proxy Statement 2025, page 5.</p> <p>Each director's other significant positions are described in Proxy Statement 2025, page 4 and pages 31-41.</p> <p>Seven of our 13 directors are female. See Proxy Statement 2025, page 5.</p> <p>Five of our 13 directors are ethnically diverse. See Proxy Statement 2025, page 5.</p> <p>Each director's competencies are described in Proxy Statement 2025, page 5 and pages 31-41.</p> <p>All directors are elected annually by the stockholders. We regularly conduct outreach efforts with our stockholders to solicit their views on a variety of topics. See Proxy Statement 2025, page 19 and pages 28-30.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|------------------|------------------------|
| GRI 2-10 Nomination and Selection of the Highest Governance Body | All directors are elected annually by the stockholders. The Board of Directors is responsible for approving candidates for Board membership. The Board may receive recommendations for Board candidates from various sources, including our directors, management, and stockholders. The criteria used for nominating/selecting Board members are described in our proxy statement, as well as the competencies the Board considers important and the Board's focus on diversity and independence. Each of the Board and the Nominating and Corporate Governance Committee believes that diversity of backgrounds and viewpoints is a key attribute to include in the boardroom. See Proxy Statement 2025, pages 28-30. | | |
| GRI 2-11 Chair of the Highest Governance Body | Michael Hsu is Chairman of the Board and Chief Executive Officer for Kimberly-Clark Corporation. The Board's current view is that a combined Chairman and CEO position, coupled with a predominantly independent board and a proactive, independent Lead Director, promotes candid discourse and responsible corporate governance. See Proxy Statement 2025 at page 11. | | |
| GRI 2-12 Role of the Highest Governance Body in Overseeing the management of impacts | <p>Our Board has established and approved the framework for our sustainability-related policies and procedures, including environmental stewardship, energy and climate, fiber sourcing, waste and water management, product safety, charitable contributions, human rights, labor, and culture. As part of their oversight roles, the Board and the Nominating and Corporate Governance Committee receive regular reports from management on these topics, our goals, and our progress toward achieving them.</p> <p>Our Board oversees risk management, including risks related to environmental issues, including climate-related risks and opportunities, and social topics. The Board is focused on our long-term business strategy, including fostering sustainability driven innovations, and incorporates our sustainability risks and opportunities into its overall strategic decision-making. Sustainability risk areas for our company include shifting customer and consumer preferences toward sustainable products, increasing regulation and mandates related to single-use plastics and greenhouse gas emissions, supply chain risks related to water security and deforestation, and the cost of the commodities and natural resources required to make and market our products.</p> <p>Our Nominating and Corporate Governance Committee maintains a standing Sustainability Subcommittee to support the Committee in executing its oversight responsibilities for matters relating to sustainability, corporate social responsibilities, and corporate citizenship and as we continue to incorporate related risks and opportunities into the Board's overall strategic decision-making.</p> <p>We continue to routinely engage our stockholders on the topic of sustainability through our governance engagement program and regular investor meetings. In these meetings, we discuss sustainability topics and priorities relevant to our business.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|------------------|------------------------|
| <p>GRI 2-13 Delegation of Responsibility for Managing Impacts</p> | <p>Our Board has established and approved the framework for our sustainability-related policies and procedures, including environmental stewardship, energy and climate, fiber sourcing, waste and water management, product safety, charitable contributions, human rights, labor, and culture. As part of their oversight roles, the Board and the Nominating and Corporate Governance Committee receive regular reports from management on these topics, our goals, and our progress toward achieving them. In addition, our Nominating and Corporate Governance Committee of the Board maintains a standing Sustainability Subcommittee to support the Committee in executing its oversight responsibilities for matters relating to sustainability, corporate social responsibilities and corporate citizenship and as we continue to incorporate related risks and opportunities into the Board's overall strategic decision-making as appropriate.</p> | | |
| <p>GRI 2-14 Role of the Highest Governance Body in Sustainability Reporting</p> | <p>Our Board of Directors has established and approved the framework for our sustainability-related policies and procedures, including those governing climate, energy, and environmental stewardship. Our Nominating and Corporate Governance Committee oversees these efforts, and both the committee and the full Board receive regular reports from management on these topics, our goals and our progress toward achieving them. As part of its focus on long-term business strategy, our Board also oversees management of climate-related risks and risk-mitigation strategies, including sustainability-driven innovation. The Board considers sustainability risks and opportunities as part of its overall strategic decision-making process.</p> <p>We maintain a Sustainability Subcommittee of the Nominating and Corporate Governance Committee of the Board to support the Committee in executing its oversight responsibilities for matters relating to sustainability, corporate social responsibilities and corporate citizenship and as we continue to incorporate related risks and opportunities into the Board's overall strategic decision-making.</p> <p>Kimberly-Clark's sustainability program is guided by our Sustainability Steering Committee, which includes members of our Executive Leadership Team. This committee meets at least quarterly to review and adjust the program's direction, address barriers to success, and assess the health of our long-term strategy.</p> <p>We established the Sustainability Reporting Disclosure Steering Committee to ensure that the Corporation has implemented and maintains internal procedures for the timely collection, evaluation, and disclosure (as appropriate) of information potentially subject to public disclosure under the legal, regulatory, and stock exchange requirements to which the Corporation is subject. The Committee is also responsible for providing consistent and ongoing oversight and direction for the Corporation's Sustainability program including its strategic projects, formal reporting and disclosure, materiality assessments as well as internal and external assurance activities. In addition, the Committee oversees governance processes to identify, assess, and respond to key sustainability risks and establish appropriate internal controls framework. Lastly, the Committee monitors compliance and remedial activities concerning control deficiencies over sustainability key controls.</p> <p>Climate-related initiatives are operationalized through our Sustainability function, which is led by our Chief Sustainability Officer. The function's team comprises global program leaders who work cross-functionally to coordinate the execution of programs supporting our climate, energy, environmental stewardship, fiber sourcing, water management, and other sustainability efforts. This team collaborates with Kimberly-Clark's business unit and sector teams and conducts quarterly reviews to assess team targets and align actions for each pillar of our 2030 sustainability ambitions.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|--|---|------------------------|
| GRI 2-15 Conflicts of Interest | <p>Kimberly-Clark has a Code of Conduct that applies to all of our directors, executive officers and employees, including our CEO, Chief Financial Officer, and Vice President & Controller. It is available in the Investors section of our website at www.kimberly-clark.com. The Code of Conduct covers the prevention and mitigation of conflicts of interest. The Audit Committee of our Board of Directors oversees our compliance program.</p> <p>There are no compensation committee interlocking cross-board relationships.</p> <p>There are no controlling shareholders.</p> <p>Our Board assesses potential related-party transactions, and we disclose these as required by SEC rules in our proxy statement, along with a description of our related processes.</p> | | |
| GRI 2-16 Communication of Critical Concerns | <p>The Audit Committee has established procedures for receiving, recording, and addressing any complaints we receive regarding accounting, internal accounting controls or auditing matters, and for the confidential and anonymous submission, by our employees or others, of any concerns about our accounting or auditing practices. Questions and concerns may also be raised via a variety of channels as communicated in our Code of Conduct, including our Compliance HelpLine which allows for anonymous reporting where permissible by law.</p> <p>Kimberly-Clark has a Code of Conduct that applies to all of our directors, executive officers, and employees, including our CEO, Chief Financial Officer, and Vice President & Controller. It is available in the Investors section of our website at www.kimberly-clark.com.</p> <p>The Board has established a process by which stockholders and other interested parties may communicate with the Board, including the Lead Director. That process can be found in the Investors section of our website at https://www.kimberly-clark.com.</p> <p>Under our stockholder engagement policy, set forth in our Corporate Governance Policies, stockholders who wish to meet directly with members of our Board may send a meeting request to our Lead Director who will consider the request in consultation with the Corporate Secretary. Requests should include information about the requesting party (including the number of shares held), the reason for requesting the meeting, and the topics to be discussed.</p> | <p>Confidentiality</p> <p>Constraints</p> | |
| GRI 2-17 Collective Knowledge of the Highest Governance Body | <p>Our Board is regularly briefed by management on sustainability matters and is periodically advised by external thought leaders who provide guidance on key governance, social and environmental issues.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|--|------------------|------------------------|
| GRI 2-18 Evaluation of the Performance of the Highest Governance Body | <p>The Board conducts annual self-evaluations to determine whether it and its committees are functioning effectively and whether its governing documents continue to remain appropriate. Each Board member is periodically evaluated on an individual basis. The process is designed and overseen by our Lead Director and our Nominating and Corporate Governance Committee, and the results of the evaluations are discussed by the full Board.</p> <p>Each committee annually reviews its own performance and assesses the adequacy of its charter and reports the results and any recommendations to the Board. This includes the Nominating and Corporate Governance Committee, which oversees sustainability matters and maintains a standing Sustainability Subcommittee.</p> | | |
| GRI 2-19 Remuneration Policies | <p>The compensation policies and practices for our Board and senior executives are described in detail in our 2025 Proxy Statement. In particular, see pages 41-45 for outside directors and pages 49-87 for executive officers.</p> | | |
| GRI 2-20 Process to Determine Renumeration | <p>The independent Management Development and Compensation Committee of the Board of Directors oversees the process for determining remuneration.</p> <p>At our 2024 Annual Meeting, our executive compensation program received the support of approximately 90 percent of shares represented at the meeting. The Committee has considered the results of this vote and views this outcome as evidence of stockholder support of its executive compensation decisions and policies. Accordingly, the Committee has not made any substantial changes to its executive compensation policies for the current year. The Committee will continue to review the annual stockholder votes on our executive compensation program and determine whether to make any changes in light of the results. In 2024, we continued our focus on regularly engaging with investors to understand their perspectives on a variety of topics, including compensation. We reached out to stockholders representing approximately 51 percent of our common stock and engaged with stockholders representing approximately 18 percent of our common stock. We discussed many key topics, including our approach to our executive compensation program.</p> <p>The Management Development and Compensation Committee engaged an external independent consultant to assist it in determining the appropriate executive officer compensation in 2024. Consistent with the Committee's policy in which its independent consultant may provide services only to the Committee.</p> | | |
| GRI 2-21 Annual Total Compensation Ratio | <p>In 2024, the ratio of our CEO's total compensation to the median employee total compensation was 305 to 1. We disclose how the data was compiled on page 95 of our 2025 Proxy Statement. The 2024 ratio was lower than the 2023 ratio of 324 to 1.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|------------------|------------------------|
| <p>GRI 2-22 Statement on Sustainable Development Strategy</p> | <p>A Message from Our Chairman and CEO - 2024 Response</p> <p>Dear Stakeholders,</p> <p>2024 was a transformative year for the future of Kimberly-Clark as we launched our new, multi-year Powering Care strategy and established a strong foundation for accelerated business growth in the years to come. Importantly, the implementation of Powering Care is underpinned by our longstanding focus on sustainable practices and our commitment to provide Better Care for a Better World.</p> <p>I am incredibly proud of our teams and their outstanding mobilization around our Powering Care strategy – transforming how we work, and serving our millions of consumers around the world who depend on us. Throughout 2024, their dedication, innovation, and commitment also enabled us to continue to drive positive impact across our four sustainability pillars: Better Products, Better Planet, Better Workplace, and Better Society.</p> <p>Better Products</p> <p>We continued to seek more sustainable product solutions in support of our consumers. As part of our ambition to be 100% Natural Forest-Free across our portfolio beyond 2030, we are driving the exploration of next-generation innovative technical solutions. Over the past decade, we have invested more than \$47 million in researching alternative fiber options to create more sustainable products and we are excited about the progress we are making toward a better future.</p> <p>We also worked with suppliers across the globe to replace virgin fossil fuel-based plastic used in our packaging with more recycled content, and to accelerate the development of alternative materials to traditional plastics.</p> <p>Better Planet</p> <p>We continued to drive meaningful progress in reducing our environmental impact. Since 2015, we have reduced our scope 1 and 2 emissions by [43%], a milestone we are proud of as we push toward our broader sustainability goals. We have accelerated our utilization of alternative energy sources such as wind and solar power, including through on-site and virtual purchase power agreement (VPPAs). In 2024, 41% of the electricity we purchased globally was from renewable sources and we expect to see this number increase further over the next couple of years.</p> <p>Additionally, we launched a program to more formally assess supplier sustainability performance, enable further Scope 3 reduction, and generally support our responsible sourcing practices across the supply chain.</p> <p>Better Workplace</p> <p>We want to empower employees to do their best work and we accordingly invest in their growth, engagement, and well-being. We approach inclusion and belonging as a business strategy, one that helps us drive employee engagement, and long-term success. We also strive to recognize universal human rights on a global scale.</p> <p>In 2024, we launched a global mentorship program to further strengthen talent development and support leadership growth across our organization. At the same time, we rolled out an internationally consistent Employee Assistance Program, offering online resources for holistic well-being. In addition, we proudly celebrated Global Mental Health Day as part of our ongoing commitment to fostering a supportive workplace.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|--|------------------|------------------------|
| <p>(cont)</p> <p>GRI 2-22</p> <p>Statement on Sustainable Development Strategy</p> | <p>In 2024, we launched a global mentorship program to further strengthen talent development and support leadership growth across our organization. At the same time, we rolled out an internationally consistent Employee Assistance Program, offering online resources for holistic well-being. In addition, we proudly celebrated Global Mental Health Day as part of our ongoing commitment to fostering a supportive workplace.</p> <p>Better Society</p> <p>Last year, our brand programs - combined with global and local partnerships - positively impacted approximately [109] million lives worldwide. From helping to empower girls and enhance maternal and child health to expanding access to water and sanitation, we strive to make a meaningful difference.</p> <p>Some highlights include the launch of the multi-country Kotex® #ProgressFeelsLike campaign, encouraging women to share their perspectives on progress and have their voices heard. In the U.S., Depend launched a campaign featuring American football legend Emmitt Smith to spark open conversations around the often-stigmatized topic of incontinence. We also deepened our longstanding partnership with the United Nations Children’s Fund (UNICEF), continuing to invest in programs designed to support babies’ health and development from birth through childhood.</p> <p>Advancing Care</p> <p>For over 150 years, Kimberly-Clark has stayed true to our founding principles: making high-performing products and taking care of our consumers and customers, employees, communities and shareholders. We believe that our collective efforts across our sustainability strategy position us to deliver more value to our stakeholders while addressing the complex sustainability challenges that impact our business today and in the future.</p> <p>I am inspired by all we have achieved at Kimberly-Clark and energized by our plans. Together, we will continue to work to fulfill our purpose of Better Care for a Better World in 2025 and beyond.</p> <p>Mike Hsu Chairman & CEO</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|--|------------------|------------------------|
| GRI 2-23 Policy Commitments | <p>Our Human Rights Policy and Code of Conduct establish Kimberly-Clark’s expectations related to compliance and ethics, creating accountability across key issue areas. These expectations extend beyond our corporate walls to encompass our suppliers’ employees and workplaces as well, as communicated through our Supplier Code of Conduct. Our policies guide our interactions with suppliers, partners, customers, and consumers worldwide, and are communicated through our Supplier Social Compliance Standards. Centered on our values, these standards are an extension of our commitments to our own people and are aligned with principles such as the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.</p> <p>Specifically, Kimberly-Clark’s Human Rights Policy addresses core human rights issues including recognition of universal human rights on a global basis, the abolition of discriminatory laws and practices, freedom of association, prohibition of child labor, prohibition of forced labor, prohibition of physical or mental abuse, prohibition of discrimination, fair compensation and working hours, and a prohibition of retaliation for engaging in legally-protected activity. Our Human Rights Policy and other associated commitments can be found at: https://www.kimberly-clark.com/en-us/esg/2030-ambition/esg-article/human-rights-and-social-compliance.</p> <p>Policy commitments for responsible business conduct are approved at the Executive Leadership level and apply to all of Kimberly-Clark’s business activity. New or revised policies are communicated to employees, workers, business partners and suppliers globally through internal and external communication channels as well as in contract terms & conditions.</p> <p>For more information on varying policies and positions within Kimberly-Clark please visit Kimberly-Clark Newsroom.</p> | | |
| GRI 2-24 Embedding Policy Commitments | <p>Kimberly-Clark has a Code of Conduct that applies to all of our directors, executive officers, and employees, including our CEO, Chief Financial Officer, and Vice President & Controller. It is available in the Investors section of our website at www.kimberly-clark.com. Kimberly-Clark regularly provides Code of Conduct training to all Kimberly-Clark employees.</p> <p>Kimberly-Clark has adopted a Global Policy Management Program Policy as part of our commitment to operating with integrity around the world. This Policy provides a single approach to global policies that drives accountability throughout Kimberly-Clark. It establishes the approach to Kimberly-Clark’s global policy lifecycle from creation, review, and approval to distribution, tracking, and updating.</p> | | |
| GRI 2-25 Processes to Remediate Negative Impacts | <p>Kimberly-Clark has various compliance programs in place to help identify, mitigate, and remediate risks in its operations and supply chain.</p> <p>Mechanisms for raising concerns regarding unethical or unlawful behavior are communicated in our Code of Conduct. Questions and concerns may be raised via a variety of channels including our Compliance Helpline, which allows for anonymous reporting where permissible by law. Kimberly-Clark policy prohibits retaliation for raising concerns or asking questions in good faith.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|--|--------------------------------|------------------------|
| GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns | Mechanisms for raising concerns regarding unethical or unlawful behavior are communicated in our Code of Conduct. Kimberly-Clark policy prohibits retaliation for raising concerns or asking questions in good faith. Questions and concerns may be raised via a variety of channels including our Compliance HelpLine (www.KCHelpLine.com), an externally managed system that allows both identified and anonymous reports by phone or web intake. Other channels employees are encouraged to use include: their team leader or next level of leadership; functional teams (e.g. HR, Ethics & Compliance, Legal); and a HelpLine email inbox monitored by the Ethics & Compliance team. The Compliance HelpLine system and our HelpLine email address are also posted on our external website, making them available to our consumers, customers, vendors, and other stakeholders to ask questions or raise concerns. | | |
| GRI 2-27 Compliance with Laws and Regulations | See Kimberly-Clark Annual Report. | Confidentiality Constraints | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|--|-------------------------|------------------------|
| <p>GRI 2-29 Approach to Stakeholder Engagement</p> | <p>Stakeholders viewed as strategic partners are those who have a significant interest and/or impact on areas that are most material to our company.</p> <p>We engage with stakeholders in many ways on an ongoing basis – ranging from conducting customer and consumer research to engaging in dialogue and developing strategic partnerships with environmental and humanitarian organizations. In addition, we communicate progress to the shareholder and investment communities through our Annual 10-K, through investor and shareholder meetings, at analyst-sponsored conferences and through distribution of our sustainability reporting content.</p> <p>Our key stakeholder groups include, but are not limited to:</p> <ul style="list-style-type: none"> Investors NGOs Customers Consumers Employees Potential employees Suppliers Local communities <p>We also routinely engage our stockholders on the topic of sustainability through our governance engagement program and regular investor meetings. In these meetings, we often discuss sustainability topics relevant to our business, our priorities, and the impact to our business.</p> <p>Examples of engagement include, but are not limited to:</p> <ul style="list-style-type: none"> Annual meetings One-on-one interviews Engagement surveys Education or marketing campaigns Earning calls or shareholder resolutions Risk assessments and audits Volunteering programs Media relations <p>Within our ongoing stakeholder engagement, topics raised include, but are not limited to:</p> <ul style="list-style-type: none"> Our business practices The environment Operating context People and community Products and packaging Sourcing Climate change Waste and recycling Supply chain management. Quality Safety and health Human rights Cost reductions Pricing Organic growth and operating margins | Information Unavailable | |
| <p>GRI 2-30 Collective Bargaining Agreement</p> | <p>Across the globe K-C employees work at 186 K-C facilities, 7 of which ceased operations in 2024. 56 of the facilities are at least partially covered by a Collective Bargaining Agreement (CBA). 38% of our global employees are covered by a CBA.</p> <p>Topics covered by Collective Bargaining Agreements will vary, but common subjects included in facility CBA's include administration of working hours, joint health and safety efforts, and working conditions.</p> <p>We respect freedom of association, and our policies are in line with our Code of Conduct commitments and K-C Human Rights Policy.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|--|------------------|------------------------|
| GRI 3-1 Process to Determine Material Topics | <p>Materiality Assessment</p> <p>Our 2019 assessment helped inform the backbone of our 2030 sustainability strategy. We pursue sustainability initiatives that we believe support our employees, customers, and communities to help us continue to create long-term value for our shareholders.</p> <p>To continue our focus on topics where we believe we can make a meaningful difference, we conducted a refresh of our materiality assessment in late 2022, which we completed in 2023.</p> <p>Revised topics from that assessment continue to remind us of our stakeholders' key issues related to our sustainability efforts. Conducting periodic reviews allows us to identify considerations for potential changes in the topics we include as well as our approach and efforts to sustainability. All topics reflected in this assessment are important focus areas for Kimberly-Clark assessed based on our potential impacts globally. Tier 1 represents the highest impact among the topics, Tier 2 moderate-high impact, and Tier 3 the lowest impact of the topics.</p> <p>In partnership with an external consultant and informed by reference to our business, strategy, and operations, Kimberly-Clark conducted its most recent materiality assessment with engagement and input from internal and external stakeholders, including employees, senior executives, non-governmental organizations (NGOs), suppliers, and consumers. Additional inputs for our analysis were gathered from mainstream external reporting frameworks, peer groups, raters, consumer sentiments and publications. Results from all groups were finalized, taken into consideration and reflected in the material tier model.</p> <p>Note: References to materiality or material topics across our sustainability reporting, including our materiality assessment completed in 2023, are for purposes of our sustainability strategy and voluntary reporting only and are not an indication that such information or matters are material to</p> <p>Kimberly-Clark under federal securities laws or corporate reporting laws, regulations, or directives that may be applicable in specific jurisdictions.</p> <p>Published June 2024</p> | | |
| GRI 3-2 List of Material Topics | <p>References to materiality or material topics across our sustainability reporting, including our materiality assessment completed in 2023.</p> <p>For applicable topics, refer to the GRI tables.</p> | | |
| GRI 3-3 Management of Material Topics | <p>Detailed disclosures on our strategy and approach to material topics can be found on https://www.kimberly-clark.com/en-us/esg/2030-ambition/esg-topics.</p> | | |

Economic

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--------------------------|--|-----------------|------------------------|
| GRI 415 Public Policy | <p>Kimberly-Clark does not use corporate funds to contribute to any federal, state or local candidates, political parties, or other political committees. We also do not sponsor a corporate political action committee (PAC).</p> <p>Further, Kimberly-Clark’s Code of Conduct and Anti-Corruption Policy prohibit employees and representatives from making contributions on behalf of Kimberly-Clark to candidates for political office or for other political campaigns absent preapproval from our Legal/Government Relations function.</p> <p>We have processes in place to support our compliance with applicable U.S. federal, state and local laws that require registration and reporting of lobbying activities and expenditures. Kimberly-Clark files six lobbying reports each year with Congress – four quarterly lobbying activity expense reports and two semiannual reports reflecting expenditures for the benefit of Congressional and Executive Branch officials. Our filings can be accessed in the U.S. Senate Lobbying Disclosure Act database at https://www.senate.gov/legislative/Public_Disclosure/LDA_reports.htm or U.S House database at http://lobbyingdisclosure.house.gov.</p> <p>In 2024, Kimberly-Clark reported \$990,000 in federal lobbying activity expenses. This includes internal lobbying expenses, retained consultants’ fees, and the portion of dues paid to trade associations that relate to their federal lobbying activities. We did not report/disclose any expenditures benefitting federal officials in our 2024 semiannual reports.</p> <p>We also occasionally participate in the citizen legislative process by providing financial support to state or local ballot initiatives relating to specific issues that have a direct impact on our businesses. When we make these expenditures, they are publicly reported “as required to comply with legal requirements of the state or local jurisdiction. In 2024, we spent \$0 on ballot initiatives.</p> <p>For more on Public Policy see: https://www.kimberly-clark.com/en-us/investors/corporate-governance</p> | | |

Environmental
CLIMATE CHANGE

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|-------------------------|------------------------|
| GRI 302-1 Energy Consumption within the Organization | See Carbon Footprint Data Tables at the end of this document. See Assurance Statement at the end of the document. | | |
| GRI 302-2 Energy Consumption Outside of the Organization | | Information Unavailable | |
| GRI 302-3 Energy Intensity | Specific Metric Chose to Calculate the Ratio This indicator includes only energy consumption within Kimberly-Clark. The numerator includes all energy types consumed by K-C facilities (electricity, non-renewable fuels, and renewable fuels). The denominator is metric tons of all good saleable product made by our assets in our global facilities. All good saleable product quantities and energy data are entered into Kimberly-Clark’s Sphera Cloud Corporate Sustainability (SCCS) database monthly by the site energy or environmental leaders | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|---|------------------------|
| GRI 302-4 Reduction of Energy Consumption | <p>See Carbon Footprint Data Tables at the end of this document.</p> <p>Our energy conservation and efficiency improvement actions and projects can/are expected to impact all energy types, including electricity, steam, heating & cooling, and all fuel types consumed by the Kimberly-Clark’s facilities. Energy efficiency actions, from those in the idea phase to those in activation, are managed in our Kimberly-Clark’s Sphera Cloud Corporate Sustainability (SCCS) database. The database is used by the central sustainability team and business units’ energy and climate managers to track specific energy consumption changes (in giga-Joules), impacts on climate (in metric ton of carbon dioxide equivalent (MTCO2e)) and basic financial indicators, such as cost and annual savings.</p> <p>Energy conservation and efficiency improvements have resulted from the execution of actions in the following two fundamental pillars of our Carbon Footprint program:</p> <ul style="list-style-type: none"> Conservation and Energy Efficiency: Implementation of energy best practices, mainly through capital investment projects such as variable frequency drives and high efficiency motors, compressed air systems upgrades, tissue machine drying system technology and control upgrades, vacuum system optimization, heat recovery systems, HVAC systems optimization, lighting retrofitting, process technology upgrades, energy supply systems optimization, steam and condensate systems upgrade, etc. Lean Energy: An energy management system embedded into many of our facility’s daily accountability processes with real-time consumption visualization tools which positions energy efficiency as a priority at the same level as safety, quality, delivery, and cost. <p>The management of the energy conservation and efficiency improvement projects in the SCCS database allows for the breakdown by program pillar and year of activation. This feature and granularity make it possible to build the detailed table.</p> | | Principle 8,9 |
| GRI 302-5 Reductions in energy requirements of products and services | | Not Applicable: Kimberly- Clark products do not require energy for use. | |
| GRI 305-1 Direct (Scope 1) GHG Emissions | <p>See Carbon Footprint Data Tables at the end of this document.</p> <p>See Assurance Statement at the end of the document.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|--|-----------------|------------------------|
| GRI 305-2 Energy Indirect (Scope 2) GHG Emissions | See Carbon Footprint Data Tables at the end of this document. See Assurance Statement at the end of the document. | | |
| GRI 305-3 Other Indirect (Scope 3) GHG Emissions | See Carbon Footprint Data Tables at the end of this document. See Assurance Statement at the end of the document. | | |
| GRI 305-4 GHG Emissions Intensity | <p>Specific Metric Chosen and Types of Emissions Included to Calculate the Ratio</p> <p>Kimberly-Clark calculates two types of emissions intensity ratios:</p> <p>(1) total Scope 1 and Scope 2 market based GHG emissions over metric tons of production and</p> <p>(2) total Scope 3 emissions over metric tons of production.</p> <p>The GHG (Greenhouse Gas) emissions intensity calculation includes CO2 (carbon dioxide), CH4 (methane), and N2O (nitrous oxide). The metric tons of production encompass all good saleable products made in our global facilities. All good saleable product quantities and energy data are entered into Kimberly-Clark’s Sphera Cloud Corporate Sustainability (SCCS) database monthly by the site energy or environmental leaders</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|-----------------|------------------------|
| GRI 305-5 Reduction of GHG Emissions | <p>See Carbon Footprint Data Tables at the end of this document.</p> <p>Our energy conservation and efficiency improvement actions and projects are expected to impact all energy types, including electricity, steam, heating & cooling, and all fuel types consumed by the Kimberly-Clark’s facilities. All energy efficiency actions, from those in the idea phase to those in activation, are managed in our Kimberly-Clark’s Sphera Cloud Corporate Sustainability (SCCS) Database. SCCS is used by the central sustainability team and business units’ energy and climate managers, to track specific energy consumption changes (in giga-Joules), impacts on climate (in MTCO2e) and basic financial indicators, such as cost and annual savings. The GHG emissions Reduction Calculations includes CO2, CH4 and N2O.</p> <p>Base Year for the Calculation</p> <p>In 2020, we announced that the Science Based Target initiative (SBTi) officially approved our GHG emissions reductions goals, where K-C seeks to reduce absolute Scope 1 and Scope 2 market based GHG emissions by 50% by 2030 from a 2015 base year. K-C also seeks to reduce absolute Scope 3 GHG emissions from Purchased Goods and Services and End of Life Treatment of Sold Products by 20% by 2030 from a 2015 base year.</p> <p>K-C selected 2015 as the base year. The timeframe of 15 years between 2015 and 2030 addresses the base and target year criteria of the “SBTi Criteria and Recommendations (Version 4.0)” where targets must cover a minimum of 5 years and a maximum of 15 years from the date the target is submitted to SBTi for official validation. 2015 was selected as our base year as it was the first year that K-C developed a full Scope 3 inventory along with external verification of Scope 1 and Scope 2 emissions by WSP Global.</p> <p>The GHG emissions reduction reported comes from the execution of actions in the following fundamental pillars of the Carbon Footprint program:</p> <ul style="list-style-type: none">• Conservation and Energy Efficiency: Implementation of energy best practices, mainly through capital investment projects such as variable frequency drives and high efficiency motors, compressed air systems upgrades, tissue machine drying system technology and control upgrades, vacuum system optimization, heat recovery systems, HVAC systems optimization, lighting retrofitting, process technology upgrades, energy supply systems optimization, steam and condensate systems upgrade, etc.• Lean Energy: An energy management system is embedded into many of our facility’s daily accountability process, positioning energy efficiency as a priority at the same level as safety, quality, delivery, and cost.• Low Carbon Energy Supply: Projects include transition to lower emitting technologies and fuels such as with cogeneration and biomass boilers, onsite renewable energy generation using solar photo-voltaic panels and the procurement of bundled renewable energy credits (RECs) from direct and virtual Power Purchase Agreements (PPAs). <p>The management of the GHG emissions reduction projects in the Kimberly-Clark’s SCCS database allows the breakdown by category and year of activation. This feature and granularity make it possible to build the detailed table.</p> | | Principle 8, 9 |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|---|--|------------------------|
| GRI 305-6 Emissions of Ozone-depleting Substances (ODS) | | Information Inapplicable. Emissions from Kimberly-Clark's refrigerant based air conditioning are immaterial. | |
| GRI 305-7 Nitrogen oxides (NOx), Sulfur Oxides (Sox), and other significant air emissions | The approach followed to calculate the significant air emissions reported in the table is based on published emission factors, such as: U.S EPA AP-42 Compilation of Air Pollutant Factors, and only Beech Island uses a site-specific factor. See Carbon Footprint Data Tables at the end of this document. | | |
| GRI 308-1 New Suppliers that were screened using environmental criteria | <p>Kimberly-Clark does not presently track the number or percent of suppliers screened using environmental criteria. However, we deploy a targeted approach to addressing environmental impacts in our supply chain during initial supplier screening and ongoing category management activities. These approaches include, but are not limited to:</p> <ul style="list-style-type: none"> Kimberly-Clark's SupplierLINK portal provides a listing of applicable standards and requirements for raw materials and social responsibility Standards and Requirements (kimberly-clark.com). Suppliers of fiber-based raw materials, packaging and manufactured products must disclose sources of fiber, including recycled content if applicable, upon request. Suppliers are subject to periodic social compliance audits administered by our Supply Chain Human Rights program. Contract manufacturers are reviewed through a multi-category due diligence process including environmental factors. New chemical suppliers are required to disclose if the chemical they are supplying to Kimberly-Clark contains palm oil derivatives. | Information Unavailable | |

WATER

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|--|---|------------------------|
| GRI 303-1 Interactions with Water as a Shared Resource | See Water Use and Stewardship (kimberly-clark.com) Link to the A-Z Webpage: https://www.kimberly-clark.com/en-us/esg/2030-ambition/esg-article/water-use-and-stewardship | | Principle 8 |
| GRI 303-2 Management of Water Discharge-Related Impacts | See Water Use and Stewardship (kimberly-clark.com) Link to the A-Z Webpage: https://www.kimberly-clark.com/en-us/esg/2030-ambition/esg-article/water-use-and-stewardship | | Principle 8 |
| GRI 303-3 Water Withdrawal | See Water Footprint Data Tables in the appendices of this document. See Assurance Statement at the end of the document. | 303-3-ci. Information Unavailable; data not collected 303-3-cii. Information Unavailable; data not collected | |
| GRI 303-4 Water Discharge | See Water Footprint Data Tables in the appendices of this document. See Assurance Statement at the end of the document. | 303-4-b. Information Unavailable; data not collected 303-4-bii. Information Unavailable; data not collected 303-4-ci. Information Unavailable; data not collected 303-4-cii. Information Unavailable; data not collected | |
| GRI 303-5 Water Consumption | See Water Footprint Data Tables in the appendices of this document. See Assurance Statement at the end of the document. | Confidentiality Constraints | |

DEFORESTATION

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|--------------------------|------------------------|
| GRI 304-1 Operational Sites Owned, Leased, Managed in, or Adjacent to Protected Areas and Areas of High Biodiversity Value Outside Protected Areas | See Forest Footprint Data Tables in the appendices of this document. | Information Unavailable | |
| GRI 304-2 Significant Impacts of Activities, products, and services on biodiversity | https://www.kimberly-clark.com/en-us/esg/2030-ambition/esg-article/forest-management | | |
| GRI 304-3 Habitats Protected or Restored | https://www.kimberly-clark.com/en-us/esg/2030-ambition/esg-article/forest-management | Information Inapplicable | |
| GRI 304-4 Red List species and national conservation list species with habitats in areas affected by operations | In 2023, we completed a pilot nature footprint risk assessment of North America consumer tissue operations following guidance associated with the Taskforce for Nature Related Financial Disclosures (TNFD) framework. In this assessment, North America consumer tissue sites were assessed for proximity to IUCN Red List Species. Through this analysis, we identified operations proximity to 32 unique species identified on IUCN's Red List. Of those species, 3 were identified as Vulnerable, 22 were identified as Endangered, and 7 were identified as Critically Endangered. | Information Incomplete | |

POST-CONSUMER WASTE AND SINGLE-USE PLASTICS

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|-------------------------|------------------------|
| GRI 301-1 Materials Used by Weight or Volume | See Forest Footprint and Materials Data Tables in the appendices of this document. | | |
| GRI 301-2 Recycled Input Materials Used | See Materials Data Tables in the appendices of this document. | | |
| GRI 301-3 Reclaimed Products and their Packaging Materials | | Information Unavailable | |
| GRI 306-1 Waste Generation and Significant Waste-related Impacts | Environment Health and Safety (kimberly-clark.com) | | |
| GRI 306-2 Management of Significant Waste-related impacts | Environment Health and Safety (kimberly-clark.com) | | Principle 8 |
| GRI 306-3 Waste Generated | See Waste Data Tables at the end of this document. See Assurance Statement at the end of the document. | | |
| GRI 306-4 Waste Diverted From Disposal | See Waste Data Tables at the end of this document. See Assurance Statement at the end of the document. | | |
| GRI 306-5 Waste Directed to Disposal | See Waste Data Tables at the end of this document. See Assurance Statement at the end of the document. | | |

Social

ETHICS, CULTURE, VALUES

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|---|---|------------------------|
| GRI 205-1 Operations Assessed for Risks Related to Corruption | <p>Kimberly-Clark’s Code of Conduct establishes Kimberly-Clark’s policy regarding conducting business in compliance with applicable anti-bribery and anticorruption laws.</p> <p>The Code of Conduct also describes mechanisms for reporting potentially unlawful or unethical behavior. We regularly assess our risk globally through regular trainings and business operations.</p> <p>For more information, see our Code of Conduct: https://www.kimberly-clark.com/en-us/investors/corporate-governance/code-of-conduct</p> | Legal Prohibitions/ Confidentiality Constraints | Principle 10 |
| GRI 205-2 Communication and Training about Anti-Corruption Policies and Procedures | <p>In 2024, we provided Code of Conduct training to all office-based Kimberly-Clark employees with computer access. The training required employees to read, understand, and agree to comply with the Code of Conduct, which has sections regarding preventing bribery and corruption.</p> <p>Based on our ongoing risk assessment, we also provided to select groups of employees specific training regarding anticorruption risks they may encounter in their roles.</p> | Legal Prohibitions/ Confidentiality Constraints | Principle 10 |
| GRI 205-3 Confirmed Incidents of Corruption and Actions Taken | | Legal Prohibitions/ Confidentiality Constraints | |
| GRI 206-1 Legal Actions for Anti- competitive behavior, anti-trust, and monopoly practices | <p>As a global company, we are subject to laws and governmental regulations across the countries in which we do business, including laws and regulations involving antitrust or competition. Kimberly-Clark’s Code of Conduct establishes Kimberly-Clark’s policy for conducting business fairly and in compliance with applicable competition laws, and we have internal programs in place to manage global compliance with the requirements of such laws.</p> <p>https://www.kimberly-clark.com/en-us/investors/corporate-governance/code-of-conduct</p> <p>The Code of Conduct also describes mechanisms for reporting potentially unlawful or unethical behavior.</p> | Legal Prohibitions/ Confidentiality Constraints | Principle 10 |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|--|--|------------------------|
| GRI 401-1 New Employee Hires and Employees Turnover | Global Turnover Rate 2024: 18.7% See People Data Tables in the appendices of this document | Confidentiality Constraints | |
| GRI 401-2 Benefits Provided to full- time employees that are not provided to temporary or parttime employees | Kimberly-Clark is a global company with manufacturing facilities all over the world. The benefit programs vary by country due to local laws and regulations and are designed to be competitive and reflect local needs. Our core benefit programs include healthcare, life and disability retirement and savings plans and paid time off, supplementing government provided or statutory requirements as appropriate. | Information Unavailable | |
| GRI 401-3 Parental Leave | Kimberly-Clark is committed to supporting families which is an important part of our caring culture and people strategy. Depending on the country, Kimberly-Clark's parental leave may augment other types of government mandated leaves such as maternity, paternity, and adoption. We believe that offering family-centric benefits allows parents the time to be there for the early stages of their child's development and are consistently reviewing our policies with this in mind. | Information Unavailable | |
| GRI 402-1 Minimum Notice Periods Regarding Operational Changes | While Kimberly-Clark does not have a global policy regarding minimum notice periods in cases of operational changes, Kimberly-Clark is committed to treating employees with dignity and respect, including meeting or exceeding local notice requirements, as well as those provided for in collective bargaining agreements. The minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them varies based on country specific regulatory criteria, which Kimberly-Clark meets or exceeds. The notice period and provisions specified in collective bargaining agreements varies by location and is designed to be compliant with each relevant country's regulatory policy. | Information Unavailable / Legal Prohibitions | |
| GRI 404-1 Average Training Hours per Year per Employee | Blue Collar 55,711,98 hours / 19,463 BC workers = 2.86 average training hours per worker White Collar 144,133.5 hours / 16,695 WC workers = 8.63 average training hours per worker | Information Unavailable | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|--|---|------------------------|
| GRI 404-2 Programs for Updating Employee Skills and Transition Assistance Programs | <p>Training is available to employees in a variety of types and scopes. From the global talent team, our learning team does a needs analysis yearly, and learning is made available to employees that aligns with those global needs. Those programs are primarily in the areas of soft skill and leadership/management development. Learning programs can be self-paced, instructor led, in person classroom style, or webinar style. In addition, regions can offer other topics and types of training to their employees as they see fit.</p> <p>Outplacement services are available to eligible departing employees to assist them in transitioning smoothly and quickly back into the workforce. The services involve preparing them for interviews and job negotiations, improving or writing their resume, assisting with job searches, enriching their personal brand, and networking. The employee's current position and global location drive the level and length of services.</p> | | |
| GRI 404-3 Percentage of Employees Receiving Regular Performance and Career Development Reviews | <p>Kimberly-Clark aims to have regular performance and career development reviews with salaried employees.</p> <p>Processes are managed through internal, confidential processes.</p> <p>In 2024 these engagements exceeded 90%.</p> <p>Incompletions are due to factors such as employees being on leave/vacation.</p> | <p>Confidentiality</p> <p>Constraints</p> | |
| GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | <p>Kimberly-Clark is transparent about how it processes personal data and uses technical, administrative, and organizational measures to protect it.</p> <p>For more information, see Kimberly-Clark's privacy policy at https://www.kimberly-clark.com/en-us/global-privacy-policy.</p> | <p>Confidentiality</p> <p>Constraints / Information</p> <p>Incomplete</p> | |

OCCUPATIONAL HEALTH & SAFETY

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|---|-----------------|------------------------|
| GRI 403-1 Occupational health and safety management system | <p>Kimberly-Clark has established an Environmental, Health & Safety (EHS) Management System and maturity model that applies to all Kimberly-Clark owned and operated facilities.</p> <ul style="list-style-type: none">• Our EHS Management System requires all sites to comply at a minimum to all local legal and regulatory expectations.• Kimberly-Clark’s EHS Management System is structured to be consistent with recognized management system standards such as ISO 14001 and/or ISO 45001. <p>Kimberly-Clark’s EHS Management System applies to all full-time Kimberly-Clark employees and temporary and contract workers who Kimberly-Clark oversees on a day-to-day basis. Kimberly-Clark workplace activities include the manufacturing and distribution of consumer-packaged products and the administration of those operations. At this time, suppliers and third-party distribution operations that are not controlled by Kimberly-Clark or not operated within a Kimberly-Clark facility are not directly addressed by the EHS Management System.</p> | | Principle 1 |
| GRI 403-2 Hazard identification, risk assessment, and incident investigation | <p>Kimberly-Clark’s EHS Management System requires a Risk Inventory to be developed and maintained, at each in scope site, that includes safety hazards, associated risks, implemented controls following the hierarchy of controls, and an overall risk reduction/improvement plan. The quality of the Risk Inventory and associated components is assessed through a combination of the EHS Management System self-assessment process along with internal auditing and compliance audits.</p> <p>Kimberly-Clark expects all employees and temporary and contract workers to report all workplace injuries, illnesses, and hazards. The reporting process typically includes an electronic tool that enables teams to investigate and follow-up on reported events. In alignment with Kimberly-Clark’s Code of Conduct, grievance mechanisms are in place to allow for reporting of any health and safety concern without fear of retaliation.</p> <p>All Kimberly-Clark employees and temporary and contract workers are expected to adopt and adhere to Kimberly-Clark’s “3 Safety Obligations”, which requires that they address any situation, condition or activity that may cause injury or illness to themselves or others. Incident investigations utilizing a Root Cause Analysis (RCA) process must be completed for all work-related fatalities and recordable injuries and illnesses. The outcomes of the RCA are used to develop corrective actions leveraging the hierarchy of controls to prevent reoccurrence of similar events.</p> | | Principle 1 |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|---|-----------------|------------------------|
| GRI 403-3 Occupational Health Services | <p>The Kimberly-Clark Global Occupational Health strategy defines goals, objectives, and priorities based on the Compliance and Caring pillars of our values. Compliance focuses on adhering to relevant laws, regulations, and standards related to employee health and safety, while Caring emphasizes the company’s commitment to health promotion and occupational illness prevention by identifying, controlling, and mitigating potential occupational hazards, interconnecting with the EHS Management System.</p> <p>Through the implementation of standards such as Medical Surveillance, Fitness to Work, Respiratory Protection, and Hearing Loss Prevention, the company monitors the health of its employees, taking preventive and corrective actions as necessary, in support of our high-priority goal of keeping them healthy.</p> <p>Employee medical health data is managed and stored according to local laws and consistently with Kimberly-Clark’s data privacy policy. Mandatory training in records privacy and retention is conducted for all employees who handle sensitive data.</p> <p>By prioritizing both compliance and caring, Kimberly-Clark ensures a safe and healthy work environment, fostering the well-being of all employees.</p> | | Principle 1 |
| GRI 403-4 Worker participation, consultation, and communication on occupational health and safety | <p>At Kimberly-Clark we have a combination of trade union and works council agreements that range from local to global. Health and safety is a common topic in these agreements, and subject to negotiation, consultation, or information sharing depending on country. Employee representatives are commonly engaged in these programs. Frequency of meetings and employee communications varies by location and agreement, and typically includes the organization’s performance relative to health and safety.</p> | | |
| GRI 403-5 Worker training on Occupational Health and Safety | <p>Kimberly-Clark’s EHS Management System requires health and safety awareness training with regards to policies, risks, regulatory requirements, the employee’s role in contributing to a safe work environment and the implications for not conforming to safety rules and procedures/practices. Furthermore, Kimberly-Clark’s EHS Management System requires each site to develop a documented training program that includes a training needs assessment that is used to identify and address key health and safety training required for Kimberly-Clark employees, temporary workers, contract workers and visitors.</p> <p>Training specific to the job duties of employees, temporary workers, or contract workers, includes controls for managing health and safety risks, standard operating procedures and emergency response.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|--|-----------------|------------------------|
| <p>GRI 403-6 Promotion of Worker Health</p> | <p>Kimberly-Clark is committed to offering competitive pay and benefits to our employees, rewarding excellence and performance. To promote a healthy work-life balance and support employees’ total well-being, we provide compensation and benefits programs that are relevant to the current market across all our geographies.</p> <p>We provide compensation through salary, annual incentives, and long-term incentive programs, along with robust benefits packages designed to promote employee well-being throughout their lives. Eligible employees are rewarded for their contributions to our goals with both short-term cash incentives and long-term equity-based incentives. Additionally, we provide a variety of resources and services to help our employees plan for retirement. We believe our compensation packages offer the right incentives to attract, retain, and motivate our employees.</p> <p>Our benefits vary between countries and regions and include comprehensive time off and leave policies that promote the health and well-being of our employees and their families. Kimberly-Clark continuously evaluates benefits to support all employees’ emotional, financial, physical, and social well-being. Related to physical well-being, we strive to maintain a safe environment and offer programs and tools that enable employees to lead a healthy lifestyle suited to them and their families. As it relates to emotional well-being, we offer opportunities and resources to support employees’ emotional health and provide the psychological safety to ask for help. To further support emotional well-being we have rolled out one international EAP service in 2024, meaning that now all of K-C’s employees and families have access to EAP services. Financially, we offer tools and benefits to help employees achieve their financial health objectives and grow their financial literacy. Socially, we endeavor to promote a culture where employees have the opportunity to experience a sense of belonging, fostering connections in an environment based on trust.</p> <p>Kimberly-Clark prioritizes the Health and Safety of our employees, third-party vendors, and visitors. We ensure that on-site personnel are aware of and comply with our health and safety protocols, which include providing necessary training, access to safety equipment, and adherence to comprehensive safety policies. Through global standards and regulatory compliance in occupational health and safety, we focus on preventing workplace accidents and occupational illnesses.</p> <p>By maintaining a safe and healthy work environment for everyone on our premises, we uphold our commitment to overall workplace well-being.</p> | | |
| <p>GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</p> | <p>Kimberly-Clark’s Supplier Social Compliance Standards and supporting supplier contract language set an expectation for adherence to all local laws and regulations, including those related to workplace health and safety and environmental control. In addition, remediation of health and safety findings identified in social compliance audits contributes to the mitigation of significant negative occupational health and safety risks with suppliers.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|--|-----------------|------------------------|
| <p>GRI 403-8 Workers covered by an occupational health and safety management system</p> | <ul style="list-style-type: none"> 100% of Kimberly-Clark employee and contract workers at Kimberly-Clark sites are covered by the Kimberly-Clark EHS Management System. Kimberly-Clark's EHS Management System is not certified by an external party. <p>The total number of Kimberly-Clark employees was determined by headcount figures during the reporting period. The number of contract workers was estimated by calculating total hours worked and dividing by 2,000 hours/worker to arrive at an approximate annual headcount.</p> | | |
| <p>GRI 403-9 Work-related Injuries</p> | <p>See our Health & Safety Data Tables in the appendices of this document.</p> <p>The top three work-related injuries during the reporting period for both 403-9(a) and 403-9(b) are lacerations, bruise/contusion, and strain/sprain.</p> <p>Kimberly-Clark uses a systematic risk assessment process to identify high-consequence injury hazards using several parameters including the severity / consequence of the hazards. The majority of the high-consequence injuries occurred from machine guarding and hazardous energy control related hazards. Overall, risk reduction efforts have been focused on fire, machine safeguarding, hazardous energy control and lacerations. Hierarchy of control guides development of risk control actions.</p> <p>We continue to focus on reduction of workplace hazards by addressing areas of highest risk identified through risk assessment and analysis of injury and illness root causes.</p> <p>Total Recordable Incident Rate (TRIR) is aligned with the U.S. Occupational Safety & Health Administration (OSHA) standard for recordable injuries / illnesses and recordkeeping. Examples of reportable events include those that involve days away from work/lost time, medical treatment beyond first aid that is typically administered by a physician or other licensed health care professional, death, loss of consciousness and amputation. TRIR is calculated by taking the total number of reportable injuries and illnesses divided by the total number of hours worked and multiplying the quotient by 200,000. Kimberly-Clark measures TRIR on a monthly, year-to-date and rolling 12-month basis. The TRIR metric can help determine areas for safety improvement and measure progress in preventing work-related injuries and illnesses.</p> <p>No full-time or temporary workers have been excluded from this data. The data was compiled based on Kimberly-Clark's injury & illness reporting as defined by Kimberly-Clark's Event Reporting Standard.</p> <p>Kimberly-Clark calculated high-consequence injuries using the GRI definitions: all injuries/illnesses that resulted in 180 days lost or restricted time. Lost time concludes when the employee can return to their full duties. Full "recovery time" is currently not tracked by Kimberly-Clark. Injury numbers & rates are not broken down by worker demographics.</p> | | |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|--|--|------------------------|
| GRI 403-10 Work-related Ill Health | <p>See our Health & Safety Data Tables in the appendices of this document.</p> <p>A majority of the work-related illnesses reported in 2024 were confirmed hearing threshold shifts, with one other illness related to heat exhaustion.</p> <p>Exclusions: Non-Kimberly-Clark workers whose workplaces Kimberly-Clark does not oversee are not included in the scope of Kimberly Clark’s work-related illness prevention program.</p> <p>Kimberly-Clark’s Occupational Health and Safety Performance Standard that addresses Industrial Hygiene, and requires a risk assessment process to inventory occupational hygiene hazards, associated risks, and existing controls. The work environment hazards evaluated have monitoring programs developed and implemented based on the needs identified through the site risk assessment. Exposure monitoring, control and medical surveillance are also part of this standard requirement.</p> <p>For noise hazard monitoring and control, Kimberly-Clark’s hearing loss prevention global standard defines the requirements to control occupational noise exposure hazards in those facilities where the risk analysis contemplates it.</p> <p>Hazards are identified in Kimberly-Clark that may cause or contribute to workplace hearing loss cases through routine noise mapping assessments. Where noise levels are expected to exceed recommended thresholds, controls are to be put in place both through noise abatement to reduce the source exposure level, and also through comprehensive Personal Protection Equipment (PPE) policies in relevant operations. PPE is provided and used based on required protection levels to meet the exposure environment.</p> | <p>Information Unavailable: Non-Kimberly-Clark workers whose workplaces are not overseen on a day- to-day basis by the organization.</p> | |

DIVERSITY & INCLUSION

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|--|-------------------------------|------------------------|
| GRI 405-1 Diversity of governance bodies and employees | <p>K-C is an equal employment opportunity employer. Representation and other demographic data is not used to make employment decisions. See 2025 Proxy Statement with data tables, including page 5 for Board of Director diversity information and pages 23-24 for employee diversity information. See also EEO-1 report submitted to the U.S. Equal Employment Opportunity Commission.</p> | <p>Information Incomplete</p> | |

HUMAN RIGHTS

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|---|-----------------|------------------------|
| GRI 406-1 Incidents of Discrimination and Corrective Actions Taken | <p>Our Code of Conduct and corporate policies prohibit discrimination based on protected characteristics or protected activities. Instances of potentially discriminatory actions may be brought to our attention through concerns raised to our Compliance HelpLine or our Legal or HR functions, formal legal complaints or charges, or potential issues identified as part of our social compliance audits. Instances of potentially discriminatory action are to be thoroughly reviewed per defined processes, and those that are confirmed are to be addressed through appropriate disciplinary and corrective actions in accordance with our Code of Conduct and corporate policies.</p> <p>Findings observed in social compliance audits are subject to corrective action and remediation requirements for both operating and supplier sites. Critical or major findings are to be addressed through escalation and governance processes that may ultimately result in termination of supplier relationships when unresolved.</p> <p>See Social Compliance Data Tables in the appendices of this document.</p> | | Principle 6 |
| GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | <p>Findings observed in social compliance audits are subject to corrective action and remediation requirements for both operating and supplier sites. Critical or major findings are addressed through escalation and governance processes that may ultimately result in termination of supplier relationships when unresolved.</p> <p>See Social Compliance Data Tables in the appendices of this document.</p> | | Principle 3 |
| GRI 408-1 Operations and suppliers at significant risk for incidents of child labor | <p>Based upon the United States Bureau of International Labor Affairs list of goods made with Child Labor, Kimberly-Clark considers suppliers of cotton, thread or yarn or textiles produced in Bangladesh, China, India, Kazakhstan, Pakistan, Tajikistan, Turkmenistan Turkey and Vietnam, suppliers of rubber from Indonesia, Cambodia, Philippines and Vietnam as well as palm oil derived oleochemicals produced in Indonesia to be of elevated risk for being made with Child Labor.</p> <p>Findings observed in social compliance audits are subject to corrective action and remediation requirements for both operating and supplier sites. Critical or major findings are addressed through escalation and governance processes that may ultimately result in termination of supplier relationships when unresolved.</p> <p>See Social Compliance Data Tables in the appendices of this document.</p> | | Principles 1, 2 & 15 |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|---|--|-----------------|------------------------|
| GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | <p>Based upon the United States Bureau of International Labor Affairs list of goods made with forced labor, Kimberly-Clark considers suppliers of cotton and garments produced in China, India, Kazakhstan, Tajikistan, Turkmenistan and Vietnam and palm oil derived oleochemicals produced in Malaysia & Indonesia to be of elevated risk of being made with forced labor. Additionally, Kimberly-Clark considers operations and suppliers located in China, Malaysia, Thailand, Taiwan, Saudi Arabia and Bahrain to be of elevated risk of forced labor.</p> <p>Findings observed in social compliance audits are subject to corrective action and remediation requirements for both operating and supplier sites. Critical or major findings are addressed through escalation and governance processes that may ultimately result in termination of supplier relationships when unresolved.</p> <ul style="list-style-type: none"> • Kimberly-Clark has a Supply Chain Human Rights program and grievance reporting mechanisms in place to help: • Identify and monitor potential human rights risks to our workers in our operations and supply chain • Mitigate the risk of modern slavery and other social and labor issues that may occur in our supply chain • Provide access to grievance mechanisms to allow for reporting without fear of retaliation <p>See Social Compliance Data Tables in the appendices of this document.</p> | | Principles 1, 2 & 4 |
| GRI 410-1 Security personnel trained in human rights policies or procedures | <p>Security personnel who are Kimberly-Clark employees receive training on the Code of Conduct, which includes instructions on Kimberly-Clark's Human Rights policies.</p> <p>100% of security personnel who are Kimberly-Clark employees have received Code of Conduct training. Third-party suppliers including third-party security personnel must abide by the standards set forth in the Kimberly-Clark Supplier Social Compliance Standards (SSCS). When K-C learns of a third-party's non-compliance with the SSCS, it will review the matter, which may lead to termination of the business relationship by Kimberly-Clark</p> <p>Kimberly-Clark Code of Conduct</p> <p>https://www.kimberly-clark.com/en-us/responsibility/ethics-governance</p> | | Principles 1 & 2 |
| GRI 411-1 Incidents of violations involving rights of indigenous peoples | <p>We know of no material incidents involving rights of indigenous peoples.</p> | | Principles 1 & 2 |

| GRI STANDARDS | 2024 TOPIC RESPONSE | OMISSION REASON | UNGC PRINCIPLE SUPPORT |
|--|---|-----------------|------------------------|
| GRI 414-1 New suppliers that were screened using social criteria | <p>In 2024, 21 new external contract manufacturers, packaging and materials suppliers were audited as part of our Corporate Social Compliance Program prior to selection as suppliers. In addition, 50 new suppliers were screened through our vendor due diligence self-assessment for social compliance criteria. These suppliers represented 1.6% of all new suppliers who were processed through our vendor due diligence process.</p> | | Principles 1-6 |
| GRI 414-2 Negative social impacts in the supply chain and actions taken | <p>Kimberly-Clark has various compliance programs in place to help identify, mitigate and remediate risks in its operations and supply chain.</p> <p>In 2024, Kimberly-Clark conducted social compliance audits of 181 Kimberly-Clark and supplier facilities. See Social Compliance Data Tables for identified significant actual and potential negative impacts that were identified (19.8% of our in-scope suppliers).</p> <p>In all cases, suppliers with major findings are required to provide improvement plans to resolve major findings. All such findings must be remediated by suppliers and verified as closed for a supplier to be considered compliant. If appropriate remediation of major or critical findings is not completed in a timely manner, Kimberly-Clark may choose to exit a supplier. In 2024, three supplier relationships were terminated due to the supplier's non-performance of required corrective actions, representing less than 1% of our in-scope suppliers.</p> <p>See Social Compliance Data Tables in the appendices of this document.</p> | | |

Appendix D

Statement of Energy Consumption, Greenhouse Gas Emissions, Water and Effluents, Waste and Health and Safety

MANAGEMENT'S ASSERTION

Management of Kimberly-Clark Corporation (the "Corporation" or "K-C") is responsible for the completeness, accuracy, and validity of the Corporation's Statement of Energy Consumption, Greenhouse Gas ("GHG") Emissions, Water and Effluents, Waste and Health and Safety (the "Statement"). Management is also responsible for the collection, quantification, and presentation of the disclosures included in the Statement and for the selection of the criteria, which management believes provide an objective bases for measuring and reporting. Management of the Corporation asserts that the specified information included in the accompanying Statement of Energy Consumption, GHG Emissions, Water and Effluents, Waste and Health and Safety for the year ended December 31, 2024, is presented in accordance with the criteria set forth in the Reporting Policies section below.

REPORTING POLICY

The Statement of Energy Consumption, GHG Emissions, Water and Effluents, Waste and Health and Safety has been prepared based on a calendar reporting year covering January 1, 2024, to December 31, 2024, which is the same as the Kimberly-Clark financial reporting period. Organizational responsibility for our GHG emissions reporting rests with our Chief Sustainability Officer (CSO).

The following specified information included in the Statement of Energy Consumption, GHG Emissions, Water and Effluents, Waste and Health and Safety for the year ended December 31, 2024, are presented in accordance with criteria outlined below:

| SPECIFIC INFORMATION | CRITERIA |
|--------------------------------|--|
| Greenhouse Gas (GHG) Emissions | Emissions Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) published by the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting & Reporting Standard published by the World Resource Institute/World Business Council for Sustainable Development (collectively, the “GHG Protocol”) |
| Emissions | Disclosure 305-1: Direct GHG emissions from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standard”): 305 Emissions 2016 Disclosure 305-2: Energy indirect GHG emissions from the GRI Standard: 305 Emissions 2016 Disclosure 305-3: Other direct GHG emissions from the GRI Standard: 305 Emissions 2016 305-4: GHG emissions intensity from the GRI Standard: 305 Emissions 2016 |
| Energy | Disclosure 302-1 Energy consumption within the organization from the GRI Standard: 302 Energy 2016 302-3 Energy intensity from the GRI Standard: 302 Energy 2016 |

| SPECIFIC INFORMATION | CRITERIA |
|----------------------|---|
| Water and Effluents | Disclosure 303-3: Water withdrawal from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standard”): 303 Water and Effluents 2018 303-4: Water discharge from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standard”): 303 Water and Effluents 2018 303-5: Water consumption from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standard”): 303 Water and Effluents 2018 |
| Waste | Disclosure 306-3: Waste generated from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standard”): 306 Waste 2020 306-4: Waste diverted from disposal from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standard”): 306 Waste 2020 306-5: Waste directed to disposal from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standard”): 306 Waste 2020 |
| Health & Safety | Disclosure 403-9: Work-Related Injuries generated from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standard”): 403 Occupational Health and Safety 2018 403-10: Work-Related Ill Health generated from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standard”): 403 Occupational Health and Safety 2018 |

302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION

| ENERGY (TRILLION JOULES) | 2015 (BASELINE) | 2024 |
|--|-----------------|--------|
| Total Non-Renewable Fuels Consumed | 38,405 | 33,172 |
| Coal | 5,478 | 150 |
| Fuel Oil | 264 | 19 |
| Natural Gas | 31,657 | 32,035 |
| Propane Gas | 802 | 966 |
| Butane | 1 | |
| Liquified Petroleum Gas (LPG) | 203 | 2 |
| Total Renewable Fuels Consumed | 3,882 | 173 |
| Biofuel Purchased | 3,882 | 173 |
| Electricity , Heating, Cooling and Steam Purchased | 19,133 | 15,156 |
| Electricity Purchased | 18,148 | 13,200 |
| Renewable Electricity Purchased | 8 | 1,129 |
| Total Steam Purchased | 977 | 818 |
| Total Hot Water Purchased | | 9 |
| Cooling Consumption | | 0 |
| Heating Consumption | | 0 |
| Self-Generated Electricity, Heating, Cooling and Steam | 4 | 50 |
| Renewable Electricity Generated | 4 | 46 |
| Biofuel Generated for Steam | | 4 |
| Electricity Sold | 922 | 553 |
| Total Energy Consumption ¹ | 60,502 | 47,998 |

1 The Total Energy Consumption is calculated as Total Non-Renewable Fuels + Total Renewable Fuels + Electricity, Heating, Cooling and Steam Purchased + Self-generated Electricity, Heating, Cooling and Steam – Electricity, Heating, Cooling and Steam Sold.

METHODOLOGY

Energy data is reported directly by facilities into the Kimberly-Clark Sphera Cloud Corporate Sustainability (SCCS) Database, by the site energy leaders, based on monthly energy invoices and consumption reports. K-C facilities report energy in local energy units which are converted into joules for standard reporting purposes. These conversion factors are maintained and updated by Sphera.

Kimberly-Clark does not sell any heating, cooling and steam energy generated at our facilities. K-C sells excess self-generated electricity from combined heat and power equipment at 5 facilities to the local utility. In addition, K-C generates all cooling requirements on-site, therefore, K-C does not purchase external cooling energy.

BASE YEAR FOR THE CALCULATION

In 2020, we announced our Science Based Target Initiative (SBTi) officially approved our GHG emissions reductions goals, where K-C seeks to reduce absolute Scope 1 and Scope 2 market based GHG emissions by 50% by 2030 from a 2015 base year. K-C also seeks to reduce absolute Scope 3 GHG emissions from Purchased Goods and Services and End of Life Treatment of Sold Products by 20% by 2030 from a 2015 base year.

K-C selected 2015 as base year for setting of the new Carbon Footprint targets by 2030, which was approved by SBTi in 2020. The timeframe of 15 years between 2015 and 2030 is fulfilling the base and target year criteria of the “SBTi Criteria and Recommendations (Version 4.0)” where targets must cover a minimum of 5 years and a maximum of 15 years from the date the target is submitted to SBTi for official validation. 2015 was selected as our base year as it was the first year that K-C developed a full Scope 3 inventory along with external verification of Scope 1 and Scope 2 emissions by WSP Global.

302-3 ENERGY INTENSITY

| ENERGY INTENSITY | 2015 (BASELINE) ¹ | 2024 |
|--|------------------------------|-------|
| Energy Intensity (GJ/Metric Ton of production) | 11.86 | 10.18 |

1 Any information relating to periods prior to the year ended December 31, 2021, was not subject to Deloitte's review and, accordingly, Deloitte does not express a conclusion or any form of assurance on such information.

SPECIFIC METRIC CHOSE TO CALCULATE THE RATIO

This indicator includes only energy consumption within Kimberly-Clark. The numerator includes all energy types consumed by K-C facilities (electricity, non-renewable fuels, and renewable fuels). The denominator is metric tons of all good saleable product made by our assets in our global facilities. All good saleable product quantity and energy data is entered into Sphera on a monthly frequency by the site energy or environmental leader.

305-1 DIRECT (SCOPE 1) AND 305-2 INDIRECT (SCOPE 2) GHG EMISSIONS

| GREENHOUSE GAS EMISSIONS (THOUSANDS MTCO ₂ E) | 2015 (BASELINE) | 2024 |
|--|-----------------|-------|
| Total GHG Emissions: Scope 1 + Scope 2 Location Based | 4,928 | 3,209 |
| Direct GHG Emissions | 2,230 | 1,686 |
| Indirect GHG Emissions - Location Based | 2,698 | 1,523 |
| Breakdown by gases Scope 1+2 Location Based | | |
| Carbon Dioxide (CO ₂ e) | 4,903 | 3,199 |
| Methane (CH ₄ in CO ₂ e) | 6 | 2 |
| Nitrous Oxide (N ₂ O in CO ₂ e) | 20 | 4 |
| Carbon Dioxide (CO ₂) | 4,903 | 3,199 |
| Methane (Thousands MTCH ₄) | 0.23 | 0.12 |
| Nitrous Oxide (Thousands MTN ₂ O) | 0.07 | 0.09 |

| GREENHOUSE GAS EMISSIONS (THOUSANDS MTCO ₂ E) | 2015 (BASELINE) | 2024 |
|--|-----------------|--------------|
| Total GHG Emissions: Scope 1 + Scope 2 Market Based | 4,972 | 2,823 |
| Direct GHG Emissions | 2,230 | 1,686 |
| Indirect GHG Emissions - Market Based | 2,742 | 1,137 |
| Breakdown by gases Scope 1+2 Market Based | | |
| Carbon Dioxide (CO ₂ e) | 4,947 | 2,815 |
| Methane (CH ₄ in CO ₂ e) | 6 | 2 |
| Nitrous Oxide (N ₂ O in CO ₂ e) | 19 | 4 |
| Carbon Dioxide (CO ₂) | 4,947 | 2,815 |
| Methane (Thousands MTCH ₄) | 0.22 | 0.01 |
| Nitrous Oxide (Thousands MTN ₂ O) | 0.06 | 0.02 |
| Biogenic CO₂ Emissions (Scope 1+2) | 356 | 27 |
| Biogenic CO ₂ Emissions Scope 1 | 327 | 16 |
| Biogenic CO ₂ Emissions Scope 2 | 29 | 11 |

GASES INCLUDED IN THE CALCULATION

The GHG emissions inventory includes the following gases: CO₂, CH₄ and N₂O.

According to the definition, industries and processes related to the emissions of these gases described in the Greenhouse Gas Protocol, the exclusions can be explained as follows:

- HFC emissions from air conditioning and refrigeration usage are excluded, since Kimberly-Clark estimated approximately 1,500 MTCO₂e, which represents only 0.03% out of our total Scope 1 and 2 GHG emissions in the base year.
- PFC are excluded because these emissions are associated with the manufacturing of aluminum and other non-ferrous metals, which is not the nature of the products and processes in Kimberly-Clark.
- SF₆ are excluded because Kimberly-Clark activities are not related to large scale generation and distribution of energy.
- NF₃ are excluded because these emissions are related to semiconductors production, which is not the nature of the products and processes in Kimberly-Clark.

No facilities, activities, geographies, or operations are excluded from the Scope 1 and 2 GHG inventory except for Scope 1 GHG emissions from company owned vehicles and forklifts used in manufacturing, distribution, and administrative operations. The amount of fuel consumption and corresponding GHG emissions are not material compared to the fuel consumption and GHG emissions from primary sources of energy consumed in the manufacturing processes. The GHG emissions associated with company owned vehicles and forklifts are identified as “mobile combustion sources” and are estimated at 16,500 MTCO₂e annually, which represents 0.3% out of the total Scope 1 and 2 GHG emissions in the 2015 base year.

BIOGENIC CO₂ EMISSIONS INCLUDED

Emissions from biologically sequestered carbon came from the amount of CO₂ generated from the on-site (direct) combustion of biofuel and the purchased steam from third parties (indirect) who use biomass as fuel source. Each manufacturing site reports their consumption of biomass or biomass-based steam into Sphera, then the proper emission factor is applied to calculate the corresponding GHG emissions.

The biogenic emissions of other types of GHG, such as CH₄ and N₂O, and biogenic emissions of CO₂ that occur in the life cycle of biomass other than from direct combustion or degradation, such as GHG emissions from processing or transporting, have been excluded from our Scope 1 emissions information presented above, and are instead reported separately as shown in the GRI 305-1 table above.

RECALCULATION OF BASE YEAR EMISSIONS

On October 1, 2020, Kimberly-Clark acquired Softex Indonesia, a leader in the fast-growing Indonesian personal care market, increasing the manufacturing footprint of K-C. Following the guidelines of the GHG Protocol, the GHG emissions data of the new sites was added to the GHG emissions inventory from the baseline year of 2015 and for each year through 2021. For 2021, the three Softex sites submitted their energy data on a monthly cadence and their corresponding GHG emissions were calculated by Sphera based on the country emission factors defined by the International Energy Agency (IEA).

In 4Q 2023, Kimberly-Clark acquired 100% ownership of Thinx. Current year’s Scope 1, 2 and 3 GHG emissions have been fully incorporated into our emissions inventories, and are now included in this year’s GRI data tables.

Kimberly-Clark initiates a baseline recalculation for 100% of the facility footprint changes associated with mergers, acquisitions, and divestitures activities and outsourcing and insourcing of emitting activities. For changes in calculation methodology or improvements in the accuracy of emission factors or activity data that impacts the base year, we will maintain a threshold of 10% impact to total operational GHG emissions (Scope 1 and 2), and total Scope 3 emissions.

GHG EMISSIONS METHODOLOGY

Scope 1 emissions: Kimberly-Clark’s facilities worldwide both manufacture and convert products such as tissue, paper towels, diapers, feminine care products and other hygiene essentials that consume the following fuels: natural gas, renewable natural gas, propane, biomass wood waste, bituminous coal, and others.

Scope 2 emissions: Kimberly-Clark’s facilities worldwide consume electricity, steam and hot water for the manufacturing and converting of our products. Scope 2 emissions and total energy consumption are calculated based on gross electricity purchases from the grid and includes self-generated energy. Scope 2 emissions and consumption amounts exclude generation sold back to the grid.

The Scope 2 market-based emissions are reduced by incorporating renewable energy certificates that are retained by K-C from wind and solar Renewable Electricity Power Purchase Agreements. When calculating market-based emissions, a zero-emission factor is used if renewable energy contracts meet the GHG Scope 2 market-based criteria. Otherwise, we consider the next available emissions factors per the market-based emission factors hierarchy. Available CO2, CH4 and N2O residual mix factors were used as indicated below. For countries with no residual mix factors available, location-based factors were used. Kimberly-Clark does not trade GHG emissions through sales, purchases, transfers, or banking of allowances. emissions through sales, purchases, transfers, or banking of allowances.

| SCOPE | EMISSION FACTOR SOURCE |
|---|--|
| Scope 1- All Fuels | US Environmental Protection Agency (EPA) – Center for Corporate Climate Leadership – Emission Factors for greenhouse gas inventories - 2022 |
| Scope 2 – North America (Location and Market-Based) | US Environmental Protection Agency (EPA) eGrid Subregion Emission Factors - 2022 |
| Scope 2 – International (Location-Based) | Based on the International Energy Agency (IEA) data from Emissions Factors 2024 – Data Product – IEA. The original values have been provided in gCO2/kwh and have been converted to kgCO2/MJ by Sphera. Note that the value of GWP is not provided by IEA, it was calculated by Sphera as the sum of: kgCO2, CH4 in Kg CO2e and N2O in kg CO2e, using the GWP from the IPCC Fourth Assessment Report (AR4 – 100 year) |
| Scope 2 – UK and EU (Market-Based) | The factor is extracted from the “AIB_2023Residual_Mix_FinalResults” file (Version 1.0,2024-05-30) table 2, published by the Association of Issuing Bodies (AIB) |
| Scope 2 – Australia | Australian National Greenhouse Accounts Factors 2024 – Department of Climate Change, Energy, the Environment and Water – Table 1: Indirect (scope 2 and 3) emission factors from consumption of purchased or acquired electricity |
| Scope 2 – Singapore | CO2 factors from Singapore Energy Market Authority: Electricity Grid Emissions Factors and Upstream Fugitive Methane Emission Factor 2005-2023, September 2024 |
| Scope 3 | Sphera’s LCA GABi Service Pack 39, MLC (formerly GABI) v17 (01/2025) EPA v6.0 (10/2024) Federal Highway Administration Highway Statistics (January 2024) Bureau of Transportation Statistics, National Transportation Statistics (June 2022) Quantis Suite 2.0 Scope 3 Evaluator Tool Department for Environment, Food & Rural Affairs (Defra), EFT v13.0 EPA Supply Chain GHG Emission Factors for US Industries (EEIO) Cornell and Greenview Benchmark Nature Communications |

GLOBAL WARMING POTENTIAL (GWP) USED

The source of GWP is the IPCC Fourth Assessment Report (AR4- 100 year)

| GAS | GWPGWGWP |
|-----------------------------------|----------|
| Carbon Dioxide (CO ₂) | 1 |
| Methane (CH ₄) | 25 |
| Nitrous Oxide (N ₂ O) | 298 |

CONSOLIDATION APPROACH OF EMISSIONS

The Scope 1 and 2 GHG inventory boundary applies to all owned and leased facilities under Kimberly-Clark’s operational control worldwide. There are no sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and 2 emissions that are out of the selected reporting boundary.

Operational control was chosen because Kimberly-Clark has the full authority to introduce and implement operating policies at global manufacturing, distribution, and administrative locations. Under the operational control approach, Kimberly-Clark accounts for 100% of emissions from its operations. This assumption is fully aligned with the definition in Chapter 3, “Setting Organizational Boundaries” of the GHG Protocol.

305-3 OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

| GREENHOUSE GAS EMISSIONS (THOUSANDS MTCO2E) | 2015 (BASELINE) | 2024 |
|---|-----------------|--------|
| Total GHG Emissions: Scope 3 | 13,200 | 10,459 |
| Category 1 - Purchased Goods & Services | 7,162 | 6,169 |
| Category 2 - Capital Goods | 649 | 93 |
| Category 3 - Fuel & Energy Related Activities | 1,265 | 1,126 |
| Category 4 - Upstream Transport and Distribution | 1,283 | 840 |
| Category 5 - Waste Generated in Operations | 269 | 260 |
| Category 6 - Business Travel | 83 | 26 |
| Category 7 - Employee Commuting | 21 | 11 |
| Category 12 - End of Life Treatment of Sold Products ¹ | 2,080 | 1,622 |
| Category 15 - Investments | 388 | 312 |

1 In 2022, the 2015 baseline for Scope 3, Category 12 - End of Life Treatment of Sold Products was updated. Refer to discussion in the “Reclamation of Base Year Emissions” in Appendix A of the GRI Index.

SCOPE 3 STANDARDS, METHODOLOGIES, ASSUMPTIONS, AND CALCULATION TOOLS USED

| SCOPE 3 CATEGORY | CALCULATION METHODOLOGY DESCRIPTION | % EMISSIONS USING SUPPLIER DATA |
|---|--|---------------------------------|
| 1. Purchased Goods & Services | <p>For Purchased Goods, data is extracted from the SAP business management system to generate consolidated reports showing material purchased volumes. All purchased goods volumes are converted into mass units. The mass data is entered into Sphera, where specific average Scope 3 emissions factors are applied for each of the material categories, based on Sphera’s GaBi LCA Database, pack 39 (“GaBi Database”). GaBi Database is a comprehensive lifecycle assessment determined set of GHG emission factors built from industry data.</p> <p>For Purchased Services, data is extracted from the SAP business management system showing detailed services spend broken-down by service type and annual spend. The spend data is entered into Sphera, where specific Scope 3 emissions factors are applied for each type of service, defined in the EEIO Database.</p> | 0% |
| 2. Capital Goods | <p>Data is extracted from the SAP business management system. The purchased capital goods category is broken up by equipment, machinery, buildings, facilities, and vehicles by spend in US dollars. The spend data is entered into Sphera, where specific average Scope 3 emissions factors are applied for each of the capital goods categories, defined in the EEIO Database.</p> | 0% |
| 3. Fuel and Energy Related Activities | <p>The calculation of this category is automatically generated by Sphera, which uses actual fuels and energy purchased and consumed, including electricity, natural gas, LPG, steam, etc., reported by the K-C facilities worldwide. The corresponding Scope 3 FERA location-based emission factors are applied from the GaBi Database. Biogenic emissions related to Scope 1 and Scope 2 GHG emissions captured within this category and are reported separately within the GRI 305-1 table above.</p> | 0% |
| 4. Upstream Transportation & Distribution | <p>Upstream transportation is calculated using a combination of supplier emissions data and calculated haulage data which includes total weight shipped, distance travelled, and number of shipments. Emissions are calculated by multiplying haulage by the specific emission factor for each mode of transportation; Emissions = haulage * emissions factor.</p> <p>There are 4 methods of sourcing the emissions data, in order of preference:</p> <p>*Supplier emissions data is used where available and reliable (50% of data)</p> <p>*Distance and weight data is sourced from suppliers or internal ERP systems at a shipment level to calculate haulage, the emission factor is then used to calculate emissions (32% data).</p> <p>*Distance and weight data is sourced from suppliers or internal ERP systems at an overall level to estimate haulage, the emission factor is then used to calculate emissions (12% data).</p> <p>*Where no data is available, the emissions have been estimated using regression analysis using the near appropriate dataset (6% data).</p> <p>The supplier provided emissions and haulage data is entered into the Sphera, where average emission factors in the database library EPA v6.0 (10/2024) are selected from different sources, such as:</p> <ul style="list-style-type: none">• EPA (April 2023) Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2021 data• Federal Highway Administration Highway Statistics (January 2024)• Bureau of Transportation Statistics, National Transportation Statistics (June 2022) | 50% |

| SCOPE 3 CATEGORY | CALCULATION METHODOLOGY DESCRIPTION | % EMISSIONS USING SUPPLIER DATA |
|---|--|---------------------------------|
| 5. Waste Generated in Operations | <p>K-C's manufacturing facilities worldwide report on a monthly cadence the industrial waste generated by our manufacturing processes. Industrial waste is defined as the total volume of manufacturing, distribution, office and warehouse waste streams generated. Total waste includes all waste materials generated at the facility including materials that are reused, recycled and disposed.</p> <p>Sphera applies the appropriate average emission factors from the GaBi Database to the generated waste types to determine the Scope 3 GHG emissions for this category</p> | 0% |
| 6. Business Travel | <p>K-C transitioned from a spend-based emissions calculation to a hybrid of activity-based and spend-based calculations using the cloud-based Thrust Carbon calculator. K-C's uploads live data from our travel and expense ERP for real-time emission calculations. Aggregated travel emissions are recorded in Sphera. Thrust Carbon sources emission factors from EPA, Defra, Cornell Benchmark, Greenview Benchmark, and Nature Communications.</p> <p>The 2015 baseline emissions for this category were calculated using the Quantis Suite 2.0 Scope 3 Evaluator Tool.</p> | 0% |
| 7. Employee Commuting | <p>Employee Commuting calculation is an estimate based on the total number of employees at Kimberly-Clark as reported in the annual 10-K Report. The percent change in employee count between the prior year and the current year is multiplied by the prior year GHG emissions to determine the current year GHG emissions. For both 2020 and 2021, the COVID-19 pandemic impacted our office and manufacturing locations to various degrees around the world. To account for this, we applied a conservative 40% reduction to the standardized calculated employee commuting emissions for both years.</p> <p>The 2015 baseline emissions and emissions/employee ratio for this category was calculated using the Quantis Suite 2.0 Scope 3 Evaluator Tool.</p> | 0% |
| 8. Upstream Leased Assets | Not Applicable - Kimberly-Clark does not have any upstream leased assets Not Applicable 9. | Not Applicable |
| 9. Downstream Transportation & Distribution | Not Applicable - Outbound transportation & distribution services are included in category 4 because Kimberly-Clark does not own the vehicles used for transportation and distribution of its products. | Not Applicable |
| 10. Processing of Sold Products | Not Applicable - Kimberly-Clark does not sell intermediate products that require further processing, transformation, or inclusion into another product. | Not Applicable |
| 11. Use of Sold Products | Not Applicable - Kimberly-Clark's apparel represents less than 0.02% of our scope 3 emissions and therefore consider its emissions from indirect use, immaterial. Kimberly-Clark will continue to assess the materiality of this category. | Not Applicable |
| 12. End-of-Life Treatment of Sold Products | <p>The End-of-Life Treatment of Sold Products includes emissions from the waste disposal and treatment of products and packaging sold by Kimberly-Clark. We utilize a World Bank study that provides the end-of-life treatment breakdown for landfilling, waste-to-energy and composting for each country and by product material category. For each country, we breakdown our manufactured products and our packaging into their plastics and forest fiber content and then allocate volumes going to landfill, waste-to energy and composting using the World Bank database. These allocated volumes are then multiplied by the appropriate emission factor from the GaBi pack 39 and Defra v13 database to determine the total emission in this category.</p> <p>The emission factors are divided into two categories, European Union and United States. United States factors are utilized for all countries outside the EU.</p> | 0% |

| SCOPE 3 CATEGORY | CALCULATION METHODOLOGY DESCRIPTION | % EMISSIONS USING SUPPLIER DATA |
|------------------------------|--|---------------------------------|
| 13. Downstream Leased Assets | Not Applicable - Kimberly-Clark does not have any downstream leased assets. | Not Applicable |
| 14. Franchises | Not Applicable - Kimberly-Clark does not have any franchises. | Not Applicable |
| 15. Investments | Investments emissions include the direct and indirect GHG emissions of the Kimberly-Clark de Mexico industrial sites where Kimberly-Clark maintains a 48% of ownership. The energy data is reported directly into Sphera by each industrial facility of Kimberly-Clark de Mexico; and the GHG emissions inventory is calculated applying the corresponding Scope 1 and Scope 2 GHG emissions factors from the Gabi library. Only 48% of the total Scope 1 and 2 GHG emissions of K-C de Mexico are included in this category. | 0% |

In 2024, K-C completed a transaction to sell its personal protection equipment business. The impact of its Scope 3 emissions is captured in K-C's contract manufacturing spend under the Ansell brand which is considered a purchased service.

305-4 GHG EMISSIONS INTENSITY

| GREENHOUSE GAS INTENSITY (MTCO ₂ E/METRIC TON OF PRODUCTION) | 2015 (BASELINE) | 2024 |
|---|-----------------|------|
| GHG Emissions Intensity Scope 1+ 2 - Market Based | 0.97 | 0.61 |
| GHG Emissions Intensity Scope 1 | 0.44 | 0.36 |
| GHG Emissions Intensity Scope 2 - Market Based | 0.54 | 0.25 |
| GHG Emissions Intensity Scope 3 | 2.66 | 2.27 |

SPECIFIC METRIC CHOSEN AND TYPES OF EMISSIONS INCLUDED TO CALCULATE THE RATIO

Kimberly-Clark calculates two types of emissions intensity ratios: (1) total Scope 1 and Scope 2 market based GHG emissions over metric tons of production and (2) total Scope 3 emissions over metric tons of production. The GHG emissions intensity calculation includes CO2, CH4 and N2O. The metric tons of production includes all good saleable product made in our global facilities. All good saleable product quantity and energy data is entered into Sphera on a monthly frequency by the site energy or environmental leaders.

Kimberly-Clark calculates two types of emissions intensity ratios: (1) total Scope 1 and Scope 2 market based GHG emissions over metric tons of production and (2) total Scope 3 emissions over metric tons of production. The GHG emissions intensity calculation includes CO2, CH4 and N2O. The metric tons of production includes all good saleable product made in our global facilities. All good saleable product quantity and energy data is entered into Sphera on a monthly frequency by the site energy or environmental leaders.

303-3 WATER WITHDRAWAL

| WATER WITHDRAWAL - ALL SITES (MEGALITERS) | | 2024 |
|---|--|---------------------|
| Water Withdrawal by Source | | |
| Surface Water (total) | | 37,036 |
| Groundwater (total) | | 15,957 |
| Third Party Water (total) | | 31,524 |
| Total Water Withdrawal | | |
| Surface Water (total) + Groundwater (total) + Third Party Water (total) | | 84,517 ² |

| WATER WITHDRAWAL - WATER STRESSED (MEGALITERS) ¹ | | 2015 (BASE YEAR) | 2024 |
|---|--|------------------|-------|
| Water Withdrawal by Source | | | |
| Surface Water (total) | | 5,332 | 1,630 |
| Groundwater (total) | | 4,606 | 2,670 |
| Third Party Water (total) | | 3,096 | 1,536 |
| Total Water Withdrawal | | | |
| Surface Water (total) + Groundwater (total) + Third Party Water (total) | | 13,034 | 5,836 |

1 “Water stress” refers to the ability, or lack thereof, to meet human and ecological demand for water. Compared to scarcity, water stress is a more inclusive and broader concept. It considers several physical aspects related to water resources, including water scarcity, but also water quality, environmental flows, and the accessibility of water. We use the World Resources Institute Aqueduct water tool to identify the regions of water stress. Further work with local internal Kimberly-Clark stakeholders is carried out to identify any additional site risk factors. Together this is used to identify if a facility is considered to be in a water stressed region.

2 An additional 6909 ML was withdrawn from groundwater and surface water for other water uses.

METHODOLOGY

Water withdrawal data, by source, is reported directly by facilities into the Kimberly-Clark Sphera Cloud Sustainability (SCCS) database by the site environmental leaders based on water invoices and metering reports. K-C facilities report water in local units which are converted by SCCS for standard reporting purposes. These conversion factors are maintained and updated by Sphera.

Data for water withdrawal from surface water and groundwater sources is directly collected from on-site water flow monitors at each of our sites. Data for third party water withdrawal is directly collected from the third-party provider. The breakdown of the total water withdrawal from either freshwater or other water source based on total dissolved solids levels is not determined because that information was not collected for this reporting period.

Total water withdrawal is collected for all sites, some of which are designated as water stressed. The designation of water stressed for a site is based upon an evaluation of the watershed basin. The evaluation methodology uses a combination of local current water stress information and forecasted water stress scenarios provided by the World Resource Institute Aqueduct Water Risk Atlas (Aqueduct Tools | World Resources Institute (wri.org)). Water stress is periodically evaluated and our most recent comprehensive global water stress assessment was completed in 2023.

CONSOLIDATION APPROACH FOR WATER

The water inventory boundary applies to all owned and leased facilities under Kimberly-Clark’s operational control worldwide. Operational control was chosen because Kimberly-Clark has the full authority to introduce and implement operating policies at global manufacturing, distribution, and administrative locations.

RECALCULATION OF BASE YEAR WATER

In 2020, we announced our water reductions goals, where K-C seeks to reduce our operational water footprint at K-C manufacturing sites located in areas experiencing water stress by 50% by 2030 from a 2015 base year.

In 4Q 2023, Kimberly-Clark acquired 100% ownership of Thinx. Current and base year water withdrawals have been fully incorporated into this year’s GRI data tables. This event did not trigger a recalculation of base year water data for Water and Effluents in 2024.

Kimberly-Clark initiates a baseline recalculation for changes that impact the base year associated with mergers, acquisitions, and divestitures activities, and outsourcing and insourcing of water activities. For changes in calculation methodology or improvements in the accuracy of water data that impact the base year, we will maintain a threshold of 10% impact to total water withdrawals.

303-4 WATER DISCHARGE

| WATER DISCHARGE (MEGALITERS) | | 2024 |
|--|-----------|------------------------|
| | ALL AREAS | AREA WITH WATER STRESS |
| Water Discharge by Destination | | |
| Surface Water | 65,379 | X |
| Seawater | 1,733 | X |
| 3rd Party Water (total) | 9,195 | X |
| Total Water Discharge | | |
| Surface Water + Groundwater + Seawater + Third Party Water (total) | 76,307 | 3,916 |

METHODOLOGY

The amount of water discharged by destination from each site is collected monthly. Data for water discharged to surface water is collected from on-site water flow monitors at the sites. For discharges to third-party water, a combination of flow monitors at the site and invoices are used to collect the data. The breakdown of the total water discharge to either freshwater or other water sources based on total dissolved solids levels is not determined.

Water discharge is collected for all sites, some of which are designated as water stressed. The designation of water stressed for a site is based upon an evaluation of the watershed basin. The evaluation methodology uses a combination of local current water stress information and forecasted water stress scenarios provided by the World Resource Institute Aqueduct Water Risk Atlas (Aqueduct Tools | World Resources Institute (wri.org)).

PRIORITY SUBSTANCES OF CONCERN

Our approach to setting discharge limits for priority substances of concern is that the sites must achieve both of the following: (1) Meet local regulatory requirements regarding water discharge for priority substances of concern. (2) Sites that have a direct discharge to surface waters must meet all of the following standards which represent best available technology limits for pollutants that are applicable to our manufacturing sites:

- BOD5: Monthly Daily Average of 2 kg/BDMT and Daily Maximum of 4 kg/BDMT
- TSS: Monthly Daily Average of 2 kg/BDMT and Daily Maximum of 4 kg/BDMT
- Acute Aquatic Toxicity: Non-detect

There were 6 exceedances of discharge limits all of which were resolved.

303-5 WATER CONSUMPTION

| WATER CONSUMPTION (MEGALITERS) | 2024² | |
|--------------------------------|-----------|------------------------|
| | ALL AREAS | AREA WITH WATER STRESS |
| Total Water Consumption | 8,209 | 1,920 |

1 “Water stress” refers to the ability, or lack thereof, to meet human and ecological demand for water. Compared to scarcity, water stress is a more inclusive and broader concept. It considers several physical aspects related to water resources, including water scarcity, but also water quality, environmental flows, and the accessibility of water. We use the World Resources Institute Aqueduct water tool to identify the regions of water stress. Further work with local internal Kimberly-Clark stakeholders is carried out to identify any additional site risk factors. Together this is used to identify if a facility is considered to be in a water stressed region.

2 An additional 6909 ML was consumed for other water uses.

METHODOLOGY

Water consumption is determined by calculating the difference between fresh water withdrawn and water discharged at each site. This calculation excludes water recycled and reused within the organizational boundary. The amount of water consumed from each site is collected monthly.

Water consumption is collected for all sites, some of which are designated as water stressed¹. Preserving water resources in these locations is a high priority. As a result, we deploy a combination of water conservation strategies, including water recycling and reuse.

We have not identified any sites having water storage that constitutes a significant water-related impact.

306-3 WASTE GENERATED

| WASTE BY COMPOSITION (METRIC TON) | | | 2024 |
|--|-----------------|------------------------------|----------------------------|
| | WASTE GENERATED | WASTE DIVERTED FROM DISPOSAL | WASTE DIRECTED TO DISPOSAL |
| Waste Composition | | | |
| Paper | 41,072 | 39,856 | 1,216 |
| Wood | 7,376 | 7,059 | 317 |
| Corrugate | 62,844 | 62,382 | 462 |
| Sludge | 509,820 | 480,554 | 29,266 |
| Plastic | 25,317 | 24,777 | 540 |
| Mixed Plastic | 43,959 | 42,307 | 1,652 |
| Plastic/Cellulose | 56,594 | 36,281 | 20,313 |
| Metal | 10,634 | 10,600 | 34 |
| De-inking Trasher Rejects | 26,557 | 14,020 | 12,537 |
| Construction & Demolition Waste - Major | 1,366 | 1,142 | 224 |
| Other | 45,086 | 8,943 | 36,143 |
| Ash | 1,825 | 1,196 | 629 |
| Construction & Demolition Waste-Daily Operations | 2,148 | 788 | 1,360 |
| Non-Haz Liquid | 1,212 | 782 | 430 |
| Waste/Used Oil | 2,205 | 126 | 2,079 |
| Medical/Infectious | 52 | 0 | 52 |
| Hazardous Solid | 740 | 326 | 414 |
| Hazardous Liquid | 963 | 79 | 884 |
| Hazardous Semi-solid (Sludge) | 77 | 61 | 16 |

| WASTE BY COMPOSITION (METRIC TON) | | | 2024 |
|-----------------------------------|-----------------|------------------------------|----------------------------|
| | WASTE GENERATED | WASTE DIVERTED FROM DISPOSAL | WASTE DIRECTED TO DISPOSAL |
| Hazardous Contained Gas | 0 | 0 | 0 |
| Hazardous Universal Waste | 17 | 13 | 4 |
| Refrigerant | 0 | 0 | 0 |
| Total | 839,864 | 731,292 | 108,572 |

METHODOLOGY

Data for waste generated is directly sourced from invoices to and from the providers that prepare for reuse, recycle, other recovery, incineration with energy recovery, incineration without energy recovery, landfilling, and other disposal operations of the wastes from the sites. The weights of waste generated are a combination of on-site and off-site weight scales and standardized volume to weight conversions. The weights for waste generated from each site are collected monthly. The waste generated amounts reported exclude effluents and are reported in metric tons (tonne), which is equal to 1,000 kilograms.

CONSOLIDATION APPROACH FOR WASTE

The waste inventory boundary applies to all owned and leased facilities under Kimberly-Clark’s operational control worldwide. Operational control was chosen because Kimberly-Clark has the full authority to introduce and implement operating policies at global manufacturing, distribution, and administrative locations. Under the operational control approach, Kimberly-Clark accounts for 100% of waste generated from its operations.

306-4 WASTE DIVERTED FROM DISPOSAL

| WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION (METRIC TON) | | | 2024 |
|---|---------|----------|---------|
| | ON-SITE | OFF-SITE | TOTAL |
| Hazardous Waste | | | |
| Preparation for Reuse | | | 0 |
| Recycling | 0 | 479 | 479 |
| Other Recovery Operations | | | 0 |
| Total | | | 479 |
| Non-hazardous Waste | | | |
| Preparation for Reuse | | 45,866 | 45,866 |
| Recycling | | 235,099 | 235,099 |
| Other Recovery Operations | | 449,847 | 449,847 |
| Total | | | 730,812 |
| Total Diverted From Disposal | | | 731,291 |

METHODOLOGY

Data for both hazardous and non-hazardous waste diverted from disposal is directly sourced from invoices to and from the providers that prepare for reuse, recycle, and other recovery of the wastes from the sites. The weights of waste diverted from disposal are a combination of on-site and off-site weight scales and standardized volume to weight conversions. The weights for waste diverted from disposal are collected monthly. The waste diverted from disposal amounts reported exclude effluents and are reported in metric

tons (tonne), which is equal to 1,000 kilograms. Kimberly-Clark utilizes recycled paper purchased from third party suppliers in the production of our products. Kimberly-Clark’s methodology of calculating and removing water content for the various recycled types and third-party sources of waste used in production is still in development, so this data is not included in amounts reported for waste diverted from disposal.

306-5 WASTE DIRECTED TO DISPOSAL

| WASTE DIRECTED TO DISPOSAL (METRIC TON) | | | 2024 |
|---|---------|----------|---------|
| | ON-SITE | OFF-SITE | TOTAL |
| Hazardous Waste | | | |
| Incineration (with energy recovery) | | | |
| Incineration (without energy recovery) | | 73 | 73 |
| Landfilling | | 5 | 5 |
| Other Disposal Operations | | 1,239 | 1,239 |
| Total | | | 1,317 |
| Non-hazardous Waste | | | |
| Incineration (with energy recovery) | | 84,587 | 84,587 |
| Incineration (without energy recovery) | | 3,119 | 3,119 |
| Landfilling | | 18,655 | 18,655 |
| Other Disposal Operations | | 890 | 890 |
| Total | | | 107,251 |
| Total Directed to Disposal | | | 108,568 |

METHODOLOGY

Data for both hazardous and non-hazardous waste directed to disposal is directly sourced from invoices to and from the providers that provide incineration with energy recovery, incineration without energy recovery, landfilling, and other disposal operations of the wastes from the sites. The weights of waste directed to

disposal are a combination of on-site and off-site weight scales and standardized volume to weight conversions. The weights for waste directed to disposal are collected monthly. The waste directed to disposal amounts reported exclude effluents and are reported in metric tons (tonne), which is equal to 1,000 kilograms.

403-9 WORK-RELATED INJURIES & 403-10 WORK-RELATED ILL HEALTH

| EMPLOYEES - HEALTH & SAFETY ¹ | 2024 ² |
|--|-------------------|
| Fatalities | 0 |
| Fatality rate | 0 |
| # of Hours Worked | 89,903,396 |
| High Consequence related Injuries | 7 |
| High Consequence Rate | 0.016 |
| Recordable Injuries | 253 |
| Recordable Illnesses | 34 |
| TRIR (Total Recordable Incident Rate) | 0.64 |
| # Days Lost due to Injury ³ | 4,810 |
| LTRIR(Lost Time Recordable Incident Rate) ³ | 0.34 |

1 Kimberly-Clark follows OSHA standards for recordable injuries, illnesses and recordkeeping. Responses to this request include data for employees as well as temporary and contract workers who are not Kimberly-Clark employees whose work Kimberly-Clark oversees on a day-to-day basis.

2 Beginning in 2022, Kimberly-Clark de Mexico (KCM) is excluded from all metrics inside of this report.

3 Information prior to 2023 and LTRIR were not subject to external limited assurance.(5) Kimberly-Clark acquired Softex in 2020. The employees and contractors for Softex were integrated into K- C's reporting beginning in the 2022 reporting year.

TRIR: Work-related events that result in fatalities, temporary or permanently disabling injuries, or illnesses, per 200,000 hours worked per annum.

LTRIR: Recordable injuries/illnesses that result in time away from work or restricted work, per 200,000 hours worked per annum.

Fatality Rate: Number of fatalities as a result of work-related injury per 200,000 hours worked per annum

| WORKERS WHO ARE NOT EMPLOYEES - HEALTH & SAFETY ¹ | 2024 ³ |
|--|-------------------|
| Fatalities | 1 |
| Fatality rate | 0.007 |
| # of Hours Worked | 30,736,240 |
| High Consequence related Injuries | 1 |
| High Consequence Rate | 0.007 |
| Recordable Injuries | 70 |
| Recordable Illnesses | 0 |
| TRIR (Total Recordable Incident Rate) | 0.46 |
| # Days Lost due to Injury ² | 427 |
| LTRIR(Lost Time Recordable Incident Rate) ² | 0.22 |

1 Kimberly-Clark follows OSHA standards for recordable injuries, illnesses and recordkeeping. Responses to this request include data for workers who perform work at a Kimberly-Clark facility but whose work is overseen by their employer (not Kimberly-Clark) on a day-to-day basis.

2 Information prior to 2023 and LTRIR were not subject to external limited assurance

3 One injury-related fatality occurred involving a Kimberly-Clark contract employee in our Coleshill, England site. Working with the local health and safety regulator, a thorough investigation was conducted and comprehensive learnings have been incorporated into our ongoing efforts to prevent serious injuries.

METHODOLOGY

Data for Work-Related Injuries and Illnesses is sourced from (1) site safety event reporting in all sites, (2) through reporting of working hours from HR payroll systems and (3) contractors reporting working hours.

Total Reportable Incident Rate is an internally established lagging safety metric established for Kimberly-Clark global operations, which enables internal benchmarking and trending of work-related injuries/illnesses. Reportable injuries/illnesses are based on the U.S. Occupational Safety & Health Administration (OSHA) injury / illness recordkeeping requirements. Examples of reportable events

include those that involve days away from work/lost time, medical treatment beyond first aid that is typically administered by a physician or other licensed health care professional, death, loss of consciousness and amputation. TRIR is calculated by taking the total number of reportable injuries and illnesses divided by the total number of hours worked and multiplying the quotient by 200,000. Kimberly-Clark measures TRIR on a monthly, year to date and rolling 12-month basis. The TRIR metric can help determine areas for safety improvement and measure progress in preventing work-related injuries and illnesses.

Appendix E

Independent Accountant's Review Report

INDEPENDENT ACCOUNTANT'S REVIEW REPORT

Management of Kimberly-Clark Corporation:

We have reviewed management of Kimberly-Clark Corporation's (the "Corporation's") assertion that the specified information included in the accompanying Statement of Energy Consumption and Greenhouse Gas ("GHG") Emissions, Water and Effluents, Waste, Fiber, and Health and Safety ("the Statement") for the fiscal year ended December 31, 2024 is presented in accordance with the criteria set forth in the Reporting Policies section within the Statement (the "Criteria"). The Corporation's management is responsible for its assertion. Our responsibility is to express a conclusion on management's assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C Section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management's assertion in order for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent than an examination, the objective of which is to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with the *Code of Professional Conduct* issued by the AICPA. We applied the *Statements on Quality Control Standards* established by the AICPA and, accordingly, maintain a comprehensive system of quality control.

The procedures we performed were based on our professional judgment. In performing our review, we performed analytical procedures, inquiries, and other procedures as we considered necessary in the circumstances. For a selection of the specified information included in the Statement, we performed tests of mathematical accuracy of computations and compared the specified information to underlying records.

The preparation of the specified information included in the Statement requires management to interpret the criteria, make determinations as to the relevancy of information to be included, and make estimates and assumptions that affect the reported information. Measurement of certain amounts includes estimates and assumptions that are subject to inherent measurement uncertainty resulting, for example, from accuracy and precision of greenhouse gas emission factors or estimation methodologies used by management. The selection by management of different but acceptable measurement methods, input data, or assumptions, may have resulted in materially different amounts or specified information being reported.

Any information relating to periods prior to the year ended December 31, 2021 was not subject to our review and, accordingly, we do not express a conclusion or any form of assurance on such information. Also, any information relating to GRI 303: Water and Effluents 2018 and GRI 306: Waste 2020 relating to periods prior to the year ended December 31, 2022 and GRI 403: Occupational Health and Safety 2018 relating to periods prior to the year ended December 31, 2023 and GRI 301: Materials (Fiber) 2016 relating to periods prior to the year ended December 31, 2024 were not subject to our review and, accordingly, we do not express a conclusion or any form of assurance on such information.

Based on our review, we are not aware of any material modifications that should be made to management of the Corporation's assertion that the specified information included in the accompanying Statement of Energy Consumption and GHG Emissions, Water and Effluents, Waste, Fiber, and Health and Safety for the year ended December 31, 2024 is presented in accordance with the criteria set forth in the Reporting Policies section within the Statement, in order for it to be fairly stated.

Deloitte & Touche LLP

June 16, 2025

Appendix F

2024 Global Sustainability Report

People Data Tables

| EMPLOYEES 2023 (GRI 2-7) | ASIA-PACIFIC | EMEA | LATIN AMERICA | NORTH AMERICA | TOTAL |
|--|--------------|-------|---------------|---------------|--------|
| Number of Employees ¹ | 7,767 | 7,495 | 7,999 | 13,448 | 36,709 |
| Number of Permanent Employees | 7,759 | 7,495 | 7,999 | 13,448 | 3,671 |
| Number of Temporary Employees | - | - | - | - | - |
| Number of Non-Guaranteed Hours Employees | 8 | - | - | - | 8 |
| Number of Full-Time Employees | 7,731 | 7,398 | 7,775 | 13,423 | 36,327 |
| Number of Part-Time Employees | 36 | 97 | 224 | 25 | 382 |

1 Temporary and contract workers are not K-C employees, so they are excluded from our total employee count. Temporary and contract workers are, however, included in Health & Safety metrics.

| DIVERSITY (GRI 405-1) | 2024 |
|--|---|
| Full-time Employee Diversity (GRI 405-1) | <p>K-C is an equal employment opportunity employer. Representation and other demographic data is not used to make employment decisions. See 2025 Proxy Statement with data tables, including page 5 for Board of Director diversity information and pages 23-24 for employee diversity information. See also EEO-1 report submitted to the U.S. Equal Employment Opportunity Commission.</p> <p>Link: https://investor.kimberly-clark.com/financial</p> <p>Link https://www.kimberly-clark.com/en-us/esg/downloads</p> |
| Board of Directors Diversity (GRI 405-1) | <p>K-C is an equal employment opportunity employer. Representation and other demographic data is not used to make employment decisions. See 2025 Proxy Statement with data tables, including page 5 for Board of Director diversity information and pages 23-24 for employee diversity information.</p> <p>Link: https://investor.kimberly-clark.com/financial</p> |

| TURNOVER (GLOBAL) (GRI 401-1) | 2024 |
|-------------------------------|------|
| Total | 19% |
| Voluntary | 10% |
| Involuntary | 8% |

| NEW HIRES 2024 (GRI 401-1) | | |
|----------------------------|---------|-----------|
| REGION | # HIRES | HIRE RATE |
| Asia-Pacific | 743 | 10% |
| EMEA | 618 | 8% |
| Latin America | 799 | 9% |
| North America | 1,059 | 8% |

| TERMINATIONS 2024 (GRI 401-1) | | |
|-------------------------------|----------------|---------------|
| REGION | # TERMINATIONS | TURNOVER RATE |
| Asia-Pacific | 1,071 | 14% |
| EMEA | 1,115 | 15% |
| Latin America | 2,157 | 25% |
| North America | 2,749 | 20% |

| UNION MEMBERSHIP ¹ (GRI 2-30) | | 2024 |
|---|--|------|
| Percentage of employees with union membership | | 38% |

1 In many countries, union membership is considered a private matter and may not be tracked for those countries. Furthermore, in some countries, employees who are not union members may nevertheless be subject to collective bargaining agreements.

| EMPLOYEES - HEALTH & SAFETY (GRI 403-9, 403-10) ¹ | | 2024 ² |
|--|--|-------------------|
| Fatalities | | 0 |
| Fatality rate | | 0 |
| # of Hours Worked | | 89,903,396 |
| High Consequence related Injuries | | 7 |
| High Consequence Rate | | 0.016 |
| Recordable Injuries | | 253 |
| Recordable Illnesses | | 34 |
| TRIR (Total Recordable Incident Rate) | | 0.64 |
| # Days Lost due to Injury ³ | | 4,810 |
| LTRIR(Lost Time Recordable Incident Rate) ³ | | 0.34 |

1 Kimberly-Clark follows OSHA standards for recordable injuries, illnesses and recordkeeping. Responses to this request include data for employees as well as temporary and contract workers who are not Kimberly-Clark employees whose work Kimberly-Clark oversees on a day-to-day basis.

2 Beginning in 2022, Kimberly-Clark de Mexico (KCM) is excluded from all metrics inside of this report.

3 Information prior to 2023 and LTRIR were not subject to external limited assurance.

TRIR: Work-related events that result in fatalities, temporary or permanently disabling injuries, or illnesses, per 200,000 hours worked per annum.

LTRIR: Recordable injuries/illnesses that result in time away from work or restricted work, per 200,000 hours worked per annum.

Fatality Rate: Number of fatalities as a result of work-related injury per 200,000 hours worked per annum.

| WORKERS WHO ARE NOT EMPLOYEES - HEALTH & SAFETY (GRI 403-9, GRI 403-10) ¹ | | 2024 ³ |
|--|--|-------------------|
| Fatalities | | 1 |
| Fatality rate | | 0.007 |
| # of Hours Worked | | 30,736,240 |
| High Consequence related Injuries | | 1 |
| High Consequence Rate | | 0.007 |
| Recordable Injuries | | 70 |
| Recordable Illnesses | | 0 |
| TRIR (Total Recordable Incident Rate) | | 0.46 |
| # Days Lost due to Injury ² | | 427 |
| LTRIR(Lost Time Recordable Incident Rate) ² | | 0.22 |

1 Kimberly-Clark follows OSHA standards for recordable injuries, illnesses and recordkeeping. Responses to this request include data for workers who perform work at a Kimberly-Clark facility but whose work is overseen by their employer (not Kimberly-Clark) on a day-to-day basis.
2 Information prior to 2023 and LTRIR were not subject to external limited assurance
3 One injury-related fatality occurred involving a Kimberly-Clark contract employee in our Coleshill, England site. Working with the local health and safety regulator, a thorough investigation was conducted and comprehensive learnings have been incorporated into our ongoing efforts to prevent serious injuries.

| SOCIAL IMPACT BY THEME | | |
|--|--|-------------|
| (Lives Impacted-Reportable) ¹ | | 2024 |
| Access to sanitation | | 15,832,341 |
| Helping children thrive | | 39,473,355 |
| Empowering women & girls | | 64,530,963 |
| COVID-19 / other | | 2,589 |
| Total | | 119,839,248 |

1 Kimberly-Clark measures the impact of the following: (1) purpose-led communication or education initiatives to change public perception on stigmas or issues such as water, sanitation access, or neonatal and maternal health, (2) product donation for vulnerable and underserved people, (3) business innovation to address an unmet or underserved societal need, and (4) advocacy work that seeks to change policies connected to our purpose. Measurement factors reporting from partner agencies and non-profit organizations and quantifiable reach of communication, education, donation and advocacy beneficiaries.

Social Compliance Data Tables

| SOCIAL COMPLIANCE AUDIT RESULTS (GRI 406-1, 407-1, 408-1, 409-1, 414-2) | | 2024 |
|---|--|--------|
| Number of in-scope suppliers and Kimberly-Clark facilities ^{1, 2, 3} | | 419 |
| Total Facilities Audited | | 181 |
| % of in-scope suppliers audited | | 43% |
| Facility Ownership: | | |
| KC Sites | | 36 |
| Supplier Sites | | 145 |
| Audit Methodology: | | |
| K-C Specified ⁴ | | 91 |
| Customer/Partner Specified ⁵ | | 90 |
| Facilities with findings | | |
| No findings noted | | 33 |
| Findings noted (critical/major/minor) | | 148 |
| Percentage (%) of in-scope facilities with findings | | 35% |
| Breakdown of all findings (critical, major, minor) by issue type (% of all findings, all facilities) ⁶ | | |
| Health & Safety | | 63.59% |
| Working Hours | | 13.17% |
| Wages & Benefits | | 7.06% |
| Freedom of Association | | 0.66% |
| Environment | | 5.46% |
| Potential Forced Labor Indicators | | 0.75% |
| Employment Contracts | | 1.79% |
| Discipline, Harassment or Abuse | | 0.66% |
| Discrimination | | 0.94% |
| Child Labor/Young Workers | | 0.19% |
| Other | | 5.74% |

| SOCIAL COMPLIANCE AUDIT RESULTS (GRI 406-1, 407-1, 408-1, 409-1, 414-2) | | 2024 |
|---|--|---------------|
| Critical or major findings by category (all facilities) | | |
| Total Number of audited facilities with critical/major findings | | 83 |
| Percentage (%) of in-scope facilities with critical/major findings | | 19.80% |
| Top 3 categories: | | |
| Health and Safety | | 58 facilities |
| | | 98 findings |
| Hours of Work | | 15 facilities |
| | | 18 findings |
| Wages & Benefits | | 29 facilities |
| | | 39 findings |
| Selected Other Categories | | |
| Potential Child Labor | | 0 facilities |
| | | 0 findings |
| Potential Forced Labor Indicators ⁷ | | 3 facilities |
| | | 4 findings |
| Freedom of Association | | 0 facilities |
| | | 0 findings |
| Discrimination ⁸ | | 4 facilities |
| | | 4 findings |

1 The scope of Kimberly-Clark’s social compliance program (including the number and extent of audits) evolves with our supply chain and its associated risk profile. When a supplier is found to be noncompliant with our supplier social compliance standards, Kimberly-Clark engages with the supplier to develop a corrective action plan. Depending on the concerns raised, corrective actions may include supplier investments in infrastructure, equipment, or training & development of new policies or procedures; or provision of remedy for affected workers. If needed, Kimberly-Clark may provide support to the supplier by sharing good practice examples, connecting them with consultants, encouraging engagement with human rights experts or other resources. We track completion of the agreed corrective action plans through evidence provided by the supplier and/or through a follow-up audit. If port appropriate remediation is not completed in a timely manner, Kimberly-Clark may elect not to qualify a potential supplier or exit a current supplier. For additional information: Human Rights and Social Compliance (kimberly-clark.com).

2 Beginning in 2023, Kimberly-Clark de Mexico, S.A.B. de C.V. (KCM) is excluded from Social Compliance Audit Results to remain consistent with the reporting boundary of this report. KCM stock is publicly-traded in Mexico. As of December 31, 2024, Kimberly-Clark’s ownership interest in KCM was approximately 47.9 percent.

3 Kimberly-Clark sold its personal protective equipment business on July 1, 2024. The data presented includes audits at sites supplying the personal protective business through the date of the sale.

4 K-C specified audits are third-party conducted audits requested by K-C against an industry recognized methodology specified by K-C.

5 Customer/Partner specified audits are audits requested or required by one of our customers or licensing partners against a methodology set by the customer/partner’s social compliance requirements.

6 The data represents all findings from audits conducted in 2024. Findings are classified by the issue area in which they appear in audit reports and incorporate all severity categories (critical, major and minor). As described in footnote 1, Kimberly-Clark engages with the supplier to develop a corrective action plan and support remediation of all findings regardless of severity of category.

7 One finding has been remediated, closed and verified as closed. Two findings have been addressed but require further on-site verification to confirm closure. One finding is in escalation to ensure a suitable resolution.

8 Two findings have been remediated, closed and verified as closed. Two findings have been addressed but require further on-site verification to confirm closure which will take place in 2025.

Environmental Data Tables

FOREST FOOTPRINT

| FIBER PURCHASES (MILLION MT)(1) (GRI 301-1) ¹ | 2011 (BASELINE) | 2024 |
|--|-----------------|-------|
| Virgin Fiber | 2.48 | 2.05 |
| Virgin Wood Baled Pulp (tissue products) | | 1.62 |
| Virgin Wood Fluff Pulp (personal care products) | | 0.43 |
| % of total | 70.3% | 81.3% |
| Recycled Fiber | 1.05 | 0.47 |
| % of total | 29.7% | 18.7% |
| Total fiber used | 3.53 | 2.53 |

1 Direct purchases.

| VIRGIN FIBER SOURCING BY PULP MILL COUNTRY OF ORIGIN (%) (GRI 304) | 2024 |
|--|--------------|
| Brazil | 51% |
| Canada | 10% |
| Chile | 1% |
| Finland | 2% |
| Portugal | 0% |
| South Africa | 2% |
| Sweden | 10% |
| United States | 24% |
| China, New Zealand, Spain, Thailand | less than 1% |

| VIRGIN FIBER SOURCING BY PULP MILL COUNTRY OF ORIGIN (MILLION MT) (GRI 304) | | 2024 |
|---|--|------|
| Brazil | | 1.05 |
| Canada | | 0.21 |
| Chile | | 0.01 |
| Finland | | 0.05 |
| Portugal | | 0.01 |
| South Africa | | 0.04 |
| Sweden | | 0.2 |
| United States | | 0.48 |
| China, New Zealand, Spain, Thailand | | 0 |

| FIBER SOURCING BY CERTIFICATION TYPE (%) (GRI 304) | | 2011 (BASELINE) | 2024 |
|--|--|-----------------|------|
| Virgin fiber from environmentally responsible sources | | 100% | 100% |
| Forest Stewardship Council (FSC) | | 47% | 76% |
| Sustainable Forest Initiative (SFI) | | 30% | 14% |
| Program for the Endorsement of Forest Certification (PEFC) | | 6% | 10% |
| CERFLOR (Brazil) | | 6% | 0% |
| Canadian Standards Association (CSA) | | 5% | 0% |
| Forest Stewardship Council Controlled Wood (FSC-CW)* | | 8% | 0% |
| Not Certified | | 0% | 0% |

* Percentage described as FSC Controlled Wood (FSC-CW) represents fiber sourced as FSC-CW without an accompanying Chain of Custody claim. All Chain of Custody claimed fiber purchases are also claimed as FSC Controlled Wood in addition to the Chain of Custody Claim.

| ENVIRONMENTALLY-PREFERRED TISSUE FIBER (% GLOBAL) (GRI 304) | 2011 ¹ | 2024 |
|---|-------------------|------|
| Environmentally-Preferred Fiber | 74% | 93% |
| FSC chain-of-custody certified virgin wood fiber | 39% | 77% |
| Recycled fiber | 35% | 16% |
| Alternative non-wood fibers | 0% | 0% |

1 2011 base year for 50% reduction target by 2025.

| ENVIRONMENTALLY-PREFERRED TISSUE FIBER (% NORTH AMERICA) (GRI 304) | 2011 | 2024 |
|--|------|------|
| Environmentally-Preferred Fiber | 84% | 88% |
| FSC chain-of-custody certified virgin wood fiber | 56% | 76% |
| Recycled fiber | 28% | 11% |
| Alternative non-wood fibers | 0% | 0% |

| CHLORINE FREE WOOD PULP PURCHASES | 2011 (BASELINE) | 2024 |
|-----------------------------------|-----------------|------|
| Elemental Chlorine Free (ECF) | 97% | 100% |
| Total Chlorine Free (TCF) | 3% | 0% |

| NATURAL FOREST FIBER USE (MT) | 2011 (BASELINE) | 2024 |
|--|--------------------|---------|
| Virgin fiber from Natural Forest sources | 756,531 | 453,676 |
| % Reduction of Natural Forest Fiber | N/A ⁽¹⁾ | 40% |

1 2011 base year for 50% reduction target by 2025.

| NATURAL FOREST FIBER SOURCING BY COUNTRY (%) (GRI 304) based on pulp mill country of origin | 2024 |
|--|------|
| Canada | 46% |
| Finland | 11% |
| Sweden | 43% |

| FSC COC CERTIFIED NATURAL FOREST FIBER SOURCING BY COUNTRY (%) (GRI 304) based on pulp mill country of origin | | 2024 |
|--|--|------|
| Canada | | 80% |
| Finland | | 59% |
| Sweden | | 95% |

CARBON FOOTPRINT

| ENERGY (TRILLION JOULES) (GRI 302-1) | 2015 (BASELINE) ⁽¹⁾ | 2024 |
|--|--------------------------------|--------|
| Total Non-Renewable Fuels Consumed | 38,405 | 33,172 |
| Coal | 5,478 | 150 |
| Fuel Oil | 264 | 19 |
| Natural Gas | 31,657 | 32,035 |
| Propane Gas | 802 | 966 |
| Butane | 1 | |
| Liquified Petroleum Gas (LPG) | 203 | 2 |
| Total Renewable Fuels Consumed | 3,882 | 173 |
| Biofuel Purchased | 3,882 | 173 |
| Electricity , Heating, Cooling and Steam Purchased | 19,133 | 15,156 |
| Electricity Purchased | 18,148 | 13,200 |
| Renewable Electricity Purchased | 8 | 1,129 |
| Total Steam Purchased | 977 | 818 |
| Total Hot Water Purchased | | 9 |
| Cooling Consumption | | 0 |
| Heating Consumption | | 0 |
| Self-Generated Electricity, Heating, Cooling and Steam | 4 | 50 |
| Renewable Electricity Generated | 4 | 46 |
| Biofuel Generated for Steam | | 4 |
| Electricity Sold | 922 | 553 |
| Total Energy Consumption ¹ | 60,502 | 47,998 |

1 The Total Energy Consumption is calculated as Total Non-Renewable Fuels + Total Renewable Fuels + Electricity, Heating, Cooling and Steam Purchased + Self-generated Electricity, Heating, Cooling and Steam – Electricity, Heating, Cooling and Steam Sold

| ENERGY INTENSITY (GRI 302-3) | 2015 (BASELINE) ¹ | 2024 |
|--|------------------------------|-------|
| Energy Intensity (GJ/Metric Ton of production) | 11.86 | 10.18 |

1 Any information relating to periods prior to the year ended December 31, 2021, was not subject to Deloitte's review and, accordingly, Deloitte does not express a conclusion or any form of assurance on such information

| REDUCTION OF ENERGY CONSUMPTION (GRI 302-4) | | |
|--|-----------------|------|
| Energy (Trillion Joules) | 2015 (BASELINE) | 2024 |
| Reduction by conservation and efficiency initiatives | 811 | 541 |

| ENERGY REDUCTION (TRILLION JOULES) (GRI 302-4) | | |
|--|-----------------|------|
| Actions/Projects | 2015 (BASELINE) | 2024 |
| Conservation | 496 | 362 |
| Lean Energy | 315 | 179 |

| GREENHOUSE GAS EMISSIONS SCOPE 1 & 2 (THOUSANDS MTCO2E) (GRI 305-1, 305-2) | 2015 (BASELINE) | 2024 |
|--|-----------------|-------|
| Total GHG Emissions: Scope 1 + Scope 2 Location Based | 4,928 | 3,209 |
| Direct GHG Emissions | 2,230 | 1,686 |
| Indirect GHG Emissions - Location Based | 2,698 | 1,523 |
| Breakdown by gases Scope 1+2 Location Based | | |
| Carbon Dioxide (CO2e) | 4,903 | 3,199 |
| Methane (CH4 in CO2e) | 6 | 2 |
| Nitrous Oxide (N2O in CO2e) | 20 | 4 |
| Carbon Dioxide (CO2) | 4,903 | 3,199 |
| Methane (Thousands MTCH4) | 0.23 | 0.12 |
| Nitrous Oxide (Thousands MTN2O) | 0.07 | 0.09 |

| GREENHOUSE GAS EMISSIONS SCOPE 1 & 2 (THOUSANDS MTCO2E) (GRI 305-1, 305-2) | 2015 (BASELINE) | 2024 |
|--|-----------------|--------------|
| Total GHG Emissions: Scope 1 + Scope 2 Market Based | 4,972 | 2,823 |
| Direct GHG Emissions | 2,230 | 1,686 |
| Indirect GHG Emissions - Market Based | 2,742 | 1,137 |
| Breakdown by gases Scope 1+2 Market Based | | |
| Carbon Dioxide (CO2e) | 4,947 | 2,815 |
| Methane (CH4 in CO2e) | 6 | 2 |
| Nitrous Oxide (N2O in CO2e) | 19 | 4 |
| Carbon Dioxide (CO2) | 4,947 | 2,815 |
| Methane (Thousands MTCH4) | 0.22 | 0.01 |
| Nitrous Oxide (Thousands MTN2O) | 0.06 | 0.02 |
| Biogenic CO2 Emissions (Scope 1+2) | 356 | 27 |
| Biogenic CO2 Emissions Scope 1 | 327 | 16 |
| Biogenic CO2 Emissions Scope 2 | 29 | 11 |

| GREENHOUSE GAS EMISSIONS SCOPE 3 (THOUSANDS MTCO2E) (305-3) | 2015 (BASELINE) | 2024 |
|---|-----------------|---------------|
| Total GHG Emissions: Scope 3 | 13,200 | 10,459 |
| Category 1 - Purchased Goods & Services | 7,162 | 6,169 |
| Category 2 - Capital Goods | 649 | 93 |
| Category 3 - Fuel & Energy Related Activities | 1,265 | 1,126 |
| Category 4 - Upstream Transport and Distribution | 1,283 | 840 |
| Category 5 - Waste Generated in Operations | 269 | 260 |
| Category 6 - Business Travel | 83 | 26 |
| Category 7 - Employee Commuting | 21 | 11 |
| Category 12 - End of Life Treatment of Sold Products ¹ | 2,080 | 1,622 |
| Category 15 - Investments | 388 | 312 |

¹ In 2022, the 2015 baseline for Scope 3, Category 12 - End of Life Treatment of Sold Products was updated. Refer to discussion in the “Reclamation of Base Year Emissions” in Appendix A of the GRI Index.

| GREENHOUSE GAS INTENSITY (MTCO2E/METRIC TON OF PRODUCTION) (GRI 305-4) | 2015 (BASELINE) | 2024 |
|--|-----------------|------|
| GHG Emissions Intensity Scope 1+ 2 - Market Based | 0.97 | 0.61 |
| GHG Emissions Intensity Scope 1 | 0.44 | 0.36 |
| GHG Emissions Intensity Scope 2 - Market Based | 0.54 | 0.25 |
| GHG Emissions Intensity Scope 3 | 2.66 | 2.27 |

| GREENHOUSE GAS EMISSIONS (THOUSANDS MTCO2E) (GRI 305-5) | 2015 (BASELINE) | 2024 |
|--|-----------------|------|
| GHG emissions reduction from actions, projects and initiatives | 118 | 94 |
| Actions/Projects | | |
| Conservation | 20 | 26 |
| Lean Energy | 17 | 10 |
| Alternative Biomass | 1 | 0 |
| Alternative CHP | 80 | 3 |
| Renewables | | 55 |

| EMISSIONS (THOUSAND MT) (GRI 305-7) | 2015 BASELINE | 2024 |
|-------------------------------------|---------------|------|
| NO2 | 2.6 | 1 |
| SO2 | 1.9 | 0.2 |

WATER FOOTPRINT

| WATER WITHDRAWAL - ALL SITES (MEGALITERS) (GRI 303-3) | | 2024 |
|---|--|--------|
| Water Withdrawal by Source | | |
| Surface Water (total) | | 37,036 |
| Groundwater (total) | | 15,957 |
| Third Party Water (total) | | 31,524 |
| Total Water Withdrawal | | |
| Surface Water (total) + Groundwater (total) + Third Party Water (total) | | 84,517 |

| WATER WITHDRAWAL - WATER STRESSED ¹ (MEGALITERS) (GRI 303-3) | | 2015 (BASE YEAR) | 2024 |
|---|--------|------------------|--------------------|
| Water Withdrawal by Source | | | |
| Surface Water (total) | 5,332 | | 1,630 |
| Groundwater (total) | 4,606 | | 2,670 |
| Third Party Water (total) | 3,096 | | 1,536 |
| Total Water Withdrawal | | | |
| Surface Water (total) + Groundwater (total) + Third Party Water (total) | 13,034 | | 5,836 ² |

1 “Water stress” refers to the ability, or lack thereof, to meet human and ecological demand for water. Compared to scarcity, water stress is a more inclusive and broader concept. It considers several physical aspects related to water resources, including water scarcity, but also water quality, environmental flows, and the accessibility of water. We use the World Resources Institute Aqueduct water tool to identify the regions of water stress. Further work with local internal Kimberly-Clark stakeholders is carried out to identify any additional site risk factors. Together this is used to identify if a facility is considered to be in a water stressed region.

2 An additional 6909 ML was withdrawn from groundwater and surface water for other water uses.

| WATER DISCHARGE (MEGALITERS) (GRI 303-4) | | 2024 |
|--|-----------|------------------------|
| | ALL AREAS | AREA WITH WATER STRESS |
| Water Discharge by Destination | | |
| Surface Water | 65,379 | X |
| Seawater | 1,733 | X |
| 3rd Party Water (total) | 9,195 | X |
| Total Water Discharge | | |
| Surface Water + Groundwater + Seawater + Third Party Water (total) | 76,307 | 3,916 |

| WATER CONSUMPTION (MEGALITERS) (GRI 303-5) | | 2024 ² |
|--|-----------|-------------------------------------|
| | ALL AREAS | AREA WITH WATER STRESS ¹ |
| Total Water Consumption | 8,209 | 1,920 |

1 "Water stress" refers to the ability, or lack thereof, to meet human and ecological demand for water. Compared to scarcity, water stress is a more inclusive and broader concept. It considers several physical aspects related to water resources, including water scarcity, but also water quality, environmental flows, and the accessibility of water. We use the World Resources Institute Aqueduct water tool to identify the regions of water stress. Further work with local internal Kimberly-Clark stakeholders is carried out to identify any additional site risk factors. Together this is used to identify if a facility is considered to be in a water stressed region.

2 An additional 6909 ML was consumed for other water uses.

WASTE

| WASTE BY COMPOSITION (METRIC TON) (GRI 306-3) | | | 2024 |
|--|--------------------|---------------------------------|-------------------------------|
| | WASTE GENERATED | WASTE DIVERTED FROM DISPOSAL | WASTE DIRECTED TO DISPOSAL |
| Waste Composition | | | |
| Paper | 41,072 | 39,856 | 1,216 |
| Wood | 7,376 | 7,059 | 317 |
| Corrugate | 62,844 | 62,382 | 462 |
| Sludge | 509,820 | 480,554 | 29,266 |
| Plastic | 25,317 | 24,777 | 540 |
| Mixed Plastic | 43,959 | 42,307 | 1,652 |
| Plastic/Cellulose | 56,594 | 36,281 | 20,313 |
| Metal | 10,634 | 10,600 | 34 |
| De-inking Trasher Rejects | 26,557 | 14,020 | 12,537 |
| Construction & Demolition Waste - Major | 1,366 | 1,142 | 224 |
| Other | 45,086 | 8,943 | 36,143 |
| Ash | 1,825 | 1,196 | 629 |
| Construction & Demolition Waste-Daily Operations | 2,148 | 788 | 1,360 |
| Non-Haz Liquid | 1,212 | 782 | 430 |
| Waste/Used Oil | 2,205 | 126 | 2,079 |
| Medical/Infectious | 52 | 0 | 52 |
| Hazardous Solid | 740 | 326 | 414 |
| Hazardous Liquid | 963 | 79 | 884 |

| WASTE BY COMPOSITION (METRIC TON) (GRI 306-3) | | | 2024 |
|---|--------------------|---------------------------------|-------------------------------|
| | WASTE GENERATED | WASTE DIVERTED FROM DISPOSAL | WASTE DIRECTED TO DISPOSAL |
| Hazardous Semi-solid (Sludge) | 77 | 61 | 16 |
| Hazardous Contained Gas | 0 | 0 | 0 |
| Hazardous Universal Waste | 17 | 13 | 4 |
| Refrigerant | 0 | 0 | 0 |
| Total | 839,864 | 731,292 | 108,572 |

| WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION (METRIC TON) (GRI 306-4) | | | 2024 |
|---|---------|----------|---------|
| | ON-SITE | OFF-SITE | TOTAL |
| Hazardous Waste | | | |
| Preparation for Reuse | | | 0 |
| Recycling | 0 | 479 | 479 |
| Other Recovery Operations | | | 0 |
| Total | | | 479 |
| Non-hazardous Waste | | | |
| Preparation for Reuse | | 45,866 | 45,866 |
| Recycling | | 235,099 | 235,099 |
| Other Recovery Operations | | 449,847 | 449,847 |
| Total | | | 730,812 |
| Total Diverted From Disposal | | | 731,291 |

| Waste Directed to Disposal (metric ton) (GRI 306-5) | | | 2024 |
|---|---------|----------|----------------|
| | ON-SITE | OFF-SITE | TOTAL |
| Hazardous Waste | | | |
| Incineration (with energy recovery) | 0 | 0 | 0 |
| Incineration (without energy recovery) | 0 | 73 | 73 |
| Landfilling | 0 | 5 | 5 |
| Other Disposal Operations | 0 | 1,239 | 1,239 |
| Total | | | 1,317 |
| Non-hazardous Waste | | | |
| Incineration (with energy recovery) | 0 | 84,587 | 84,587 |
| Incineration (without energy recovery) | 0 | 3,119 | 3,119 |
| Landfilling | 0 | 18,655 | 18,655 |
| Other Disposal Operations | 0 | 890 | 890 |
| Total | | | 107,251 |
| Total Directed to Disposal | | | 108,568 |

MATERIALS

| MATERIAL CONSUMPTION AND PRODUCTION (GRI 301-1) | | 2024 |
|---|--|------|
| Total production volume (million MT of production) | | 4.61 |
| Material used (million MT) | | 4.85 |
| Fiber | | |
| Virgin fiber - product | | 2.05 |
| Recycled fiber | | 0.72 |
| Fiber based Packaging | | 0.72 |
| Plastic | | |
| Plastic product materials | | 0.57 |
| Plastic packaging materials | | 0.09 |
| Chemicals | | |
| Chemicals | | 0.12 |
| Other | | |
| Other Renewable - (i.e., core stock, pallets) | | 0.09 |
| Other Non-renewable - (i.e., tape, adhesives, binders & absorbents) | | 0.47 |

| NON-RENEWABLE MATERIALS USED (GRI 301-1) | | 2024 |
|--|--|-----------|
| Total Weight (metric tons) | | 1,253,618 |

| Renewable materials used (GRI 301-1) | | 2024 |
|--------------------------------------|--|-----------|
| Total Weight (metric tons) | | 3,595,781 |

Notes:
We do not currently account for raw materials not purchased by Kimberly-Clark for purchased products.
We are currently unable to distinguish renewable plastic content with a % of other materials, the impact of these materials will not be assessed until appropriate solution is available.
Our fundamental assumptions are still being enhanced. Key external inputs are largely unstructured. Methodology is the same as previous years and continues to be refined.

| PERCENTAGE OF RECYCLED INPUT MATERIALS USED TO MANUFACTURE PRIMARY PRODUCTS AND SERVICES (GRI 301-2) | | 2024 |
|--|--|-----------|
| Total Weight of Materials (metric tons) | | 4,849,393 |
| Total Recycled Input Materials (metric tons) | | 723,394 |
| Percentage of recycled inputs used [%] | | 15% |

Notes:

We do not currently account for raw materials not purchased by Kimberly-Clark for purchased products.

We are currently unable to distinguish renewable plastic content with a % of other materials, the impact of these materials will not be assessed until appropriate solution is available.

Our fundamental assumptions are still being enhanced. Key external inputs are largely unstructured. Methodology is the same as previous years and continues to be refined.



JUNE 2025

*** Kimberly-Clark**