



2025 Sustainability Report

*** Kimberly-Clark**

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ABOUT THIS REPORT

This 2025 Sustainability Report (“Report”) highlights Kimberly-Clark Corporation’s sustainability performance and provides certain qualitative and quantitative information about our sustainability objectives, ambitions, and initiatives. This Report covers fiscal year (FY) 2025 (January 1 - December 31, 2025), unless otherwise noted. In some cases, we share highlights from initiatives that were launched in 2026 to provide more up-to-date information. Unless the context indicates otherwise, the terms “Corporation,” “Company,” “Kimberly-Clark,” “K-C,” “we,” “our,” and “us,” refer to Kimberly-Clark Corporation and its consolidated subsidiaries. The terms “partner” or “partnering” in this report do not mean or imply a formal legal partnership and are not meant in any way to alter the terms of Kimberly-Clark’s relationship with any third parties. Any reference to our support of, work with, or collaboration with a third-party organization within this disclosure does not constitute or imply an endorsement by Kimberly-Clark of any or all of the positions or activities of such organization.

Reporting Guidelines and Content

This disclosure is informed by voluntary frameworks including the Sustainability Accounting Standards Board’s (SASB) Household and Personal Products standard (with SASB now part of the International Sustainability Standards Board (ISSB)), the Task Force on Climate-related Financial Disclosures Framework (TCFD), and the Global Reporting Initiative (GRI) Standards. SASB, TCFD, and GRI indexes can be found in our 2025 Appendix on our [Sustainability Key Downloads](#).

Defined terms used in association with these frameworks are used in accordance with the definitions and conventions of the relevant reporting frameworks and are not intended to, and shall not be interpreted to, convey their literal, customary, or legal meanings or to have independent legal significance.

In this Report, the term “materiality,” and other similar terms, is intended to reflect our priority sustainability issues. We are not using such terms as they are used under the securities or other laws of the United States or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting.

We make sustainability-related disclosures available as required by regulation or law in certain jurisdictions where we operate.

See our 2025 Appendix on our [Sustainability Key Downloads](#) for additional information including external limited assurance on our Statement of Energy Consumption, Fiber, Greenhouse Gas Emissions, Water and Effluents, Waste, and Health and Safety.

Disclaimer and Forward-Looking Statements

All statements in this Report that are not historical — including goals and commitments for and projections of future results, the expected execution and effect of our sustainability strategies and initiatives, and the amounts and timing of their expected impact — constitute forward-looking statements that are based on management’s current expectations and beliefs concerning future events impacting the company and are not intended to create legal obligations or rights. This Report represents and contains data, events, highlights, and stories for the period of January 1 to December 31, 2025, unless otherwise stated. Many factors outside our control, including competitive pressures, costs, evolving legal and regulatory requirements, stakeholder expectations, and societal and market conditions globally and in the markets in which we do business could cause actual results to vary.

The numbers and percentages used in this Report might be estimates, approximations, or be based on models and assumptions, including representations, projections, or information provided by third parties or acquired entities. Statements regarding goals, commitments, or targets in this report are aspirational and not guarantees that such goals, commitments, and targets will be met or retained. There can be no assurance that these future events will occur as anticipated. The statements in this report speak only as of the date they were made, and we undertake no obligation to publicly update them unless required

by law. Please see Kimberly-Clark’s latest Annual Report on Form 10-K and subsequent filings with the U.S. Securities and Exchange Commission for a discussion of risk factors as they relate to forward-looking statements.

In addition, statistics and metrics presented in this Report relating to sustainability-related matters are estimates and may be based on assumptions or developing standards. Additionally, terms such as “sustainability,” “impact,” “resilience,” “lower carbon,” and “decarbonization” can be subjective in nature, and there is no representation or guarantee that these terms, as used by Kimberly-Clark, will reflect the views, policies, principles, frameworks or preferred practices of any particular investor or other third-party or reflect market trends.

Certain goals, targets, intentions, or expectations described herein, including our sustainability-related ambitions and goals, are voluntary and should be viewed as aspirational. Further, certain information contained herein relating to any goals, targets, intentions, or expectations, including with respect to sustainability-related ambitions and goals and related timelines, is subject to change, and no assurance can be given that such goals, ambitions, intentions, or expectations will be met within the applicable time frames or at all. Similarly, there can be no assurance that our sustainability-related policies and procedures as described in this Report will continue; such policies and procedures could change, even materially. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our sustainability initiatives, policies, and procedures based on cost, timing, or other considerations.

For example, our science-based targets validated by SBTi are voluntary, subject to change, and should be considered aspirational. Further, our GHG emissions ambitions are subject to change in the event of significant or structural changes in Kimberly-Clark (including acquisitions, divestiture, mergers, insourcing or outsourcing), key performance indicator methodology changes, or changes in data reported due to improved calculation methodologies or better data accessibility. Kimberly-Clark’s management assertion regarding the Energy, Fiber, GHG emissions (Scope 1, 2 and 3), Health & Safety metrics, Water, and Waste disclosed in this Report has been reviewed by Deloitte & Touche LLP as part of our limited assurance engagement. A copy of the Assurance Statement is available in Appendix F.

In gathering and reporting upon the information contained herein, Kimberly-Clark may depend on data, analysis, or recommendations provided by third-party data sources, which may be incomplete, inaccurate, or out of date. Unless otherwise stated, figures included in this Report have not been audited, assured, or independently verified by auditors or third-party assurance providers. Kimberly-Clark does not independently verify information it receives from third-party data sources, and it may decide in its discretion not to use certain information or accept certain recommendations. Kimberly-Clark makes no representation or warranty, express or implied, with respect to the accuracy, fairness, reasonableness, fitness for use, or completeness of any of the information contained herein, and expressly disclaims any responsibility or liability therefor.

There is no guarantee that Kimberly-Clark will remain a signatory, supporter, or member of any sustainability-related initiatives or other similar industry frameworks. Further, the receipt of any awards by Kimberly-Clark is no assurance that Kimberly-Clark’s business objectives, including its sustainability-related objectives, have been achieved or successful.

Letter From Our Chairman and CEO

Dear Stakeholders,

In 2025, Kimberly-Clark advanced consumer-inspired innovation to deliver everyday care that improves people’s lives while maintaining responsible stewardship of the resources that bring our essential solutions to life. Through our Powering Care strategy, we are transforming how we operate to strengthen our business, position our organization for growth, and create lifetime bonds with consumers. We believe this transformation is pushing the boundaries of what’s possible, grounded in operational excellence and science-based breakthroughs that raise the standard of care and create shared value.

Our commitment to providing Better Care for a Better World remains central to how we operate. We intentionally invest in innovation to deliver the best products, deepen brand loyalty, and address complex sustainability challenges that impact our business.

Over the past year, we advanced alternatives in materials and packaging, improved resource efficiency, supported our global workforce and communities, and strengthened supply chain resilience. We are making meaningful progress toward our 2030 ambitions, including reducing our use of natural

forest fibers. This performance is driven by the dedication of our global teams, who are positioning us at the forefront of evolving market needs and customer expectations.

We also advanced our impact beyond our operations. In 2025, we strengthened strategic global partnerships to expand access to life-changing care for communities around the world.

Our sustainability strategy is embedded in how we run our business, serve our customers, and build a more resilient enterprise for the long term. Across our four pillars — Better Products, Better Planet, Better Workplace, and Better Society — we are focused on delivering measurable progress and creating value for all stakeholders. Grounded in transparency, data integrity, and accountability, this report outlines our progress and the work ahead.

As we look forward, we remain committed to building trust through action and measuring what matters. Together, we will continue to advance our purpose and raise the standard of care for billions of people around the world.

Mike Hsu
Chairman and Chief Executive Officer



Kimberly-Clark at a Glance

Kimberly-Clark (NASDAQ: KMB) and its trusted brands are an indispensable part of life, delivering essential products and solutions to people in more than 175 countries and territories. For over 150 years, we have delivered consumer-inspired innovation that serves peoples’ daily needs and creates deep connections at their most important moments across the many stages of life. We are committed to solving unmet consumer needs and providing Better Care for a Better World, which positions our business to thrive for decades to come.

AWARDS AND RECOGNITIONS¹

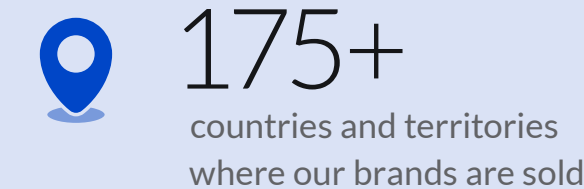
- Ethisphere: World’s Most Ethical Companies®
 - *Forbes*: World’s Best Employers
 - 3BL 100 Best Corporate Citizens 2025
- *Barron’s*: 100 Most Sustainable U.S. Companies 2025
 - *Sustainability Magazine*: Top 10 Most Sustainable Manufacturing Companies
- 2025 Carbon Clean200®
 - Global RepTrak® 100
 - EPA SmartWay Excellence Award

Our Trusted Brands Provide Five Global Daily-Need Product Categories

BABY AND CHILD CARE	FEMININE CARE	ADULT CARE	FAMILY CARE	PROFESSIONAL
				
				
				
				
				

¹ For more information related to these awards, please see <https://www.news.kimberly-clark.com/awards>.

2025 BY THE NUMBERS²



² For the 2025 fiscal year (January 1 to December 31).

Our Purpose



Better Care for a Better World

Over our more than 150-year history, care has been at the heart of who we are as we deliver essential products and solutions that solve consumer needs. Every day, our teams seek to address complex sustainability challenges that impact our business, better positioning us to deliver more value to our stakeholders and support operational resilience. Our purpose brings together Kimberly-Clark's heritage of innovation and commitment to providing care with a focus on the areas we believe will deliver value: providing better products, contributing to a better planet, creating a better workplace, and fostering a better society.

OUR ENTERPRISE STRATEGY POWERING CARE



Accelerate
Pioneering Innovation



Optimize Our
Margin Structure



Wire Our Organization
for Growth



Letter From Our Chief Sustainability Officer

Sustainability at Kimberly-Clark shows up in day-to-day decisions: how we design products, run our plants, and work with suppliers. In 2025, we continued to embed sustainability principles into how we design, make, and deliver our products — helping to future-proof the business, manage costs, and drive innovation and growth.

Our progress against our 2030 ambitions underscores our investments and focused execution across the business. We are proud to announce that in 2025, Kimberly-Clark **achieved a 50% reduction in natural forest fiber use**,³ moving us closer to our ambition to be Natural Forest-Free across our product portfolio beyond 2030. We have also **reduced Scope 1 and 2 greenhouse gas emissions by 46%**, and key Scope 3 value-chain emissions by 16%.⁴ We believe these reductions reflect disciplined execution on energy efficiency and renewable energy investments that **lower operating costs, support operational resilience, and help position us to meet evolving regulatory and customer expectations.**

Across our direct operations, we advanced resource efficiency by reducing water use in water-stressed regions and **diverting 99% of our manufacturing waste from landfill.** These results reflect steady work by site teams to improve efficiencies in day-to-day operations and find beneficial reuse options.

At the same time, we continue to make improvements in areas that require long-term change. Our **plastics footprint is down 16% from 2019** and, while that is progress, we know we have more work ahead of us. As we continue to assess circular approaches to plastic while maintaining product performance and affordability,

we recognize that lasting progress also depends on constructive engagement across our supply chain and broader changes to infrastructure, policy, and systems. Our focus is on improving plastics data, testing alternative materials, and designing products and packaging with end-of-life in mind. Thrive™ and ReNew™ by Kimberly-Clark Professional™ help our business partners reduce waste, identify end-of-life reuse options, and track lifecycle performance.

Beyond our operations, we continue to expand access to essential care. Since 2015, our programs have improved the well-being of more than **436 million people** through work focused on sanitation, maternal and child health, and stigma reduction.

What stands out to me from 2025 is the consistency of execution across the organization. This spring marked the 15th edition of our annual Crystal Tree Awards, which recognize the top sustainability initiatives in our company that drive business value and resilience at scale. These internal awards highlight global high-impact projects across climate, nature, social impact, and circularity. They reinforce that sustainability is deeply embedded in our strategy, delivering tangible progress year-round, not just one-time commitments.

We aim to scale what works, accelerate innovation, and deliver measurable impact for people and the planet. Our commitment to sustainability is integrated into our business strategy and is a core driver of resilience and growth that contributes to Kimberly-Clark’s competitive advantage.

Lisa
Morden
Chief Sustainability
Officer



3 Compared with our 2011 base year.

4 From our 2015 base year.

Our Ambitions

We advance our sustainability ambitions through responsible business practices and the delivery of safe and reliable products that make people’s lives better. Under our Better Care for a Better World purpose, we are reducing material use, strengthening resource management, and enhancing supply chain resilience to help protect natural systems. Our integrated sustainability strategy aligns climate, nature, circularity, water, and social impact priorities with business and capital allocation planning processes, supported by defined performance indicators and cross-functional accountability throughout our operations and value chain.

5 Unless stated otherwise, all references to years by which ambitions aim to be achieved should be understood to mean by the end of the stated year.

6 Please see Appendices for more information.

7 In our sustainability reporting, use of the term Natural Forest Fiber refers to fiber from northern boreal or temperate spruce, pine, and fir forests that are primarily naturally regenerating and contain key elements of native ecosystems, including wildlife and biological diversity. This excludes plantation-grown or planted forests.

8 Information prior to 2021 was not subject to Deloitte & Touche LLP’s review and accordingly, D&T does not express a conclusion or any form of assurance on such information.

9 External data inputs on plastics do not follow or apply uniform definitions and metrics which poses challenges with respect to harmonizing and aggregating the data. While the methodology used in this report is the same as previous years, we continue to evaluate fundamental assumptions and methodologies as the available data and materials science continue to evolve.

10 Excludes other non-renewable materials (i.e., tape, adhesives, binders, and absorbents).

11 Virgin fossil fuel-based plastics use minus plastic waste (post-industrial and post-consumer) collected for beneficial use.

12 “Water stress” refers to the ability, or lack thereof, to meet human and ecological demand for water. Compared to scarcity, water stress is a broader, more inclusive 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.

13 We identify “vulnerable and underserved” populations based on (1) inability to pay for existing products, (2) inadequate access to distribution of products, (3) underdeveloped waste-management infrastructure, or (4) other disparities, lack of access to education, social stigmas, etc.

STRATEGIC FOCUS	OUR 2030 ASPIRATIONS ⁵	2030 AMBITION	2025 PROGRESS ⁶
 Forests and Nature	Address climate change and biodiversity loss by reducing reliance on fiber from natural forests	Natural Forest-Free ⁷ in our products beyond 2030 while achieving a 50% reduction in purchases by 2025 compared to 2011	50% compared to our 2011 base year Achieved in 2025 based on a monthly average run rate measured over the last five months of 2025
 Energy and Climate	Increase energy efficiency while seeking lower-carbon alternatives	Reduce absolute greenhouse gas emissions (Scope 1 and 2) by 50% from 2015 base year ⁸	46%
		Reduce value-chain emissions (Scope 3, Categories 1 and 12) by 20% from 2015 base year ⁸	16%
 Plastics and Circularity	Deliver solutions that incorporate more renewable or recycled materials and materials that can be regenerated or repurposed after use	Reduce plastics footprint by 50% from 2019 base year ^{9, 10, 11}	16%
 Water	Reduce water use at sites in watersheds under stress while supporting community-based water programs	Reduce the water used in our manufacturing sites in water-stressed ¹² areas by 50% from 2015 base year	45%
 Social Impact	Provide product innovation and social and community program investments that increase access to sanitation, help mothers and children thrive, and reduce stigma	Work to advance the well-being of one billion people in vulnerable and underserved ¹³ communities from 2015 base year	Over 436 million lives impacted since 2015

Our Approach to Sustainability and Governance

Our governance structure supports the implementation of our long-term business strategy and oversight of sustainability-related risks and opportunities through clear accountability and robust internal controls. This framework guides ambition setting, performance oversight, and reporting.

SUSTAINABILITY OVERSIGHT

The Board of Directors (Board) establishes and approves the framework for our sustainability-related policies and procedures. The Board — along with the Nominating and Corporate Governance Committee, which maintains a Sustainability Subcommittee — oversees risk management, business resilience, and risk mitigation, including environmental stewardship, energy and climate, fiber sourcing, waste and water management, product safety, charitable contributions, human rights, labor, and culture. Management provides the Board with regular updates on these topics, our ambitions, and our progress toward achieving them.

Our enterprise sustainability function, led by our Chief Sustainability Officer, works across business segments and functions to set ambitions, manage risk and compliance, engage stakeholders, and coordinate initiatives impacting sustainability.

Sustainability, environmental (including climate- and nature-related risks and opportunities), and safety risks are embedded in our Enterprise Risk Management (ERM) framework, strengthening our ability to identify, assess, and mitigate risks to our business and reputation.

CROSS-FUNCTIONAL GOVERNANCE TO SUPPORT STRATEGIC DECISION MAKING

Cross-functional committees, composed of executives and senior leaders from core business units and functions, help integrate material sustainability considerations into business planning, operations, and reporting. These committees include the Global Risk Oversight Committee, the Sustainability Risks

and Disclosure Committee, the Responsible Sourcing Steering Committee, and the Environmental Health and Safety Steering Committee. Together, they support ongoing evaluation and coordination of sustainability-related matters, oversight of internal controls, and alignment with enterprise priorities.

OUR APPROACH TO REPORTING

We focus on the areas most relevant to our business and where we believe we can have the biggest impact — climate, forests and biodiversity, water, plastics, social impact, and business ethics. We monitor the global regulatory landscape to prepare for new and emerging reporting requirements.



Better Products



Through our Powering Care strategy, we integrate material innovation, product stewardship, and responsible sourcing practices across our value chain. We seek to design products that meet regulatory requirements and defined quality and safety standards, while advancing circularity, expanding use of renewable and recyclable materials, and lowering greenhouse gas (GHG) emissions. We believe these efforts strengthen consumer trust, support business and product resilience, and deliver long-term value for our stakeholders.

For more information, please see:

- [Code of Conduct](#)
- [Restricted Substances List](#)
- [Safety Commitment and Ingredients List](#)

PLASTIC WASTE REDUCTION AND CIRCULARITY

Addressing plastics and circularity is a complex, global challenge, and Kimberly-Clark is engaging partners across its value chain to progress toward more circular material systems.

Our efforts take a multi-pronged approach across three focus areas — Packaging, Products, and Circular Systems. In 2025, we progressed through targeted pilots, global innovation programs, and multi-stakeholder collaboration. Our strategy focuses on expanding sustainable materials, strengthening recovery systems, and reducing value-chain GHG emissions, while preserving product performance, safety, affordability, and resilience.

We monitor regulatory requirements, including Extended Producer Responsibility (EPR) and plastics taxes, and manage related risks through materials innovation, supplier engagement, and strategic partnerships.

AMBITIONS	2025 PROGRESS
Reduce plastics footprint by 50% by 2030 from 2019 base year ^{14, 15, 16}	16%
20% average recycled plastic content by weight across plastic packaging by 2025	18%
Achieve 100% diversion of our manufacturing waste diverted from landfill to beneficial uses ¹⁷	99%

Global Map of Circularity Projects



United States and Canada

Paper hand towel and plastic dispenser landfill diversion program through Thrive™ by Kimberly-Clark Professional™

Baby wipes packaging recovery

Massachusetts, United States

Baby diaper collection and recovery, transforming diapers through ‘waste-to-energy’ (Huggies®)

Latin America Operations

Mandatory collection of packaging in Brazil, Colombia, and Chile

South Africa

Baby diaper collection trial

Europe and UK

Paper hand towel and dispenser landfill diversion program through ReNew™ by Kimberly-Clark Professional™

Korea

Paper hand towel recycling through “BI:CYCLE” campaign (Yuhan-Kimberly)

Indonesia

Baby diaper recycling in partnership with Duitin (Kimberly-Clark Softex)

14 External data inputs on plastics do not follow or apply uniform definitions and metrics, which poses challenges with respect to harmonizing and aggregating the data. While the methodology used in this report is the same as previous years, we continue to evaluate fundamental assumptions and methodologies as the available data and materials science continue to evolve.

15 Excludes other non-renewable materials (i.e., tape, adhesives, binders, and absorbents).

16 Virgin fossil fuel-based plastics use minus plastic waste (post-industrial and post-consumer) collected for beneficial use.

17 For more details regarding how we are managing our waste, see the [Waste Management](#) section of this report. As an additional way to keep track of our own direct impact, we continue to pursue our ambition of achieving zero waste to landfill in our manufacturing operations.

STRATEGIC FOCUS:
Packaging

In 2025, we continued packaging initiatives to replace select materials with renewable and recyclable materials. These initiatives include incorporating higher levels of recycled content in various packaging materials and innovations designed to extend resin performance so the same functionality can be delivered with less plastic. We believe these efforts demonstrate our commitment to improving material efficiency and advancing packaging, which we aim to deploy more broadly across our operations.



STRATEGIC FOCUS:
Product

We continue to integrate more renewable and recyclable materials into product design while maintaining quality and performance. For example, building on our use of responsibly sourced and environmentally preferred fibers,¹⁸ we expanded material transformation efforts to explore renewable, non-fossil-based inputs, and circular material pathways for our absorbent hygiene products, wipes, towels, and cloths.

Through our materials innovation program, we began to advance early-stage development of select materials using next-generation bio-based plastics. We also identified emerging technologies through an artificial intelligence-enabled venture platform supporting the early development of renewable material alternatives. These efforts seek to expand our renewable materials pipeline, as we maintain a focus on compliance and product environmental lifecycle considerations. Through these efforts, we also invested in internal capability by upskilling and hiring specialized personnel to further embed environmental, compliance, and lifecycle considerations early in product development.

We utilize third-party certifications across the design of many of our products to demonstrate alignment to best-practice standards and practices. Product certifications include, but are not limited to, OEKO-TEX®, Forest Stewardship Council (FSC®), ECO LABEL™ and ECOLOGO® through Kimberly-Clark Professional™, and Blue Angel.¹⁹

18 Environmentally preferred fibers include FSC®-certified virgin fiber, recycled fiber, and sustainable alternative non-wood fibers. See our [Forests, Land, and Agriculture Policy](#) which guides fiber purchasing decisions.
19 Product certifications vary by product and region.

STRATEGIC FOCUS:
Circular Systems

In our professional services and product lines, we empower businesses to help reduce landfill waste and expand circularity principles. Through our landfill diversion programs – Thrive™ in North America and ReNew™ by Kimberly-Clark Professional™ across international markets – used qualified products are converted into new materials and goods, including alternative fuels and building and construction materials, helping reduce GHG emissions. In 2025, more than 540 customers participated in the program, returning approximately 406 metric tons of used hand towels to be manufactured into new tissue products, recycling 90 metric tons of plastic dispensers into raw components to be used in consumer goods, and converting 30 metric tons of plastic dispensers and wipes into alternative fuels for the construction industry. With these programs, our business partners serve their interests in hygiene, sustainability, and practicality.

We supported a South Africa consortium: ISANGQA and Green Corridors to expand the collection of used diapers in regions with limited formal waste infrastructure. By building a coordinated, multi-stakeholder model, the program is diverting waste from the environment, helping to reduce water contamination, and mitigating public health and social impacts associated with unmanaged waste. This initiative brings together community organizations, industry partners, and government stakeholders to accelerate policy development and end-of-life material management, as well as strengthen local collection capacity and knowledge to support future circularity.

PRODUCT QUALITY AND SAFETY

We put the health and safety of our consumers first. We strive to design and deliver products that meet applicable regulatory requirements and internal standards. Safety considerations are embedded throughout the product lifecycle using risk-based approaches appropriate to product type and market — from material selection and risk assessment to post-market monitoring and continuous evolution.

Our global Quality, Regulatory, and Compliance organization — including personnel with expertise in product safety, quality, human-health risk assessment, toxicology, chemical hazard classification, and global regulatory compliance — supports compliance and consumer protection.

Using recognized human-health risk assessment methodologies, we evaluate the safety of ingredients, raw materials, and finished products prior to commercialization. We review feedback and incident data to identify trends, guide improvements, and implement corrective or preventative actions where appropriate. In 2025, over 6,000 safety and compliance assessments were conducted through our established safety, quality, and compliance processes.

Ingredient Safety

We assess potential hazards and exposures and evaluate compliance with applicable regulations and our internal standards. We review composition information for raw materials and screen materials, where appropriate, to support compliance with applicable regulations and internal standards, based on product form and market-specific requirements.

We maintain a [Restricted Substances List](#) (RSL), which identifies restricted and prohibited ingredients and is reviewed periodically based on regulatory developments and relevant scientific research. Suppliers are expected to comply with our Supplier Stewardship Standards, including safety and regulatory disclosure requirements, material and product-specific requirements, and principles for management of restricted substances. As part of our continued commitment to transparency, in 2025, we updated our [Safety Commitment and Ingredients website](#), improving clarity and providing information to support consumer understanding of our safety commitment and restricted substances.

Our cross-functional Product Stewardship Council provides a process for tracking, identifying, reviewing, and communicating information related to chemicals of interest, while enabling the proactive development of business strategies to reduce or remove specific chemicals, where appropriate, and advancing alternatives. In 2025, we continued to evolve internal processes to monitor emerging regulatory and scientific developments related to materials used in consumer products.

Policies and Systems

Our Quality Policy establishes global principles for designing and delivering high-quality products that meet applicable regulatory requirements and consumer expectations for safety, performance, and value. Our corporate Quality Management System is designed to align with the international industry best practice quality standard ISO 9001 and, where applicable, ISO 13485. The Quality Management System undergoes regular internal and external audits. Senior leaders review compliance status and support continuous improvement through corrective action.

Our Product Safety Policy formalizes management accountability, safety assessment requirements, and chemical management expectations across the product lifecycle, reinforcing regulatory compliance and internal control standards.

Safety Assessments and Product Stewardship

We gather material information from suppliers, assess compliance with applicable restricted substance requirements based on material type and use, and maintain documented quality controls at each facility. Our recall and emergency response procedures are reviewed and updated regularly to support regulatory compliance and operational readiness. Global teams review incident data to strengthen supplier performance, improve product design, and support corrective actions.

We use a “Right First Time” (RFT) internal quality metric to track quality across the supply chain, from materials procurement through point-of-sale quality/appearance, and review RFT performance to identify trends and drive process improvements.



Animal Testing

We have been a proponent of the replacement, refinement, and reduction — known as “the 3Rs” — of animal use for product testing. We utilize and are actively incorporating New Approach Methodologies (NAMs) — or non-animal-based methods — including in vitro and in silico (computational toxicology) methods to assess human-health endpoints such as skin- and eye-irritation and potential allergenic considerations, where scientifically appropriate.

Our animal testing position provides that animal testing is undertaken only where required by law, regulation, or applicable government authority. Any such testing must follow strict animal welfare and applicable regulations and internal oversight procedures. Laboratory selection and monitoring follow defined qualification and oversight processes to support compliance.

RESPONSIBLE MARKETING

We are committed to accurate, transparent, and responsible marketing. Our advertising, marketing statements, and product labeling undergo cross-functional review pursuant to established internal processes to help ensure claims are based on factual information, compliant with applicable regulations, and aligned with internal standards. We participate in industry initiatives that promote responsible advertising practices to strengthen standards and maintain consumer trust.

Better Planet



We design, manufacture, and deliver our products in a manner intended to meet consumer expectations, manage environmental impacts, strengthen operational efficiency, and drive responsible innovation. Across our operations and supply chain, we maintain processes to manage regulatory compliance and sustainability-related risks, while using resources efficiently and advancing responsible sourcing.

For more information, please see:

- [Environmental Policy](#)
- [Forests, Land, and Agriculture Policy](#)
- [GRI Index](#)

ENVIRONMENTAL MANAGEMENT SYSTEM

Our [Environmental Policy](#) establishes our commitment to environmental compliance, responsible operations, and continuous improvement across our global footprint. We operate in accordance with applicable environmental laws and regulations.

Environmental stewardship is embedded within our Environmental, Health and Safety (EHS) Management System, which establishes performance standards, provides role-specific training, and supports consistent implementation of environmental requirements across our sites. Through this system, we monitor compliance, assess operational risks, and pursue ongoing improvement.

Governance and Accountability

Environmental oversight is integrated within our enterprise supply chain leadership structure and is guided by our EHS Maturity Model, which establishes a standardized method for evaluating site-level controls and performance. Facilities routinely assess their performance against this model, and results are validated through EHS Maturity Health Checks and formal audits to verify conformance to regulatory requirements and internal standards.

Our EHS Management System seeks to align with industry-leading practices, the regulatory requirements of the jurisdictions in which we operate, and the internationally recognized ISO 14001 and ISO 45001 frameworks. Although ISO certification is not mandated, the EHS Management System supports sites that elect to pursue certification. As of December 31, 2025, 48% of Kimberly-Clark facilities held either ISO 14001 or ISO 45001 certifications.

Standardization of Risk-Based Environmental Management

In 2025, we continued efforts to simplify and standardize environmental management practices across our manufacturing network. This included clarifying expectations within our standards and supporting documentation to better define both the requirements and the methods for implementation at the site level.

Environmental initiatives and capital investments are evaluated based on regulatory exposure, operational impact, environmental performance improvement potential, and financial considerations. This approach considers evolving compliance requirements, emerging environmental risks, and opportunities to improve resource efficiency, with some dedicated capital specifically allocated for safety and sustainability.

MANAGING ENVIRONMENTAL ASPECTS ACROSS THE VALUE CHAIN

STRATEGIC FOCUS: Biodiversity and Forests

Kimberly-Clark aims to reduce its reliance on natural forests and further strengthen responsible sourcing practices that support forest stewardship and advance long-term supply chain resilience. Our [Forests, Land, and Agriculture Policy](#) outlines requirements for legal and verified sourcing, restrictions of deforestation and natural ecosystem conversion, biodiversity protection, respect for human rights, including the rights of Indigenous Peoples, and due diligence and traceability processes.

We continued our long-standing partnership with the Forest Stewardship Council®, working to advance climate and ecosystem service pathways, including intact forest landscapes, Indigenous cultural landscapes, and species-at-risk conservation.

In 2025, our purchases of FSC®-certified virgin wood fiber represented 77% of our total virgin fiber purchases, including fluff pulp, with recycled fiber continuing to be an important component of our product fiber mix.

Throughout 2025, we strengthened traceability and due diligence processes across our supply chain as part of our responsible sourcing practices. We use national risk assessments and spatial data tools to identify potential risks, inform sourcing decisions, and mitigate environmental impacts.

In 2025, Kimberly-Clark reduced its natural forest fiber use 50% compared to our 2011 base year, based on a monthly average run rate measured over the last five months of 2025, achieving our 2025 interim ambition. This progress reflects continued investment in fiber-mix substitution initiatives and product innovation.

We remain committed to our ambition to be Natural Forest-Free across our product portfolio beyond 2030. To support this ambition, we plan to further increase the use of environmentally preferred fibers — including recycled, sustainable alternative non-wood and FSC®-certified virgin wood fibers — while continuing to reduce our reliance on Natural Forest Fibers, which are primarily fibers from northern boreal and temperate forests. Material innovation will also support this strategy. Over the past decade, our research teams have advanced alternative fiber sources and technical solutions to reduce reliance on Natural Forest Fiber. Over the long term, we believe these efforts will improve material efficiency, lower climate impacts, and strengthen supply chain resilience while maintaining product performance.

20 In our sustainability reporting, use of the term Natural Forest Fiber refers to fiber from northern boreal or temperate spruce, pine, and fir forests that are primarily naturally regenerating and contain key elements of native ecosystems, including wildlife and biological diversity. This excludes plantation-grown or planted forests.

21 Environmentally preferred fibers include FSC®-certified virgin fiber, recycled fiber, and sustainable alternative non-wood fibers.



Achieved Our 2025 Interim Ambition to Reduce Natural Forest Fibers

AMBITIONS	2025 PROGRESS
Natural Forest-Free ²⁰ in our products beyond 2030 while achieving a 50% reduction in purchases by 2025 compared to 2011	50% compared to our 2011 base year, based on a monthly average run rate measured over the last five months of 2025
Source 90% of our tissue fiber from environmentally preferred sources ²¹	95% (Maintained achievement for third consecutive year)

STRATEGIC FOCUS:

GHG Emissions and Energy Management

We manage our GHG emissions and climate-related risks to help reduce our impact on the environment, enhance efficiency, and align with enterprise risk management. Our approach addresses operational and value chain emissions, with oversight embedded within our EHS governance framework.

In 2025, Kimberly-Clark achieved a 46% absolute reduction in operational Scope 1 and 2 GHG emissions (Market Based) and a 14% improvement in energy efficiency versus our 2015 baseline. We delivered a GHG emissions reduction total of 77,000 MTCO₂e from our energy efficiency and lower-carbon energy-solution programs. Kimberly-Clark achieved a 16% absolute reduction in value-chain emissions (Scope 3, Categories 1 and 12) against the 2015 baseline.

Scope 1 and Scope 2: Operational Emissions

Our operational emissions strategy is grounded in three core areas:

- Energy efficiency, conservation, and best practices implementation
- Energy management systems and digital analytics, including advanced metering and dashboards
- Lower-carbon renewable and alternative energy solutions

Engineering, procurement, and operations teams collaborate to identify and prioritize energy-performance improvements and lower-carbon energy solutions. These efforts are integrated into site-level planning and capital processes to support disciplined execution of our operational decarbonization strategy.

On-site solar installations generated 46,167 megawatt hours (MWh) of electricity in 2025. Through virtual and direct power-purchase agreements (PPAs), we contracted 1,406,762 MWh of renewable electricity generation in 2025.²² In total, we sourced over 1,640,070 MWh of renewable electricity, representing 46% of purchased electricity.

In 2025, more than 130 energy efficiency projects were implemented across manufacturing sites, targeting key energy users and contributing to reductions in Scope 1 and Scope 2 emissions. Progress was made in implementing manufacturing and utility energy best practices, including compressed air systems and HVAC optimization, tissue manufacturing equipment upgrades, heat recovery activations, and variable frequency drives on electric motors, among other initiatives. We continued implementing and approving additional decarbonization initiatives, such as green hydrogen generation at UK sites and electrification at plants in Germany and France. These projects are assessed using criteria including regulatory exposure, government incentives, emissions reduction capability, and operational feasibility.

AMBITIONS	2025 PROGRESS
Reduce absolute greenhouse gas emissions (Scope 1 and 2) by 50% by 2030 from 2015 base year	46%
Reduce value-chain emissions (Scope 3, Categories 1 and 12) by 20% by 2030 from 2015 base year	16%



22 These instruments are applied toward our reported Scope 2 emissions using market-based accounting methods; however, RECs from vPPAs are not matched against physical electricity purchased from the grid and used in our operations, or time of day of such purchases.

Scope 3: Value Chain Emissions

Scope 3 emissions represent a significant portion of Kimberly-Clark’s total GHG footprint. In 2025, we continued strengthening supplier engagement, data quality, and program governance to support emissions management. Our value chain emissions strategy is grounded in four core areas:

- Procurement initiatives
- Plastics reduction and alternatives
- Fiber mix and alternatives
- Transportation efficiencies and alternative technologies

We continued to partner with a sustainability performance platform to assess suppliers’ climate performance and gather GHG emissions data. Engagement with

key suppliers improved visibility into decarbonization plans and product carbon footprint data, enabling the identification of emissions reduction opportunities.

In 2025, sustainability criteria were piloted in major requests for proposals (RFPs) to strengthen supplier accountability and integrate emissions considerations into procurement decisions. These actions strengthen value-chain risk management and can help us continue to lower Scope 3 Category 1 value-chain emissions.

Logistics remain a material component of Scope 3 emissions. Our strategy emphasizes intermodal distribution, electrification pilots, and alternative fuel deployment. We also advanced logistics electrification in Australia, the Czech Republic, France, and Germany and alternative fuel initiatives in the United States and Canada, including deployment of battery electric vehicles and renewable natural gas within dedicated

fleets. These initiatives are being evaluated to assess emissions reduction performance, operational feasibility, and potential scalability across the logistics network.

Climate Resilience

To support climate resilience, we are expanding renewable electricity capacity, evaluating alternative fuel options, and collaborating with suppliers and transportation providers to improve energy efficiency. In 2025, we refreshed and expanded our climate-related transition and physical risk analysis using updated tools and scenarios to inform strategic planning and risk mitigation efforts. See our Task Force on Climate-related Financial Disclosures (TCFD) in our 2025 Appendix available on our [Sustainability Key Downloads](#) for more information.



STRATEGIC FOCUS:
Waste Management in Operations

Our waste management approach is designed to reduce waste generation, increase diversion from landfill, and maintain compliance with applicable regulatory requirements. Consistent with our Environmental Policy, we continue to advance landfill diversion across operations.²³

Manufacturing sites prioritize cost-effective solutions to divert landfill-bound waste toward more productive uses. Sites monitor waste streams by analyzing composition, quantity, consistency, and handling practices to assess regulatory risk and identify opportunities for secondary beneficial use, particularly for hard-to-divert materials.

In 2025, we diverted²⁴ 99% of our manufacturing waste from landfills, globally. We recycled 217,338 metric tons of waste through secondary sales, supporting material recovery and diversion. These results are driven through the expanded application of our total waste management approach, including the use of third-party management systems to support standardized waste handling and recycling improvements. Several North American manufacturing facilities advanced landfill diversion initiatives through enhanced waste segregation practices and implementation of alternate diversion pathways. Improvements have led some facilities to achieve greater than 99% landfill-free operations during the year.

Waste-related risks are managed within site-level environmental management processes, and waste profiles are used to guide prioritization where regulatory or operational risk exposure is elevated. Although hazardous waste represents a small portion of our overall manufacturing waste, we have programs in place to help ensure we process hazardous waste in accordance with regulatory requirements.

STRATEGIC FOCUS:
Water Management in Operations

Water is an important input in our operations. Through the reduction of water use in water-stressed regions, we aim to strengthen operational resilience, manage water risk, and support responsible water stewardship across our global footprint. Our facilities monitor withdrawals, consumption, discharge, and reuse to identify efficiency opportunities and manage risk. Sites located in water-stressed areas receive prioritized focus as part of our risk-based approach. We expanded our water risk assessment in 2025 to include additional sites, enhancing our visibility into water-stressed operations.

In 2025, we achieved a 45% reduction in water use at our manufacturing sites in water-stressed²⁵ regions compared to the 2015 base year. Three operational incidents that temporarily increased water consumption were repaired during the year, and reduction efforts remain ongoing to maintain our progress against our 2030 ambition.

We implement wastewater treatment processes and monitor effluent discharge in accordance with applicable regulatory requirements and Kimberly-Clark environmental performance standards. Where feasible, facilities pursue opportunities to improve water efficiency and increase internal water reuse.

23 This includes manufacturing facilities, offices, warehouses, and distribution centers. This excludes major construction and demolition debris as well as regulated or mandated disposal methods.

24 Diverted from landfill for beneficial use is defined as reused, recycled, composted, or processed for waste-to-energy.

25 “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.

AMBITIONS	2025 PROGRESS
Reduce the water used in our manufacturing sites in water-stressed ²⁵ areas by 50% by 2030 from 2015 base year	45%



Better Workplace



We foster a workplace that supports employee growth, well-being, and operational excellence. Through formal workplace programs and initiatives, as well as defined labor standards, we promote safety and accountability, strengthen organizational resilience, and support long-term value creation. By investing in our people, we enable them to make a meaningful impact on the lives of billions of people each day.

For more information, please see:

- [Code of Conduct](#)
- [Human Rights Policy](#)
- [Modern Slavery Disclosure](#)
- [Respectful Workplace Policy](#)
- [Supplier Code of Conduct](#)
- [Supplier Social Compliance Standards](#)

KIMBERLY-CLARK WORKPLACE

Talent Attraction and Development

We are committed to creating an environment where employees can grow, thrive, and feel supported in their career journey with us, which is reflected in our development program offerings, fair employment practices, and comprehensive wellness programs. Our human capital management strategy and related programs are overseen by our Chief Human Resources Officer. The Board, through the Management Development and Compensation Committee, provides ultimate oversight of our talent strategy and priorities.

We recognize that our long-term success depends on fostering a collaborative and innovative culture and attracting, retaining, and developing strong talent at every level of our organization to deliver better solutions for the consumers we serve.

We equip our people managers with resources and leadership training opportunities to build high-performing teams that can navigate the evolving global landscape. Our additional professional development offerings include a comprehensive onboarding training, a global mentorship program, competitive [compensation and benefits](#), and a comprehensive performance management cycle, along with reimbursement for eligible educational expenses in the U.S. to support employees in building skills aligned with their career aspirations.

Employee Engagement

Employee engagement is central to our purpose-led, performance-driven culture. We provide employees and managers with tools and resources for ongoing performance and career conversations, encouraging meaningful feedback, recognition of contributions, and opportunities for growth.

We measure employee experience through our global “myVOICE” survey, administered by an independent third party at least once a year, to collect feedback on how employees feel about working at Kimberly-Clark and identify opportunities to strengthen engagement across the organization. Results are analyzed externally and shared with leadership and employees worldwide to implement actions that support a positive and engaging workplace.

HUMAN RIGHTS AND SOCIAL COMPLIANCE

Kimberly-Clark is committed to respecting human rights in our global operations and supply chains. Our approach is guided by internationally recognized human rights standards, including the United Nations’ (UN) Guiding Principles on Business and Human Rights, the UN Global Compact, the UN Universal Declaration on Human Rights, and the International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work.

Our [Human Rights Policy](#) provides guidance on how we support human rights and promote safe and fair working conditions, reinforcing our expectation that our workers are treated with respect. Where local law differs, we seek to follow the higher standard whenever possible. These expectations extend to our suppliers and business partners through our [Supplier Code of Conduct](#), [Supplier Social Compliance Standards](#), and annual [Modern Slavery Disclosure](#).

These standards communicate our values and expectations and emphasize the importance of responsible workplace policies and practices that, at a minimum, comply with applicable occupational health and safety, environmental, and labor laws and regulations. Suppliers to Kimberly-Clark are expected to review these standards, develop and implement appropriate actions to ensure compliance to these standards, and implement similar requirements for suppliers in their own supply chains.

Our cross-functional Responsible Sourcing Steering Committee, including senior leaders from Supply Chain, Sustainability, Procurement, Legal, and Human Resources, provides program oversight of human rights risks. The Committee meets quarterly to review our standards, monitor compliance, and review emerging risks.

Risk-Based Due Diligence

We maintain a global social compliance due diligence program designed to identify, assess, and mitigate human rights risks across our operations and supply chain. We use risk-based screening tools to assess supplier and site-level human rights risks by geography and industry. This informs audit selection and oversight priorities, enabling us to focus resources where risks may be elevated. We monitor evolving legislation and business partner expectations and evaluate opportunities to strengthen our ability to identify, reduce, and address risk and enhance our due diligence program.

Audits, Monitoring and Corrective Actions

Our global social compliance due diligence program uses third-party auditors to assess Kimberly-Clark operations and supplier facilities for compliance with standards across key issue areas, including child labor, forced labor, discrimination, workplace health and safety, and business integrity. In 2025, we conducted 164 social compliance audits.

Additionally, we collaborate with procurement teams to address findings and support suppliers’ continuous improvement. Where elevated risks are identified, enhanced monitoring or engagement may be applied.

When concerns or allegations arise, we engage suppliers and communicate our expectations. When a supplier does not meet our Human Rights Policy and Social Compliance Standards, we guide them through corrective action, monitor progress, and may conduct follow-up audits to assess

remediation. Our approach is designed to identify and address potential issues through ongoing monitoring and engagement. Critical or major findings are addressed through escalation and governance processes that may ultimately result in termination of supplier relationships when unresolved.

Grievance Mechanisms

Kimberly-Clark provides access to an independent K-C HelpLine that is publicly available to employees, suppliers, business partners, and external stakeholders to report concerns, including those related to human rights. Reports can be made anonymously, where permitted by law, and are protected by our non-retaliation policy. All reports are reviewed and addressed through our established procedures. See the [Business Ethics](#) section for more information on Kimberly-Clark’s Code of Conduct HelpLine.

Training and Awareness

We provide annual training on human trafficking, forced labor, and broader human rights risks to employees with direct responsibility for supply chain oversight, including procurement and manufacturing-site management teams. Human rights risk content is also incorporated into our procurement learning and development curriculum.

We are a member of AIM-PROGRESS, an initiative focused on strengthening responsible sourcing and human rights capabilities across consumer-packaged goods companies.

OCCUPATIONAL HEALTH AND SAFETY

Our Occupational Safety and Hygiene Policy establishes requirements for protecting employees, contractors, and visitors across our operations and reinforces our objective to prevent occupational injuries, illnesses, disabilities, and fatalities. Supplier health and safety expectations are incorporated into our Supplier Social Compliance Standards and verified through our supply-chain human rights audit program.

Our strategy is structured around three core pillars, aligned with our EHS Management System. In 2025, we further simplified and standardized core programs, improving clarity for site teams and reinforcing compliance expectations.

1. **Improving mindsets, behaviors, and capabilities:** We continued to advance safety leadership, launched updated global personal protective equipment (PPE) standards, simplified lifting operations standards, delivered leadership and technical training, and recognized site-level safety innovation through a structured safety award program.

2. **Reducing risk and promoting compliance:** We implemented daily safety-risk reviews globally and began standardizing permanent process audits for high-risk activities.

3. **Managing EHS systematically:** We further strengthened our system-level approach by introducing local performance documents to clarify required evidence and expectations at the site level. We continued development of an updated operating system and enhanced the maturity growth point check to support more consistent compliance assessments. We also began transitioning to a simplified maturity scoring tool aligned with the updated system and deployed a standardized global problem-solving toolkit, supporting consistent event management and root-cause analysis.

SAFETY METRICS	2025 STATUS
Total Recordable Incident Rate (TRIR)	Employees: 0.65 Workers who are not employees: 0.50
Fatalities	0

See the [Environmental Management](#) section of this report for additional information, and our GRI Index in our 2025 Appendix on our [Sustainability Key Downloads](#) for additional health and safety metrics.



Better Society



Photo credit: Plan International

Aligned with our Powering Care strategy, we worked to advance our social impact priorities through focused partnerships, increased access to our essential products, the service of our employees, and investments from the Kimberly-Clark Foundation. Our programs aim to expand access to essential care for underserved and vulnerable communities, and to help reduce stigma for consumers at every age and stage of life.

KEY AREAS OF IMPACT

We help drive meaningful change across three key areas of impact in partnership with our nonprofit partners and community-based organizations.

Empowering Women and Girls

We focus on expanding access to essential care and reducing stigma associated with menstrual health by supporting education and improving access to hygiene products.

Maternal and Child Health

We support maternal and early childhood health initiatives, focused on expanding access to newborn-care resources and maternal education.

Access to Sanitation

We advance sanitation and hygiene initiatives through targeted funding commitments focused on water, sanitation, and hygiene (WASH) infrastructure.

AMBITIONS	2025 PROGRESS
Work to advance the well-being of one billion people in vulnerable and underserved ²⁶ communities by 2030 from 2015 base year	Over 436 million lives impacted since 2015

26 We identify “vulnerable and underserved” populations based on (1) inability to pay for existing products, (2) inadequate access to distribution of products, (3) underdeveloped waste-management infrastructure, or (4) other disparities, lack of access to education, social stigmas, etc.

Brand-Led Initiatives

Our brands support health awareness aligned with product categories, including menstrual health, maternal and infant health, prostate health, and incontinence awareness. These efforts focus on stigma reduction and informed decision-making. For example, in 2025, Poise® and Depend®, two of Kimberly-Clark’s adult care brands for bladder leakage protection, launched campaigns aimed at destigmatizing bladder leaks and empowering men and women to embrace normal body changes with confidence.

EMPLOYEE PROGRAMS

Supporting our employees is a fundamental part of how we show up for our communities around the world. In 2025, we expanded our disaster response efforts by launching the Kimberly-Clark Employee Care Fund, offering financial relief to employees around the world impacted by natural disasters.

We also empower U.S.-based employees to give back through matching gifts and volunteer grants. In 2025 alone, the Kimberly-Clark Foundation contributed more than \$3.2 million to amplify employee generosity.

Advancing Essential Care Through Global Partnerships

In 2025, Kimberly-Clark announced enhanced global nonprofit partnerships to advance access to essential care for women and girls on their journeys through puberty and motherhood. Guided by a sharpened strategic focus, the Kimberly-Clark Foundation selected four strategic partners — Baby2Baby, Plan International, Project HOPE, and UNICEF — to advance this work globally, with the goal of reaching 24 million women and girls over three years.

Initiatives, reflective of programming through coordinated education and community-based actions, include:

- Menstrual health education and stigma-breaking programming, along with expanded access to safe sanitation solutions for adolescents.
- Comprehensive maternal, perinatal, and newborn care, including support for maternal mental health.
- Health system strengthening initiatives to improve the quality, reach, and sustainability of care.

Find more information [here](#).



Integrity and Accountability



At Kimberly-Clark, strong business ethics and sound corporate governance remain central to how we operate. Our Code of Conduct sets clear expectations for ethical behavior and compliance for employees, business partners, and others who support our work, while also outlining procedures for reporting concerns.

For more information, please see:

- [2025 Annual Report \(on Form 10-K\)](#)
- [Code of Conduct](#)
- [Privacy Policy](#)
- [2026 Proxy Statement](#)

BUSINESS ETHICS

All employees are required to complete regular Code of Conduct training, including mandatory annual training and acknowledgment for staff employees, and new employees receive Code of Conduct training as part of onboarding. We provide supplemental training modules based on role, geography, and business activity.

The Audit Committee of the Board maintains procedures for receiving, documenting, and addressing concerns related to accounting, internal controls, or auditing matters, and for the confidential and, where permitted, anonymous submission, by our employees and others, of concerns related to accounting or auditing practices.

We operate a K-C Compliance HelpLine, which is accessible for employees and others to raise concerns, including anonymously where permitted. Retaliation against anyone who raises a concern in good faith is strictly prohibited. Violations of the Code of Conduct may result in disciplinary action, including dismissal, consistent with Company policy.

Kimberly-Clark conducts business based on trust and transparency, and it prohibits bribery and corruption in all business dealings, whether with government officials or private-sector partners, anywhere we operate. We expect suppliers and business partners to comply with all applicable laws, including those related to bribery and corruption, and to maintain workplaces free from corrupt practices. Our Code of Conduct and Supplier Code of Conduct set out expectations for anti-corruption compliance and business gratuities for employees and suppliers, respectively.²⁷

K-C Compliance HelpLine

Web: www.KCHelpLine.com

Phone:

1.844.KCHELP1
1.844.524.3571 (U.S.)
For non-U.S. numbers, visit www.KCHelpLine.com

Mail:

Global Ethics and Compliance Office, Kimberly-Clark
351 Phelps Drive
Irving, TX 75038
United States

27 For further information, see [Anti-Corruption Compliance](#), [Business Gratuities](#), and [Supplier Code of Conduct](#).

DATA PRIVACY AND CYBERSECURITY

Kimberly-Clark protects consumer, employee, and business data through a risk-based privacy and cybersecurity program overseen by the Board and executed by our Chief Information Security Officer (CISO) and Chief Information and Global Business Services Officer.

Operational controls include periodic risk assessments, continuous monitoring, vulnerability management, penetration testing, and periodic third-party reviews based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework. Employee awareness is reinforced through training and phishing simulations, including annual cybersecurity training based on role and responsibilities.

Kimberly-Clark has implemented a governance framework to support the ethical, compliant, safe, and secure use of artificial intelligence (AI). The framework includes cross-functional review of AI use cases, defined acceptable-use standards requiring user acknowledgment, and employee training on responsible AI practices. We also use additional customized layers of cybersecurity protection based on the risk profile across the Company.

For more information on Kimberly-Clark’s approach to data privacy and cybersecurity and the risks we manage, see our [public filings](#).

PUBLIC POLICY ENGAGEMENT

Our Government Relations function works with policymakers in the markets where we operate to advocate for policies that support our business priorities, objectives, and the communities we serve. We prioritize transparent, responsible, and actionable participation in the policy process, consistent with applicable laws and our internal standards, to help ensure we can deliver safe, affordable, and reliable products.

We do not maintain a corporate Political Action Committee (PAC). Employees may engage in political activity personally, on their own time and at their own expense, in accordance with all applicable laws and regulations. For details on our governance, lobbying, and political activity practices, refer to our [Code of Conduct](#) and our GRI Index in our 2025 Appendix on our [Sustainability Key Downloads](#).





JUNE 2026

*** Kimberly-Clark**