

ECONOMIC DIMENSION

Corporate governance

Corporate governance systems ensure that a company is managed in the interest of shareholders (including minority shareholders). On the one hand, this includes checks and balances that allow the Board of Directors to have the responsibilities of controlling and supervising the result. Empirical evidence suggests that over a 5-year period, the difference in return on equity between well-governed and poorly-governed companies can be as high as 56% (source: GMI 2007). On the other hand, management incentives should be set in such a way that management interests are aligned with the interests of shareholders.

Board structure

Number of executive and non-executive directors on the board of directors

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

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Non-Executive Chairman / Principal Director

Is the board of directors headed by an independent, non-executive chairman and / or an independent chief director?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

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Diversity Policy

Does KCM have a formal, public board diversity policy that clearly requires diversity factors such as gender, race, ethnicity, country of origin, nationality, or cultural background in the board's nomination process?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

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Gender diversity

Number of women on the board of directors

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

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Board Effectiveness

How does KCM ensure the effectiveness of its board of directors and alignment with the (long-term) interests of shareholders?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

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Average holding

Average length of board members on the board of directors.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

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Gasket Industry Experience

Number of board members with relevant work experience in the KCM sector according to the GICS Level 1 sector classification (excluding executive members and employee representatives) and list the names of the directors.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf> p.83 and 85

<https://www.kimberly-clark.com.mx/en/about-kcm/board-members-profiles>

Executive Compensation - Success Metrics

Does KCM have predefined financial returns and / or relative financial metrics relevant to CEO variable compensation?

Executive compensation: alignment with long-term performance

Does KCM have compensation structures to align with long-term performance?

Management ownership

Do the CEO and other members of the executive committee own shares in KCM?

Management ownership requirements

Does KCM have specific share ownership requirements for the CEO and other members of its executive committee?

Government property

Do individual government institutions own more than 5% of the total voting rights of your company and, if so, whether gold shares exist for them?

Family owned

Do family members (founders), personally or through other companies or organizations, individually hold more than 5% of KCM's voting rights?

Dual class shares

Number of shares your company has per voting category.

<https://www.kimberly-clark.com.mx/data/global/pdf/IAKC19ENGV2403.pdf>

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Disclosure of Average or Average Compensation for All Employees and CEO Compensation

Annual compensation for the CEO and the median annual compensation of all other employees, as well as the relationship between the two.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

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Materiality

This criterion shows the company's ability to identify long-term sources of value creation, understand the link between long-term issues and the business case, develop long-term metrics, and report them publicly in a transparent manner.

Material priorities of an environmental, social and economic nature are shown. Most importantly, they are key sources that drive and create value for the business.

Disclosure of materiality

We publicly disclose details of the materiality analysis, including information on how we conducted the materiality analysis process and its progress.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 19 to 21 of our 2019 Sustainability Report.

Risk & Crisis Management

Effective risk and crisis management is vital for long-term financial planning and organizational flexibility. Since the financial crisis, it has become especially important. Companies need to implement internal control processes to comply with existing regulations and proactively develop control mechanisms.

Emerging risks

Important emerging risks in the business in the future.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 20 to 26 of our 2019 Sustainability Report.

Code of Business Conduct

Business codes of conduct

The criterion evaluates the Codes of Conduct, their implementation and transparent information on infractions, as well as the occurrence of cases of corruption and bribery and anti-competitive practices.

Codes of conduct

Which aspects are covered by KCM codes of conduct?

<https://www.kimberly-clark.com.mx/en/about-kcm/code-of-conduct>

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 50 to 52 of our 2019 Sustainability Report.

Corruption and bribery

What aspects are covered by the anti-corruption and bribery policy at the group level (including subsidiaries)?

<https://www.kimberly-clark.com.mx/en/about-kcm/code-of-conduct>

Page 28 of our Code of Conduct.

Report violations

Does KCM publicly report violations against its codes of conduct?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 89 of our 2019 Sustainability Report.

Customer Relationship Management

Strong customer relationships lead to increased customer loyalty.

Harvard Business School research revealed that a 5% increase in retention can lead to an increase in earnings of up to 75%, depending on the industry.

The value of retaining customers makes perfect business sense when you consider that a consumer retained for life is more profitable, requires less service, provides more business, and contributes to new customer acquisition by offering positive referrals.

Additionally, customer relationship management tools provide important data that enables the company to target relevant customer groups, develop specific products, and ensure that it has all the relevant information to strengthen customer relationships.

Online presence and channels have redesigned customer relationships: companies must be present on multiple platforms to reach customers, and for some industries today it is a strategic development to develop strong online capabilities.

In some industries, privacy and security risks for customer data have emerged, and companies need to ensure strong policies to avoid rising costs of breaches and negative impact on reputation.

Online strategies and online clients

Information about the use of your online services by customers and the income derived from the online services.

Online Clients

How many of your customers are actively using your eService solutions as a percentage of all customers?

Online income

How much of the income is generated online / from e-commerce.

Satisfaction Measure

Does KCM monitor and set quantitative targets to improve customer satisfaction, and are the targets and results communicated externally?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 71 and 72 of our 2019 Sustainability Report.

The Consumer Care area is dedicated to providing timely follow-up and within a maximum period of 24 hours to our consumers, through the different points of contact that we have available, such as our telephone numbers, email and social networks.

When one of the consumers presents a comment about our products, they initiate a process of personalized attention through our consumer care team and clearly understand those comments. Once determined in a timely manner, a process is initiated in which, if deemed necessary, the product that did not meet expectations is collected at the consumer's home.

Once the product is collected, the quality and operations areas carry out various analyzes to determine the causes of whose conclusions are integrated for the constant improvement of KCM's internal processes. Finally, if the consumer so requested, they are informed of the conclusion of the investigation and the corresponding compensation measures are taken, always with a focus on consumer satisfaction.

All this attention and care to the consumer is carried out respecting their ARCO rights (Access, Rectification, Cancellation and Opposition) in accordance with current regulations and applicable to the Protection of Personal Data.

Atención al consumidor 2019				
Negocio	Llamadas	E-Mails	Redes Sociales Facebook, Twitter, Google	Gran Total
Productos Infantiles	8042	1645	9083	18770
Incontinencia	421	1126	435	1982
Protección Femenina	701	2685	1863	5249

Cuidado de la Belleza	579	836	821	2236
Productos Del Hogar	1386	2600	1979	5965
Evenflo	1993	2901	2980	7874
Total Atenciones	13122	11793	17161	42076

Customer Satisfaction	Unit	FY 2016	FY 2017	FY 2018	FY 2019	What was your target for FY 2019 ?
Please specify approach used	Number of times that the consumer contacted us	27'757	26'321	32'597	42'076	32'597
Data coverage: % of customers surveyed (both respondents and non-respondents) out of total customers, % of revenues, etc..	total customers	100	100	100	100	--

Quality of distribution networks: incentives

Does KCM incentivize most third-party distributors through rebates or other discount policies?

Policy Influence

Political influence

Although companies are legitimately represented in legislative, political, and public discourse, excessive contributions to political campaigns, lobbying expenses, and contributions to trade associations and other tax-exempt groups can damage companies' reputations and create corruption risks.

Contributions and other expenses

KCM does not make monetary contributions and total annual expenses for political campaigns, political organizations, pressure groups or lobbyists, trade associations and other tax-exempt groups.

Higher contributions and expenses

KCM does not make contributions or expenditures to political campaigns or organizations, lobby groups, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns or public policies and legislation.

Supply Chain Management

Supply chain management

In an increasingly globalized world, when a company outsources its production, service or business processes, it also outsources corporate responsibilities and reputational risks. This means that companies need to find new strategies to manage associated risks and opportunities that differ from traditional risk and opportunity management with internal company production or services. In addition, the company faces the need to minimize costs and delivery time to meet supplier demand and increase profitability without negatively affecting product quality or incurring high environmental or social costs. Investors increasingly see the importance of managing supply chain risk and the negative consequences if it is not managed effectively.

Supplier Code of Conduct

KCM has a Code of Conduct for Suppliers and is it publicly available?

<https://www.kimberly-clark.com.mx/data/pdf/CumplimientoSocialIngles.pdf> Social Standards for Suppliers

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf> Page 63 of our 2019 Sustainability Report.

Transparency and reports

What aspects of your supply chain management approach does your company report publicly (on a consolidated basis)?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 29, 52, 53, 64 and 66 of our 2019 Sustainability Report.

Risk Management Measures

We do not have critical suppliers. We do not have exclusivity with suppliers. We have access to the supply of our strategic partner KCC. The supplier with the highest percentage to which we buy is cellulose at 8%, we have cellulose suppliers in Canada, the United States, and Brazil.

Our company measures sustainability risks in the supply chain continuously.

Type of supplier	Percentage assessed annually	Percentage assessed at least once every 3 years	Total (should not exceed 100%)
Critical suppliers (tier 1 and non-tier 1)	0	0	0
Suppliers with high sustainability risk. If you have not identified any suppliers with high sustainability risks, please ensure that "0" is marked in applicable fields the "Risk Exposure" question.	0	0	0

Awareness

KCM identifies critical suppliers.

Critical Suppliers: “Company that provides a process, product or service that could negatively affect compliance with the requirements of KCM, the applicable legal and regulatory requirements.”

We do identify critical suppliers, but we do not have critical suppliers because we diversify the supply of high-volume raw materials in countries such as Mexico, Canada, the United States and Brazil for pulp, which is our main raw material. In addition to cellulose, we do not have critical components, nor are there substitutable suppliers. Within KCM we have created awareness through the training of our values, that we must conduct our business ethically in the economic, social and environmental axes (Internally and externally with all our stakeholders).

ESG Integration in SCM Strategy

“Our strategy is focused on guaranteeing the growth and continuity of the business in the long term, with a supply of materials that meet our high-quality standards at the best market price, as well as the development of sustainable and competitive innovations. The previous thing is with strategic alliances framed in the ethics, the human rights and the reasonable use of the resources.”

	Description of ESG objective	Link to overall supply chain strategy
Key ESG Objective 1	There is a plan to increase the national purchase of fiber.	Guarantee the supply of materials that meet quality standards at the best market price.
Key ESG Objective 2	Reduce packaging and packaging of products and integrate sustainable materials within them.	Development of sustainable and competitive innovations.

Brand Management

Brand management

A brand is a living business asset. Differentiates a company's products from those of its competitors and fosters customer loyalty. Therefore, an effective brand strategy and a clear set of brand values can help a corporation and its management team implement a long-term vision. This criterion focuses on how brand management strategies support the strength of a company's brand and align its approach to sustainability.

Brand strategy and sustainability strategy

Commitment to external and internal clarity on what the brand stands for and secondly, how the brand strategy and sustainability strategy are internally aligned.

Brand management metrics

Internal commitment to support and maintain the strength of the brand.

Tax Strategy

Tax competition between tax territories (countries or regions within countries) has left room for companies to optimize their tax spending. Although tax optimization has a positive impact on profitability and therefore on the value of the company, an overly aggressive tax strategy may not be sustainable in the medium and long term and adds some risk to long-term profits. First, there is a reputational risk due to increased public and regulatory scrutiny that could result in lower brand equity. Second, the relationship with the host country can be adversely affected. This could lead to delays in the approval or rejection of expansion projects or, in the worst case, companies run the risk of losing their license to operate. Third, profits could be affected if the tax authorities decide to change the tax regulation that carries direct financial risks. Finally, the risk of economic development arises if governments receive inadequate tax revenues to finance local infrastructure or education.

Tax strategy

Fiscal policy.

Kimberly Clark de México is responsible for the preparation and presentation of the financial statements in compliance with the International Financial Reporting Standards issued by the International Accounting Standards Board, which are the elements of the basis for the determination of taxes, as well as your full payment. in a timely manner in accordance with current laws and regulations.

Tax strategy

Compliance is carried out in strict compliance with the laws and regulations in force applicable to the Entity.

"KCM does not allow the transfer of the generated value to ... everything related to the non-transfer of value to the tax jurisdiction, the use of tax structures aimed at tax evasion, the use of secret jurisdictions or the so-called <tax havens> "

Tax report

Does your company publicly report key business, financial and tax information for the regions or countries in which it operates?

"KCM does not allow the transfer of the generated value to ... everything related to not to transfer value to the tax jurisdiction, the use of tax structures intended for tax avoidance, the use of secrecy jurisdictions or so-called <tax havens>"

Effective tax rate

Declared tax rate (income statement) and cash tax rate (cash flow statement) for the last two years.

We report publicly on key commercial, financial and fiscal information for Kimberly Clark de México (At the country level). We report on Income (Gross sales, net sales, EBITDA, operating income, taxes paid, payment of profits, payment of dividends to shareholders, taxes paid, etc.)

Information Security / Cybersecurity & System Availability

Due to the current trend of digitization, which includes but is not limited to cloud computing, online marketplaces and payments, etc., it is crucial to ensure access to the network, IT systems and data throughout moment. As a result, lower-than-agreed system performance or service interruptions can result in higher costs and reputational risks for businesses. The main risks come from technical failures, human errors, malicious attacks, weather events, natural disasters or terrorist attacks. Managing such risks, including contingency plans, is crucial to ensuring business continuity. The criterion focuses on how well companies are prepared to avoid IT system failures and major cybersecurity / information security incidents and whether they can react appropriately in the event of such events. It also assesses whether companies have experienced IT infrastructure / information security / cybersecurity incidents in the past and whether there was a significant financial impact.

Over the past decade, the number of information security breaches has grown exponentially. The numerous incidents and their related costs have shown that information security / cybersecurity has become a financial issue that must be managed diligently to protect corporate value. The costs of cybercrime are multiple and can affect the business in different ways. Internal costs are operating costs and relate to cybercrime treatment and incidence prevention. External costs include the consequences of the cyberattack, such as loss or theft of confidential information,

interruption of operations, fines and penalties, damage to infrastructure or loss of revenue due to loss of customers.

Information security / cybersecurity governance

Are the board of directors and executive management involved in the information security / cybersecurity strategy and review process?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 53 of our 2019 Sustainability Report.

Security tests are carried out with prestigious companies, this to avoid hacks to our network.

Cybersecurity Policy:

OBJETIVO:

Es política de Kimberly-Clark de México que el personal que por motivos de su trabajo tenga acceso, maneje o elabore información sensible o confidencial, se haga responsable de la custodia, uso, disposición o destrucción de la misma.

ALCANCE:

Esta política aplica a Kimberly-Clark de México y Subsidiarias, en adelante KCM.

DEFINICIÓN:

Seguridad de la información se define como proteger, resguardar, cuidar y manejar la información elaborada o almacenada en cualquier medio, ya sea papel, sistemas, computadoras, discos duros de computadoras personales o de los llamados servidores ("servers"), discos flexibles, compactos (CD-ROM o DVD); así como planos, manuales, formulaciones, planes de negocios, de producción, expansión o contracción, etc., para prevenir que alguna persona, ajena o no autorizada, tenga acceso a información de KCM que pudiera divulgar o utilizar y ocasionar algún perjuicio a la compañía.

PROTECCIÓN Y CLASIFICACIÓN DE LA INFORMACIÓN

La información debe clasificarse de la siguiente forma:

- **Public:** Información operativa de rutina, como informes públicos o descripciones generales de productos.
- **K-C Internal Use Only:** Categoría predeterminada, como listas de direcciones o reportes generales.
- **K-C Confidential:** Datos valiosos, como propiedad intelectual o listas de clientes.
- **K-C Sensitive:** Información sujeta a requisitos legales, como registros médicos o del seguro social.

Es responsabilidad de cada Gerente establecer y verificar los controles de protección para:

- a) Identificar y clasificar la información que requiere manejo y cuidado especial.
- b) Resguardar un duplicado de la información en un lugar seguro, para tenerla accesible en caso de un siniestro.
- c) Asignar a una persona como responsable de la protección de la información identificada como sensible o confidencial.

- d) Determinar quiénes deben tener acceso y quiénes necesitan cada tipo de información y cómo debe manejarse la información clasificada.
- e) Determinar quién y cómo debe moverse la información clasificada de un sitio a otro.
- f) Instruir al personal para que todas las solicitudes externas de información clasificada que se reciban, sean referidas a la gerencia de su área para obtener aprobación expresa, antes de proporcionar cualquier dato.
- g) Instruir a su personal para que eviten hablar con otras personas sobre la empresa o sus planes de trabajo, en lugares públicos, tales como: elevadores, taxis, aviones, salas de espera, restaurantes, clubes, etc. Asimismo, cuidar los comentarios que se hagan sobre la empresa con familiares y amigos.

AUTORIZACIÓN

El Director y/o Gerente del área, son los únicos que pueden autorizar a los empleados, que por razones de su trabajo, deban tener acceso a la información clasificada como confidencial de su área o departamento.

MANEJO

Es responsabilidad del usuario de la información confidencial, que ésta no esté a la vista ni accesible, ya que otras personas ajenas a la empresa o a la función, puedan obtener datos sobre ella.

La información deberá tenerse en un lugar seguro y/o quitarla de la pantalla del monitor de la computadora cuando haya alguna persona cerca de su lugar o cuando el usuario se retire de su área de trabajo.

Siempre que se mueva información sensible, ya sea en papel, "USB" o cualquier medio electrónico, deberá colocarse en un sobre y entregarla en propia mano al destinatario.

ALMACENAMIENTO

El usuario de la información confidencial contenida en papel o medios electrónicos, tales como: discos compactos, planos, manuales, planes de negocios, etc., debe asegurarse de guardarlos en un lugar con llave, cuando no esté en uso. Así mismo, asegurarse que quedan bajo llave cuando se retire de su oficina.

Los discos duros de las PC's deben asegurar la integridad de la información, teniendo una clave de acceso ("password") para protegerla.

Es responsabilidad de las gerencias tener un respaldo anticipado de la información contenida en las PC's del personal que deja de prestar sus servicios en la empresa.

Privacy Protection

Networked data and globalized corporate activities require careful handling. Insufficient database and network protection, unclear management of personal information, and vague database access rules could expose companies to high risks in the event of personal data leakage and misuse, or unauthorized access. For companies to avoid legal costs, reputational risk, and exclusion from certain activities, a company-wide privacy policy is paramount.

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Customer information

Does KCM inform customers of the following privacy protection issues? Provide supporting evidence.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 71 of our 2019 Sustainability Report.

Breaches of customer privacy: complaints

Total number of verified complaints received about violations of customer privacy in the last fiscal year, classified into complaints received from regulatory bodies and other external parties.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 72 of our 2019 Sustainability Report.

Product Quality and Recall Management

Organizational responsibilities in all business lines, quality management systems and the frequency of product recalls.

Strategy for Emerging Markets

In the consumer goods and services industry, emerging markets account for a substantial part of the company's revenue generation and demonstrate higher growth rates than mature industrialized markets. As large multinational food and beverage, consumer products, and retail companies are based on mature markets, they need to tailor their products / services and business strategies to the specificities of emerging markets. For example, local prices will make products more affordable and therefore increase sales. Employing local employees who have a better understanding of the domestic market can also help develop more focused local strategies while reducing labor costs. While adaptation is necessary, companies must remain focused on their core business competencies and find innovative ways to maximize the socio-economic benefits generated through their business activities.

ENVIRONMENTAL DIMENSION

Environmental Reporting

Environmental performance is becoming a material issue in all industries. Maintaining transparency through appropriate reporting, and monitoring it at the board level, increases stakeholder and customer trust and positively influences the reputation and brand equity of the company. While the levels of disclosure are increasing, the quality of the reports varies significantly.

Environmental Reports - Coverage

The coverage of the publicly available environmental reports by KCM is clearly indicated in the report.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 94 of our 2019 Sustainability Report.

Environmental reports - Assurance

External assurance that KCM has received in relation to environmental reports. It is available in the public domain.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 95 and 96 of our 2019 Sustainability Report.

Environmental Policy & Management Systems

The Environmental Management System refers to the management of KCM's environmental programs in a comprehensive, systematic, planned and documented manner.

It includes the organizational structure and management of the company's policy on environmental resource management.

Coverage of corporate requirements / guidelines

Is KCM's environmental management policy publicly available?

Yes, on our website in the English - Sustainability - Policies section

<https://www.kimberly-clark.com.mx/en>

Environmental violations

Through this means it is communicated that KCM has not had significant fines or sanctions related to the environment or ecology in the last four fiscal years.

Operational Eco-Efficiency

Reducing the overall environmental footprint of companies in the manufacturing and services sectors is crucial, as the financial cost and reputational risks associated with environmental litigation increase. Producing more with less material is essential for many industries affected by the increasing scarcity of natural resources. The financial industry has an important role to play in minimizing its environmental footprint and facilitating the transition to a low-carbon economy. For all industries, minimizing the consumption of natural resources and activities that generate waste can lead to lower costs and, in some cases, new business opportunities.

EP - Direct Greenhouse Gas Emissions (Scope 1)

Total direct greenhouse gas emissions from KCM (DGHG SCOPE 1).

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 40, 41 and 42 of our 2019 Sustainability Report.

EP - Indirect greenhouse gas emissions (Scope 2)

Indirect greenhouse gas emissions from KCM from purchased energy (purchased and consumed, ie without energy trading) (IGHG SCOPE 2).

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 40, 41 and 42 of our 2019 Sustainability Report.

EP - Power Consumption

Total energy consumption.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 39 and 40 of our 2019 Sustainability Report.

EP - Water consumption

Total net freshwater consumption for your company, including freshwater withdrawal and consumption data.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 5, 37, 95 and 96 of our 2019 Sustainability Report.

EP - Waste

Total KCM solid waste disposed of (i.e. not recycled, reused, or incinerated waste for energy recovery).

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 43, 95 and 96 of our 2019 Sustainability Report.

Waste disposed	Unit	FY 2016	FY 2017	FY 2018	FY 2019	What was your target for FY 2019?
a) Total waste generated	metric tonnes	411'388	358'562	374'679	363'927	--
b) Total waste used/recycled/sold	metric tonnes	410'160	357'365	373'108	358'230	--
TOTAL WASTE DISPOSED (A - B)	metric tonnes	1'228	1'197	1'571	5'697	1'571
Data coverage (as % of denominator)	percentage 100	100	100	100	100	--

EP - NOx Emissions

Direct NOx emissions from KCM.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 42, 95 and 96 of our 2019 Sustainability Report.

Product Stewardship

Managing the environmental impact of products is a major concern for stakeholders. Integrating sustainable practices into new product development reflects an understanding of sustainability challenges and demonstrates the company's ability to capitalize on market opportunities and minimize market risk at the product level. In addition, product stewardship processes add value to products by minimizing the risk of harm to both people and the environment, thus reducing potential liabilities.

Climate strategy

Most industries are likely to be affected by climate change, albeit to a variable degree; Consequently, we face the need to design strategies commensurate with the scale of the challenge for your industry. While most focus on the risks associated with a changing climate, some seek to identify and take advantage of business opportunities linked to this global challenge.

Packaging

Packaging represents an important component of companies' cost structure and contributes significantly to the overall environmental impact of these companies. By adapting their packaging approach and implementing innovative packaging strategies, companies can reduce their environmental footprint and costs.

Packaging commitments

KCM has a commitment to the entire group and associated programs regarding the use of packaging.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 42 of our 2019 Sustainability Report.

Packing materials

Volumes of each different type of packaging used for the products.

Packaging Materials	Coverage (% of cost of goods sold)	Total Weight (metric tonnes)	Recycled and/or Certified Material (% of total weight)	Target 2019 (% of total weight)
Wood/Paper fiber packaging	100	24,956	99.42	100
Metal (e.g. aluminum or steel) packaging Material not used in packaging	0	0	0	0
Glass packaging Material not used in packaging	0	0	0	0

Plastic packaging

KCM specifically measures your performance against plastic packaging and your progress on goals.

SOCIAL DIMNESSION

Social Reporting

Social performance is becoming a major issue in all industries, and it is an aspect directly related to the reputation and brand equity of companies. Maintaining transparency through appropriate reporting and monitoring at the board level increases stakeholder and client trust.

Social reports: coverage

Is the coverage of your company's publicly available social reports clearly indicated in the report or in the online domain?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 55, 56, 62 and 75 of our 2019 Sustainability Report.

Social Reports - Assurance

What type of external guarantee has KCM received in relation to the company's social reports.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 95 and 96 of our 2019 Sustainability Report.

Labor Practice Indicators

Employees represent one of the most important assets of a company. Maintaining good relationships with employees is essential to the success of business operations, particularly in industries characterized by organized work. Beyond providing a safe and healthy work environment, companies should support fair treatment practices, such as ensuring diversity, ensuring equal pay, and supporting freedom of association. In accordance with international standards on labor and human rights, companies are increasingly expected to adhere to and apply these standards equally throughout the organization's operations. Furthermore, growing customer awareness leads to higher expectations from companies in their role as global corporate citizens and their ability to drive sustainable business practices forward.

Diversity

Indicators that KCM uses to monitor diversity-related issues

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 4 of our 2019 Sustainability Report.

Diversity Indicator	Percentage (0 - 100 %)
Female share of total workforce (%)	12.05

Females in all management positions, including junior, middle and senior management (as % of total management workforce)	23.05
Females in junior management positions, i.e. first level of management (as % of total junior management positions)	26.07
Females in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions)	24.35
Females in management positions in revenue-generating functions (e.g. sales) as a % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	24.35
Breakdown of workforce based on other minority group(s), e.g. age, nationality, disability, etc. Please attach supporting evidence:	--

Labor Practices Indicators

Employees represent one of the most important assets of a company. Maintaining good relationships with employees is essential for the success of company operations,

particularly in industries characterized by organized labor. Beyond providing a safe and healthy work environment, companies must support fair treatment practices, such as ensuring diversity, guaranteeing equality, Remuneration, and supporting freedom of association. In accordance with international standards on labor and human rights, companies are increasingly expected to comply with and apply these standards equally in all operations within the organization. In addition, growing customer awareness generates higher expectations from companies in their role as global corporate citizens and their ability to drive sustainable business practices. The key focus of the criterion is on gender diversity in management, equal pay and freedom of association.

Diversity

Complete the table and indicate which of the following indicators your company uses to monitor diversity-related issues and whether this information is publicly disclosed. Please provide the figures that cover the entire scope of the company and attach evidence where indicated.

<i>Diversity Indicator</i>	<i>Percentage (0 - 100 %)</i>
Female participation in the total labor force (%)	1043 female employees, equivalent to 11.80% of all employees.
Women in all management positions, including junior, middle and senior management (as% of total management personnel)	205 female employees from areas of Heads, Managers and Directors. Equivalent to a percentage of 23.05% of the total of collaborators in management positions.

Women in lower management positions, that is, first level of management (as% of total junior management positions)	55 female employees in positions lower managers (Managements). Equivalent to 26.07%
Women in senior management positions, that is, maximum two levels away from the CEO or comparable positions (as% of total senior management positions)	56 female employees (Managers and Directors). Equivalent to 24.35% of that level of posts.

Equal remuneration

Indicators related to equal pay.

Employee Level	Ratio (= Average Female Salary / Average Male Salary)
Executive level (Base salary only)	0.62963
Management level (base salary only)	0.77317
Management level (base salary + other cash incentives)	0.77317
Non-management level	1.10053

Freedom of association

What percentage of your total number of employees is represented by an independent union or covered by collective bargaining agreements?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 56 of our 2019 Sustainability Report.

Human Rights

Human rights

The questions in this criterion are intended to assess whether or not companies meet the implementation requirements of the United Nations Guiding Principles for Business and Human Rights.

Human rights - Commitment

Do you have a company-specific and publicly available policy for your commitment to respect human rights in accordance with the UN Guiding Principles on Business and Human Rights or other internationally accepted standards?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf> Page 50 of our 2019 Sustainability Report.

<https://www.kimberly-clark.com.mx/data/pdf/CumplimientoSocialIngles.pdf> Social Standards for Suppliers

Human Rights - Disclosure

Does KCM publicly disclose its commitments and the status of its human rights assessment?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 24 of our 2019 Sustainability Report.

Human Capital Development

The development of human capital not only ensures that the company has the appropriate skills to execute the commercial strategy, but also improves the attraction and retention of talent and the motivation of employees; and, as a result, productivity and innovation potential. In increasingly knowledge-based industries, intellectual capital is also an important part of a company's intangible assets. Human and intellectual capital is maintained and improved by integrating knowledge management systems and implementing procedures for organizational learning.

Talent Attraction & Retention

Successful talent attraction and retention management enables companies to maintain their competitive advantage and execute their corporate strategies. Companies must develop and implement an adequate and well-balanced compensation framework for all categories of employees, adopting compensation plans that incorporate both fixed and variable components. Additionally, variable compensation must be balanced against the time horizon at all levels of employees.

Employee engagement trend

Percentage of actively engaged employees based on company-wide employee engagement surveys.

Corporate Citizenship and Philanthropy

To be a catalyst for development, corporate philanthropy programs must be well managed. Creating value for both beneficiaries and shareholders requires companies to have a clear direction and focus to guide their philanthropic activities, as well as to measure their effectiveness from a cost / benefit perspective.

Whole group strategy

Does KCM have a group-wide strategy that provides guidance to its corporate citizenship / philanthropic activities? Please indicate how this strategy aligns with your overall corporate strategy and the 17 UN Sustainable Development Goals.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 73 and 74 of our 2019 Sustainability Report.

Entry

For the most recent fiscal year, calculate the total monetary value (at cost) of your company's philanthropic and corporate citizenship contributions for each of the following categories. Please note that marketing and advertising budgets should be excluded from the calculation.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 2 and 3 of our 2019 Sustainability Report.

Donations granted in 2019.

In cash they were: 44.9%

In kind they were: 55.1%

Occupational Health and Safety

Low performance in occupational health and safety (OHS) has a direct negative impact on labor costs through lower productivity. Furthermore, it can also affect a company's reputation, affect staff morale, or increase operating costs through fines and other contingent liabilities. Our key questions focus on Key Performance Indicators (KPIs) for a company's own operations, and for its suppliers and their performance compared to industry benchmarks.

Health & Wellness

Does KCM provide training and / or special measures to promote employee health and well-being in the following areas?

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Page 59 of our 2019 Sustainability Report.

Lost Time Injury Frequency Rate (LTIFR) - Employees

Indicate the frequency of lost-time accidents for your company for employees (per million hours worked). For each row in the table, it is mandatory that the values provided are in the same unit.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 3, 63, 95 and 96 of our 2019 Sustainability Report.

Lost Time Injury Frequency Rate (LTIFR) - Contractors

Enter your company's lost time injury frequency rate for contractors (per million hours worked) For each row in the table, the values provided are required to be in the same unit.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 3, 63, 95 and 96 of our 2019 Sustainability Report.

Occupational Disease Frequency Rate (OIFR) - Employees

Indicate the frequency of occupational diseases in your company for employees (per million hours worked). For each row in the table, it is mandatory that the values provided are in the same unit.

<https://www.kimberly-clark.com.mx/data/2020/pdf/IS2019eng.pdf>

Pages 63, 95 and 96 of our 2019 Sustainability Report.