Raising the bar on our sustainable commitment

Kimberly-Clark de México

2025 Sustainability Report

Contents

About this report

GRI 2-1, 2-2, 2-3, 2-4, 2-5

We present our 2025 Sustainability Report as an exercise in transparency and accountability. Through this document, we communicate to our stakeholders the performance and results achieved in the operational, labor, social, environmental, and corporate governance areas.

Kimberly-Clark de México (KCM) has prepared this report in accordance with the GRI Standards for the period from January 1 to December 31, 2025. In addition, we have incorporated the applicable Sustainability Accounting Standards Board (SASB) indicators for the consumer goods industry, as well as certain recommendations from the Taskforce on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD), which help us comprehensively analyze and manage risks and opportunities related to climate and nature.

The content of this report focuses exclusively on the operations of Kimberly-Clark de México, limiting its scope to internal information; therefore, it excludes the performance of Kimberly-Clark in other countries, as well as that of other companies, entities, customers, suppliers, or business partners. The reported information corresponds to the same entities included in our Consolidated Financial Statements. Any adjustments or variations compared to previous periods are indicated in each case.

The preparation of this Sustainability Report was made possible thanks to the coordinated work of various areas of the organization and the active participation of our leadership team, who contributed with their experience, vision, and perspectives on priority issues and the year's most relevant progress.

KCM's 2025 Sustainability Report was subject to an independent assurance process*. This review was conducted by Galaz, Yamazaki, Ruiz Urquiza, S.C., a member firm of Deloitte Touche Tohmatsu Limited.

* The assurance was conducted on selected indicators under a limited assurance approach.

Letter from the Chief Executive Officer

GRI 2-22

At Kimberly-Clark de México, we firmly believe that sustainability is not a destination, but a path of continuous improvement.

The year 2025 represented a decisive step in that journey, in which we reaffirmed our purpose of providing essential products for a better life, while elevating the level of our sustainable commitment to people, communities, and the environment in which we operate.

Thanks to the effort and leadership of our teams, we achieved historic financial performance. We reached record sales of **$55,371 million pesos** and a net income of **$7,581 million pesos.** These results translated into shared benefits, allocating **$912 million pesos** in employee profit sharing, consistently **one of the largest in the country**, reaffirming our commitment to fair and equitable compensation for our team.

We also strengthened the way we listen to our stakeholders and prioritize our actions. **We updated our double materiality analysis**, an exercise that integrates – in a balanced manner – the financial perspective and social and environmental impact, enabling us to better guide our strategy, anticipate risks, and identify opportunities that strengthen our ability to create long-term value.

In parallel, we completed our analysis to **report under IFRS S1 and S2.** This work involved a thorough assessment that reinforces the capability of our strategy and, above all, enhances our **resilience** by more systematically integrating sustainability and climate risks into the identification, evaluation, and mitigation of business risks, in line with new transparency requirements for investors and stakeholders.

In environmental matters, we took firm steps toward our 2030 Ambition goals. By 2025, we achieved a **78% reduction in direct GHG emissions** compared to our baseline. Likewise, we continued optimizing water use in our processes, achieving an additional 7% reduction in water use compared to the previous year, building on a baseline already recognized as an industry benchmark. **For the fourth consecutive year, 100% of our virgin fibers are sourced from sustainable sources**, a fact that fills us with pride, thus consolidating our position as a benchmark in the responsible use of raw materials and the protection of forest resources.

Our social commitment remained a central pillar. Through our brands' social programs and collaborative work with partners, we have **positively impacted more than 31 million Mexicans**, contributing to well-being, health, hygiene, and inclusion.

This report has been prepared in accordance with standards such as **GRI, SASB, TCFD, and TNFD**, and includes **independent assurance**, reflecting our responsibility to provide clear and reliable accountability. Acting with integrity is the foundation of the trust and sustainability that drives our business.

Looking ahead, we know that challenges will continue to evolve. Therefore, we will continue to invest in responsible leadership, constant innovation, and disciplined execution that enables us to continue elevating our level of sustainable commitment and to generate lasting value for all.

I sincerely thank our employees, partners, and stakeholders for accompanying us on this journey. Together, we will continue building a more sustainable future for **Kimberly-Clark de México** and for the country.

Sincerely,

Pablo R. González G.
Chief Executive Officer

2025 at a glance

Financial results

$55,371 million pesos in
net sales

$12,091 million pesos in
operating profit

$10,641 million pesos in
income before taxes

$7,581 million pesos in
net profit

$2.51 pesos
net earnings per share

$14,108 million pesos in
EBITDA

Environmental results

11.50 m^3/ton produced
water intensity

7.94 MMBTU/ton produced
energy intensity

+10% reduction in
indirect GHG emissions compared to 2024

349,115 tons of
certified fiber used

Environmental results

57% recycled fiber
consumption

26% of electricity consumption from **clean sources**, compared to 2023

Social results

+$13 million pesos
allocated to donations

$912 million pesos in
profit sharing distributed

98% of employees
received specialized
cybersecurity training

+1,500
internal promotions

0 significant sanctions
due to non-compliance with laws or regulations

Nearly 32
million people
benefited from social actions and programs[1]

1. People benefited from 2021 to 2025.

Profile

We integrate sustainability into our strategy to generate value, strengthen trust, and accompany people *every day, for a lifetime.*

At Kimberly-Clark de México (KCM), the trust of our consumers is built on a consistent combination of innovation, sustainability, and closeness. We design essential products with a positive impact, operate responsibly, and strengthen relationships that transcend generations.

For more than six decades, Kimberly-Clark de México has evolved as a Mexican company focused on providing cleaning, hygiene, and personal care solutions, integrating responsible innovation into the design of products, processes, and operating models. Our approach combines quality, efficiency, and sustainability to meet the real needs of Mexican households, strengthening a relationship based on trust and well-being.

The trust that thousands of Mexican families place in our products motivates us to continuously evolve with a relevant and diverse offering that meets their needs.

Driven by innovation and quality, we develop solutions that accompany the daily lives of consumers with a presence in 97% of Mexican households.

Our purpose

Dedicated to make the essential extraordinary. *Every day, for a lifetime.*

Our Values

- Leadership
- Innovation
- Passion
- Achievements
- Integrity

Relevant financial data[2]

GRI 201-1

Figures in millions of Mexican pesos	2025
Net sales	**55,371**
Gross profit	**21,530**
Operating profit	**12,091**
Net profit	**7,581**
Net Earnings per Share (pesos)	**2.51**
EBITDA	**14,108**

Concept		2025 (+)	2025 (-)
Direct Economic Value Generated (DEVG)	Net sales	**55,371**	
Economic Value Distributed (EVD)	Cost of Sales		**33,840**
	Operating Expenses		**9,439**
	Taxation		**3,059**
	Payments to funders		**7,691**
Economic Value Retained	EVG–EVD		**1,342**

2. For more financial information, please refer to our 2025 Annual Report at: https://www.kimberly-clark.com.mx/data/2026/KCMAR2025.pdf

Presence

GRI 2-1, 2-6
SASB CG-HP-000.B

Our international presence expands the reach of solutions designed to foster well-being in homes and communities across 21 countries, including Mexico.

- Bahamas
- Belize
- Canada
- Colombia
- Costa Rica
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Israel
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Puerto Rico
- Trinidad and Tobago
- United States
- Venezuela

With ten production facilities and nine distribution centers, we ensure an efficient reach that allows us to serve our end customers in self-service stores, department stores, pharmacies, hospitals, wholesalers, retailers, and through e-commerce platforms.

98% of our production takes place in Mexico, reflecting our commitment to national economic growth.

In addition, our logistics service, SODISA, ensures reliable and agile operations throughout Mexico, facilitating an efficient connection with our production network at every point in the country.

Facilities

1. **Bajío**
   San Juan del Río, Querétaro
2. **Ecatepec**
   Ecatepec, Estado de México
3. **Evenflo**
   Cuautitlán, Estado de México
4. **Morelia**
   Morelia, Michoacán
5. **Orizaba**
   Orizaba, Veracruz
6. **PROSEDE**
   Cuautitlán, Estado de México
7. **Ramos Arizpe**
   Ramos Arizpe, Coahuila
8. **Texmelucan**
   San Martín Texmelucan, Puebla
9. **Tlaxcala**
   Tlaxco, Tlaxcala.
10. **Tultitlán**
    Tultitlán, Estado de México

Distribution centers

- A Culiacán, Sinaloa
- B Guadalajara, Jalisco
- C Mérida, Yucatán
- D Metropolitano, Mexico City
- E Mexicali, Baja California
- F Monterrey, Nuevo León
- G Tepotzotlán, Estado de México
- H Tultitlán, Estado de México
- I Villahermosa, Tabasco

Logistics service

- a **SODISA**
  Tlalnepantla,
  Estado de México

Brands and products

GRI 2-6
SASB CG-HP-430a.1

Kimberly-Clark de México offers brands that are international benchmarks in personal and family care, providing solutions that improve consumers' lives at every stage of life. *Every day, for a lifetime.*

Baby

Diapers, pull-up training pants, swim diapers, wet wipes, shampoo, lotion, bar soap and feeding products.

Social Impact

Programs: *Abrazando su desarrollo* y *Apapachos de vida*

Environmental attributes

- Ecoprotect® and The Honey Keeper®, biodegradable wipes.
- Recyclable diaper packaging.
- Diapers made with less plastic vs. 2024.
- Recyclable Huggies® shampoo bottles.

Home

Toilet paper, napkins, facial tissues, and kitchen towels.

Environmental attributes

- FSC-certified®[3] Kleenex® and Pétalo® products are made with fibers from sustainable sources.
- Recyclable packaging for facial, toilets, towels, and napkins.
- Compostable Kleenex® and Cottonelle® Eco packaging.

Woman

Feminine pads, panty liners, tampons, wet wipes, and menstrual cups.

Social Impact

Kotex® por todas Program

Environmental attributes

- Biodegradable Kotex® Cero pads and panty liners.
- Compostable Kotex® Cero pads packaging.
- Plastic-free Kotex® Unika digital tampons.
- Reusable Kotex® Unika menstrual cup.
- Recyclable Kotex® pads packaging.

Adults

Underwear, protectors, adult diapers, feminine pads, and pre-folded bedspreads.

Environmental attributes

- Recyclable Depend® and DIAPRO® packaging.
- Biodegradable Depend® Skin Care incontinence wipes.
- Products made with less plastic vs. 2024.

3. Forest Stewardship Council® (FSC®) License FSC-C 140370.

Our most relevant and recognized brands include Cottonelle®, Depend®, Escudo®, Evenflo®, Huggies®, KleenBebé®, Kleenex®, Kotex®, Pétalo®, Suavel®, and Vogue®, among others.

To see our brand portfolio, visit our site: https://www.kimberly-clark.com.mx/nuestras-marcas

Protection and cleaning

Wet wipes, sanitizing gel, disinfectant spray, and masks.

Social Impact
En acción por su protección Program of *Escudo® Antibacterial*

Environmental attributes
- Sanitizing gel containers, recyclable and made with recycled content.

Personal care

Bar and liquid hand soap, foaming liquid hand soap, and liquid body soap.

Social Impact
En acción por su protección Program of *Escudo® Antibacterial*

Environmental attributes
- Bar soaps, 90% biodegradable.
- Recyclable bar soap packaging.
- Liquid soap containers, recyclable and made with recycled content.

Professional

Dispensers, jumbo rolls, napkins, hand towels, and wipers for commercial and industrial use.

Environmental attributes

- Kleenex® products with FSC® certification C140370 are made with fibers from sustainable sources.
- Recyclable facial tissues packaging.
- Compostable Kleenex® Cottonelle® Professional toilet paper packaging.
- Dispensers for Marli® products, made with recycled ABS resin, the first dispensers with this feature in the Mexican market.

Pets

Dry food, shampoo, wet wipes, and mats.

Environmental attributes
- Mats made from recycled materials.
- Shampoo bottles made with recycled resin.

Ingredients and product safety

GRI 3-3, 2-27, 416-2
SASB CG-HP-250a.3

At Kimberly-Clark de México, the safety of our products begins with the responsible and rigorous selection of the ingredients we use. All ingredients used in our products are systematically evaluated through safety testing and risk assessments that consider both consumer health and environmental impacts, with the objective of ensuring safe use throughout the product life cycle.

As part of this preventive approach, we have established formal evaluation processes that cover all ingredients and finished products, including pre-launch testing and ongoing reviews based on available scientific and regulatory information. These processes aim to identify, assess, and timely manage any potential risks associated with the use of our products.

At Kimberly-Clark de México, we apply a Restricted Substances List (RSL)[4] aligned with the corporate standards of Kimberly-Clark Corporation, which prohibits the use of substances considered to be of concern for human health or the environment. These include phthalates, triclosan, parabens, intentionally added microplastics, azo dyes, heavy metals, and other substances identified by regulatory authorities and international scientific organizations. This list is applied across the board and covers all products marketed by the company.

In addition, KCM periodically reviews its ingredient selection criteria based on scientific advances, regulatory changes, and international best practices, with the objective of progressively strengthening the elimination or substitution of additional substances of concern and promoting the use of safer and more sustainable alternatives when available.

Transparency toward consumers is a central element of this approach. Therefore, Kimberly-Clark de México makes clear, accessible, and detailed information available to the public regarding the ingredients used in its products, including ingredients lists and descriptions of their function and characteristics, through its official digital platforms. This information enables consumers to make informed decisions about the use of our products.

Likewise, when relevant, we seek to strengthen communication regarding the safe use of products, including clear instructions and, where applicable, warnings related to specific ingredients, presented in the local language and in a manner that is understandable to consumers. This approach helps reduce risks associated with improper or unintended use of products.

Ingredient evaluation is also integrated into the analysis of the environmental impact of products, considering aspects such as resource use, emissions, waste generation, and potential impacts throughout the life cycle. While life cycle analyses currently cover relevant aspects such as materials and resource use, at KCM we continue to strengthen this approach to support continuous improvement in the environmental performance of our portfolio.

Overall, this ingredient management framework reflects Kimberly-Clark de México's commitment to consumer safety, transparency, and continuous improvement, aligning its practices with international standards and proactively responding to the expectations of our stakeholders.

In 2025, we did not carry out any product recalls from the market, reflecting the strength of our quality processes and the trust that consumers place in our offering.

4. See our Restricted Substances List (RSL): https://www.kimberly-clark.com/-/media/kimberly/pdf/ingredients/st-14665-kimberly-clark-restricted-substances-list_may-2024.pdf?la=en-us

Principles for the management of restricted substances at KCM

Product safety by design:
All Kimberly-Clark de México products are developed under strict quality and safety standards, integrating risk assessments from the design stage through commercialization. Prior to launch, products undergo rigorous testing to ensure performance, consumer protection, and regulatory compliance.

Management of chemicals of concern:
KCM actively manages Chemicals of Concern by aligning with the Restricted Substances List (RSL) of Kimberly-Clark Corporation, which defines prohibited and restricted substances with specific limits by product or material, aligned with international standards.

Restricted substances:
Restricted substances include, among others: parabens, formaldehyde-releasing substances, phthalates, triclosan, triclocarban, polyethylene microbeads, PFAS, heavy metals, and azo dyes. This list is continuously updated in line with scientific and regulatory developments.

Supplier requirements:
We require our suppliers to comply with the Kimberly-Clark Restricted Substances List (RSL), as well as to implement processes and controls that ensure the conformity of raw materials. We work collaboratively to reduce, substitute, or eliminate chemicals of concern.

Communication:
We maintain open communication through our Consumer Care Center, which is reviewed by Research and Development teams to strengthen product safety and continuous improvement.

Animal testing-free products:
Our processes and products are designed to eliminate the need for animal testing. As a result, KCM products are cruelty free, aligned with ethical principles and responsible research and development practices.

Sustainability strategy

We guide our growth toward a balance between development, the environment, and social well-being.

Through our actions, we contribute to the following SDGs:

13 CLIMATE ACTION

Sustainable Ambition by 2030

TCFD Metrics and objectives a) and c)
TNFD Metrics and objectives b) and c)

At KCM, we reaffirm our commitment to sustainability, focusing on protecting the natural environment and improving the quality of life of the communities with which we interact.

With clearly defined goals toward 2030, we prioritize the reduction of atmospheric emissions, waste reduction, and the efficient use of water and energy, as well as the optimization of natural resources use. In addition, we continuously promote innovative and responsible practices that strengthen sustainability at every stage of our processes.

Sustainable Ambition by 2030:

Commitment	Progress by 2025
ZERO waste from our processes sent to landfills by 2030.	**65.8%**
25% reduction in our freshwater use by 2030*.	**41.5%****
50% reduction in our direct Greenhouse Gas emissions by 2030*.	**77.6%****
100% of our virgin fibers will be sustainably sourced by 2022.	**100%** Target achieved in 2022 and maintained year after year.
100% of our packaging will be recycled or recyclable or reusable or compostable by 2025.	**98%**
25 million people positively impacted with direct actions and social programs by 2025.	**Approximately 32 million** Achieved in 2025.

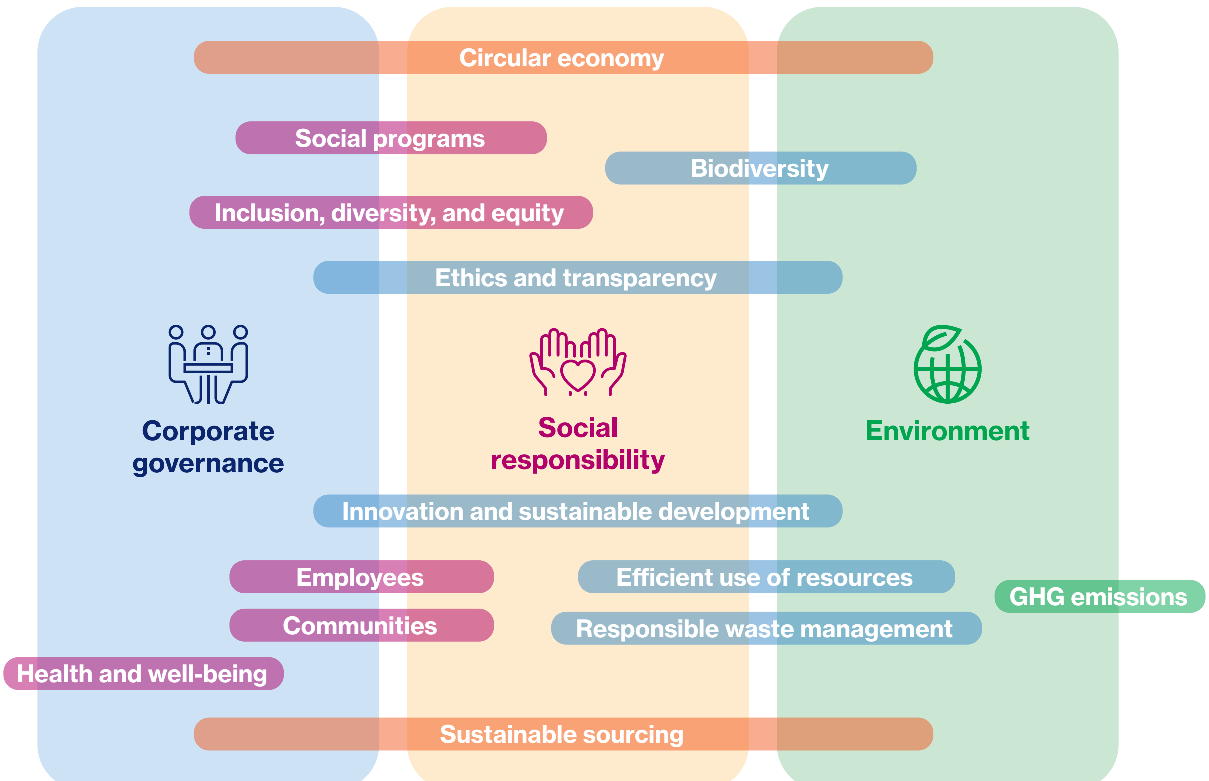
* On 2015 baseline.
**Intensity percentage.

Pillars of the Sustainability Strategy

GRI 2-23, 2-24, 2-25

KCM's Sustainability Strategy is focused on three fundamental pillars and is aimed at improving people's quality of life while reducing our environmental impact.

We continuously work to ensure a balance between social well-being, environmental protection, and a commitment to responsible practices across all our operations.



Social responsibility

We are dedicated to foster the comprehensive development and well-being of people, building a more inclusive environment full of opportunities for all. Through programs that promote the professional growth of our team and active support for communities, we work to create a meaningful and sustainable impact.

Corporate governance

Our corporate governance framework establishes the structures, practices, and mechanisms that ensure ethical, transparent, and responsible management. Through robust oversight, internal controls, and accountability processes, we ensure that decisions are aligned with our sustainability commitments and the expectations of our stakeholders.

Environment

We strive to mitigate the environmental impacts of our operations by promoting responsible water use, energy efficiency, and waste management under circular economy schemes. We are committed to reduce greenhouse gas emissions, contributing to the fight against climate change, and prioritizing sustainable production practices, such as the use of recyclable packaging materials and sustainable fibers, among others, thereby reducing our environmental footprint.

With this strategy, we continue to move forward toward building a more sustainable future, contributing to the balance between social well-being, environmental protection, and economic development.

Sustainable Development Goals

We align our actions with the Sustainable Development Goals (SDGs), contributing significantly to 12 of the 17 goals through our Sustainability Strategy, which drives a more inclusive and responsible future with balance between social well-being and environmental protection.

SDG	Goal	KCM Contribution
Good health and well-being	Ensure healthy lives and promote well-being for all at all ages.	• Abrazando su Desarrollo by Huggies®. • Apapachos de Vida by KleenBebé®. • Kotex® por Todas. • Kotex® School Tour. • Health and Safety Programs within our operations.
Quality education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	• Abrazando su Desarrollo by Huggies®. • Kotex® School Tour. • Jóvenes Construyendo el Futuro.
Gender equality	Achieve gender equality and empower all women and girls.	• Abrazando su Desarrollo by Huggies®. • Kotex® por Todas. • Jóvenes Construyendo el Futuro.
Clean water and sanitation	Ensure availability and sustainable management of water and sanitation for all.	• En acción por tu protección by Escudo® Antibacterial. • Through efficient water use in our production processes and high-tech treatments.
Decent work and economic growth	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	• KCM Code of Ethics. • KCM Bienestar. • KCM Kuida tu Salud. • Jóvenes Construyendo el Futuro.
Industry, innovation and infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	• Through our responsible manufacturing processes. • KCM Innovation, Technological Development, Quality, and Sustainability.
Reduced inequalities	Reduce inequality within and among countries.	• KCM Code of Ethics. • KCM Equity, Diversity, and Inclusion Committee. • Jóvenes Construyendo el Futuro.
Responsible consumption and production	Ensure sustainable consumption and production patterns.	• Through our responsible manufacturing processes. • KCM Innovation, Technological Development, Quality, and Sustainability. • Sustainable products and packaging. • Circular economy programs.
Climate action	Adopt urgent action to combat climate change and its impacts.	• Through our responsible manufacturing processes. • KCM Innovation, Technological Development, Quality, and Sustainability. • Reduction of Greenhouse Gas (GHG) emissions. • Circular economy programs.
Life on land	Protect, restore, and promote sustainable use of land ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.	• Sustainable fiber sourcing. • Cellulosic fiber recycling. • Circular economy programs.
Peace, justice and strong institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.	• KCM Code of Ethics. • Compensation and benefits to our employees above legal requirements.
Partnerships to achieve the goals	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.	• Partnerships with Chambers, Industry, Companies, and NGOs.

Stakeholders

GRI 2-12, 2-29

We ensure the existence of effective two-way communication channels that allow us to identify, understand, and respond in a timely manner to the concerns and needs of our stakeholders. For this reason, we maintain strong relationships, particularly in the area of sustainability, ensuring that stakeholder expectations are integrated into our business strategy and communicated clearly, transparently, and in a timely manner.

Shareholders

Frequency: Eventual

Communication channels

- **Sustainability Report:** organizational.
- **Website:** organizational.
- **BMV-Emisnet:** Investor Relations area.
- **Rating questionnaires:** Sustainability and Investor Relations areas.
- **Shareholders' Meeting:** Investor Relations area.
- **Code of Principles and Best Practices of Corporate Governance:** Investor Relations area.

Key topics and concerns

- Value creation.
- Timely communication.
- Potential share buybacks.
- Growth in share price.
- Attractive business profitability margins.

Customers

Frequency: Daily

Communication channels

- **Email:** by segment or product.
- **Telephone communication:** by segment or product.
- **Website:** organizational.
- **Meetings with the sales team:** by brand.
- **Sustainability Report:** organizational.

Key topics and concerns

- Reliable supply.
- Competitive products.
- Timely service.

Authorities

Frequency: Eventual

Communication channels

- **Website:** organizational.
- **Telephone communication:** by segment or product.
- **Email:** by segment or product.
- **Written notifications:** by segment or product.
- **Sustainability Report:** organizational.

Key topics and concerns

- Compliance with regulations and standards

Employees

Frequency: Daily

Communication channels

- **Intranet:** organizational.
- **Social media:** organizational.
- **Internal campaigns:** organizational.
- **Internal communication:** organizational.
- **Email:** by area.
- **Sustainability Report:** organizational.

Key topics and concerns

- Decision-making.
- Strategy and operations execution.
- Inputs.
- Ongoing communication on prevention measures and health and hygiene safety protocols.
- Professional growth and development.
- Training.
- Physical and mental health.

Community
Frequency: Eventual

Communication channels
- **Email:** by segment, product, or program.
- **Telephone communication:** by segment, product, or program.
- **Website:** organizational.
- **Social impact programs:** organizational.
- **Sustainability Report:** organizational.

Key topics and concerns
- Community strengthening and development.
- KCM and brand social programs.
- Donations.
- Environmentally responsible products.

Consumers
Frequency: Daily

Communication channels
- **Email:** by segment or product.
- **Website:** organizational.
- **Social media:** organizational and by brand.
- **Telephone communication:** by segment or product.
- **Sustainability Report:** organizational.

Key topics and concerns
- Innovative, safe, and high-quality products.
- Environmentally responsible products.
- Brands aligned with consumer values.
- Competitive prices.

Suppliers
Frequency: Daily

Communication channels
- **Telephone communication:** by segment or product.
- **Business relationships:** by brand.
- **Website:** organizational.
- **Email:** by segment or product.
- **Sustainability Report:** organizational.

Key topics and concerns
- Continuity of operations and supply.
- Timely payments.
- Strengthening and development of the business relationship.
- Compliance with specifications and quality parameters.

Others[5]
Frequency: Eventual

Communication channels
- **Website:** organizational.
- **Email:** organizational.
- **Sustainability Report:** organizational.

Key topics and concerns
- Timely communication.
- Financing.
- Timely response to information requests.
- Donations.

5. Other stakeholders for KCM are: NGOs, business chambers, brokerage houses, evaluation organizations, opinion leaders, media, academia, financial institutions and investors.

Sustainable initiatives

At KCM, we know that moving toward a sustainable future requires active cooperation with international organizations, strong strategic partnerships, and compliance with global standards. For this reason, we join initiatives that promote sustainable development, responsible innovation, and transparency in business management, translating these principles into concrete actions that benefit people and protect the natural environment.

United Nations Global Compact

Since 2010, KCM has been committed to the United Nations Global Compact, initially through our business partner Kimberly-Clark Corporation (KCC) and, since 2021, as Kimberly-Clark de México.

This commitment allows us to operate under a global framework based on the Ten Principles of the Global Compact, which address human rights, labor standards, environmental stewardship, and the fight against corruption.

To comply with these principles, we incorporate responsible business practices that reflect the values of ethics, equity, and sustainability. Our Sustainability Report annually details the progress and achievements made as part of this commitment, providing a transparent view of our initiatives and strategies. In addition, we publish the Communication on Progress (COP)[6], which reaffirms our commitment to contributing with integrity to sustainable development at the international level.

Human Rights	01	Businesses should support and respect the protection of internationally proclaimed human rights.
	02	Businesses should make sure that they are not complicit in human rights abuses.
Labor Standards	03	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
	04	Businesses should uphold the elimination of all forms of forced and compulsory labor.
	05	Businesses should uphold the effective abolition of child labor.
	06	Businesses should uphold the elimination of discrimination in respect of employment and occupation.
Environment	07	Businesses should support a precautionary approach to environmental challenges.
	08	Businesses should undertake initiatives to promote greater environmental responsibility.
	09	Businesses should encourage the development and diffusion of environmentally friendly technologies.
Anti-corruption	10	Businesses should work against corruption in all its forms, including extortion and bribery.

6. For more information regarding our Communication on Progress, visit: https://cop-report.unglobalcompact.org/COPViewer/2025?responseId=R_341QQHasNop9qKU

Participation in stock market indices and environmental assessments

In addition to being aligned with global initiatives, our sustainability performance is continuously evaluated by stock market indices and environmental rating agencies, which reflect the confidence of investors and stakeholders in our business management, highlighting our commitment to ethics, transparency, and sustainable development.

Since our listing on the Mexican Stock Exchange (BMV, by its acronym in Spanish) in 1962, we have built a solid track record of participation in indices and assessments that reinforce our commitment to responsible business practices. These milestones include:

1962
Began trading on the BMV, marking the start of our access to financial markets.

2011
Joined the S&P/BMV Total Mexico ESG Index[7], highlighting our focus on environmental, social, and governance factors.

2017
Continued participation in the FTSE4Good Index, which recognizes companies aligned with global sustainability standards.

2019
Listed in the Dow Jones Sustainability Index (MILA), highlighting our performance in the Latin American region for the first time.

2019
Included in the Carbon Disclosure Project (CDP), reaffirming our transparency on emissions and climate action.

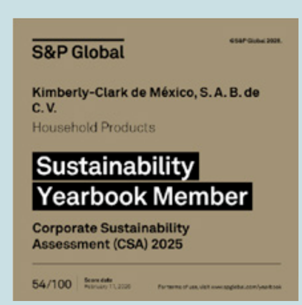
2020
Participation in the Dow Jones Sustainability Index (Emerging Markets), consolidating our position as a sustainability leader in emerging markets.

These achievements strengthen our positioning as a responsible company and drive us to continue advancing our commitment to generate long-term value for communities, the environment, and our stakeholders.

S&P CSA 2025 assessment
Score: 54

CDP 2025 assessment
Forest Management: **B**
Water Management: **B**
Climate Change: **B**

This year, we were once again recognized as a S&P Global Sustainability Yearbook Member, an achievement that reflects the continuous evolution of our sustainability strategy and performance.



7. Formerly the Sustainable Price and Quotation Index (IPC) of the BMV.

Double materiality

GRI 3-1, 3-2, 3-3

The double materiality assessment allows us to identify the key issues that affect our business and stakeholders, taking into account the risks, opportunities, and trends that influence our ability to generate long-term value.

At the beginning of 2026, we updated our double materiality assessment, following internationally recognized reference frameworks such as the **Global Reporting Initiative (GRI)**, the **Sustainability Accounting Standards Board (SASB)**, and the **European Financial Reporting Advisory Group (EFRAG)**.

This exercise enabled us to integrate an updated view of the factors that impact on our business and the broader context, considering in a balanced manner their effects on the company as well as on social and environmental dimensions.

The double materiality exercise consisted of the following stages:

1. **External context analysis.** International standards and relevant sector topics were reviewed, using information from various sources to identify preliminary topics at the local and global levels.
2. **Identification of impacts, risks, and opportunities (IROs).** Impacts, risks, and opportunities were analyzed from both financial and impact perspectives, prioritizing topics after a thorough review of documentation.
3. **Impact-based analysis and prioritization.** Surveys were conducted with more than 750 participants, including communities, employees, customers, and suppliers, to assess the social and environmental impact of priority topics.
4. **Financial analysis and prioritization.** Through a survey aligned with the EFRAG[8] capitals methodology, applied to 40 executives and validated with internal experts, relevant topics were identified from a financial perspective, and the results were presented to Senior Management and the Board of Directors.

As a result of this process, we identified two critical topics and six significant topics.

Critical topics	Significant topics
• Water management • Energy management	• Biodiversity • Climate risk and opportunity management • Deforestation • Social investment • Occupational health and safety • Product quality and safety

8. European Financial Reporting Advisory Group.

The two critical topics and the first significant topic were considered the three most relevant material topics.

Material topic	Water management	Energy management	Biodiversity
Business case	Efficient water management is critical to ensure operational continuity and reduce costs associated with water consumption and treatment. In addition, compliance with environmental regulations strengthens corporate reputation among communities concerned about water scarcity, generating competitive value.	Efficient energy management allows us to optimize operating costs, reduce exposure to energy price volatility, and decrease greenhouse gas (GHG) emissions. The adoption of more efficient technologies, the use of renewable energy, and the implementation of monitoring systems strengthen operational resilience and compliance with climate commitments, aligned with international standards and investor and customer expectations.	Protecting biodiversity is key to ensuring the sustainable availability of raw materials, especially those of forest origin. Responsible management of ecosystems and supply chains helps mitigate regulatory, reputational, and operational risks, while responding to growing demand for sustainable products. Integrating conservation and responsible management criteria strengthens the social license to operate and brand positioning.
Impact on the organization	Poor water management can result in operational disruptions, regulatory sanctions, and higher operating costs. Conversely, responsible use policies and advanced technologies optimize processes and improve efficiency.	Energy management directly impacts operational efficiency, production costs, and business continuity. It also influences product carbon footprint, market competitiveness, and achievement of sustainability objectives.	The company depends on cellulosic fibers from forest resources. Inadequate forest management affects supply continuity, operations, certification compliance, and increases risks related to deforestation and ecosystem degradation.
Impact on external stakeholders	Poor water management can negatively affect surrounding communities. Efficient water use generates positive social impact, while partners and investors value sustainable practices that reinforce brand trust.	Efficient energy use and emissions reduction help mitigate climate change, benefiting communities and meeting expectations of investors and customers seeking low-carbon operations.	Responsible natural resource management supports ecosystem conservation and ensures raw material availability, creating value for communities, consumers, and investors who prioritize sustainable products.

Material topic	Water management	Energy management	Biodiversity
Business strategy and mitigation actions	We recognize water as an essential resource for our operations and the impact its management has on the environment. Therefore, we have invested in advanced water treatment technologies for both influents and effluents, enabling us to reuse post-consumer wastewater and optimize water management. These improvements have significantly reduced our freshwater consumption. Furthermore, our environmental policies exceed applicable legal requirements.	We promote efficient energy management through process optimization, equipment modernization, and continuous monitoring of energy consumption in our operations. Likewise, we encourage clean and renewable energy use (such as wind energy) and implement energy efficiency projects that reduce GHG emissions. These actions allow us to lower costs, advance decarbonization, and strengthen resilience and competitiveness.	We promote sourcing fibers from sustainable sources through certification programs, integrate biodiversity conservation criteria throughout the supply chain, ensure traceability, reduce ecosystem impacts, and comply with international standards. We also develop lower-impact products using secondary fibers, supporting responsible forestry and business continuity.
Related commitment	25% reduction in freshwater use.	50% reduction in direct GHG emissions.	100% of virgin fibers sourced from sustainable sources.
Baseline year	2015	2015	2015
Target year	2030	2030	2022
2025 progress	41.5%	77.6%	100%

Note. Executive Management compensation is not currently linked to the achievement of these targets; however, the company maintains its commitment to monitoring the progress of these targets and will seek to implement such a system in the future.

Risks and opportunities management

GRI 2-12, 201-2

We develop comprehensive processes to identify, mitigate, and proactively address the risks to which we are exposed, supported by the leadership of our organization. Through strategic planning and collaboration among the involved areas, we have strengthened our internal control process and improved our ability to respond to adverse situations.

We promote a culture of prevention in which each employee plays an essential role, contributing to the timely management of risks.

Risk management is led by our Board of Directors, which is supported by experts to oversee potential impacts and make strategic decisions. Through a structured model, we ensure safe, sustainable operations that are prepared for any challenge, reinforcing our commitment to efficient and responsible management.

Internal control process

TCFD Governance a) and b)
TNFD Governance a) and b)

We adopted a comprehensive risk management approach aligned with the IFRS S1 and IFRS S2[9] frameworks and reported specifically in our Annual Report for this regulation. Accordingly, we identify, assess, and mitigate financial, sustainability, and climate-related risks that may impact our operations, while promoting the transparency required by investors and stakeholders.

1. **Risk identification.** Through the Risk Management Office and key areas at each plant and corporate office, we worked jointly with external professionals to identify operational, financial, and climate-related risks. We integrated factors such as the effects of climate change and other environmental risks into this initial analysis.

2. **Risk assessment.** We determined the likelihood of occurrence, severity, and scope of the impacts of the identified risks, considering their influence on both our operations and financial statements. This analysis includes climate-related risks, such as extreme events (hurricanes, heavy rainfall, floods, and droughts), as well as regulatory, technological, and market risks associated with the transition to low-carbon economies.

3. **Climate risk management.** Based on data provided by the National Center for Disaster Prevention (CENAPRED) and international climate risk assessment tools, we developed strategies to identify the vulnerability of our facilities to natural phenomena.

4. **Control and mitigation.** We defined strategic measures to eliminate or control these risks by evaluating available options and selecting those most appropriate based on technical feasibility and effectiveness. For risks that cannot be fully mitigated, we implemented additional actions such as specific contingency plans.

9. IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures.

5. **Strengthening resilience.** This structured approach allows us to protect our facilities and ensure business continuity in the face of financial, regulatory, and climate-related risks. We transparently disclose our strategies, actions, and results within a robust ESG framework, reinforcing our position as leaders in sustainability and responsible risk management.

Climate-related risks and opportunities

GRI 3-3, 201-2

Climate change is driving an accelerated transformation of organizations' operational, regulatory, and financial environments. Understanding its impacts is essential to strengthen resilience, anticipate vulnerabilities, and align our strategy with increasingly uncertain future scenarios. In 2026, we updated our comprehensive assessment of physical and transition risks with the aim of gaining a strategic perspective that enables us to address these challenges and capitalize on the opportunities of an economy transitioning toward sustainable models.

Types of climate risks analyzed

- **Physical risks:** related to extreme weather events and gradual changes in environmental conditions, which have a direct impact on assets, operations, and value chains.
- **Transition risks:** arising from regulatory, technological, and market developments toward low-carbon economies, which require adaptations to the business model and operations.

Climate risk assessment methodology

In modeling physical climate risks, XDI (Cross Dependency Initiative) software was used to assess hazard, exposure, and asset vulnerability to risks such as flooding, heat waves, and other extreme climate events. To carry out the climate risk analysis, specialized tools were used to enable a detailed assessment of physical risks across the four RCP[10] scenarios: 2.6, 4.5, 6.0, and 8.5, which evaluate different greenhouse gas concentration pathways and their associated impacts, as well as the methodology defined in the IPCC[11] AR6 report.

The tools used included advanced scenario modeling software, open databases, and key information sources, facilitating the development of robust analyses aligned with international standards. In addition, internally developed KCM information was integrated with public data, such as scientific research and sector reports, to ensure a comprehensive and contextualized assessment.

10. Representative Concentration Pathways (RCPs).
11. Intergovernmental Panel on Climate Change (IPCC).

The formula used to determine residual risk was:
Hazard × Exposure × Vulnerability = Residual Risk.

For the assessment of priority physical risks, we identified those facilities or operations that, across all four RCP scenarios, both under current risk conditions (2025) and over the next ten years (2035), would experience the greatest impact, as evaluated through various specific metrics.

For transition risks, a correspondence was established between the RCP scenarios and the NGFS[12] scenarios, such as Net Zero 2050, Highway to Paris, Sudden Wake-Up Call, and Current Policies. The NGFS scenarios were selected for their ability to integrate the interactions between physical and transition risks, enabling a more robust assessment of climate impacts on the sector within a global economic and political context.

To determine the prioritization of transition risks, an integrated approach was applied that combined probability, impact, and vulnerability criteria, using both quantitative and qualitative tools. This method made it possible to identify and classify the risks most relevant to business operations and strategy. The analysis of the probability and impact of the transition risks assessed results in inherent risk, while evaluating the organization's level of preparedness for each risk yields residual risk, using the vulnerability value multiplied by the impact value.

General calculation variables used

- General description of the risk.
- Root cause of the impacts on the entity.
- Estimated time horizon for the materialization of the risk.
- Probability level.
- Vulnerability level.
- Impact level in the case of transition risks.
- Hazard and exposure levels in the case of physical risks.

Time horizons defined for KCM

Risks were assessed under the following time horizons, aligned with the WEF[13]'s Global Risks Report 2025.

- Short term: 1–5 years
- Medium term: 5–10 years
- Long term: more than 10 years

12. Network for Greening the Financial System (NGFS).
13. World Economic Forum.

Prioritization of climate-related risks and opportunities

GRI 201-2, 3-3
TCFD Risk Management a), b), and c); Strategy a) and b)

Below are the critical risks and opportunities identified for KCM, derived from the prioritization exercises conducted for each specific case.

Physical risks

Name	Type	Description	Time horizon	KCM actions	Maximum value at risk (MVAR) of evaluated portfolio
Water stress*	Chronic physical risk	Scarcity of water, both surface and groundwater, to meet demand for use.	Medium term: 2030	We have implemented strategic measures and innovative technologies to optimize the use of water resources. In addition, we promote proactive and collaborative actions across all our operations, exceeding the standards required by environmental legislation, as part of our commitment to ensuring long-term sustainability. In line with these actions, a specific target has been established to reduce fresh water use by 25% by 2030 compared to the 2015 baseline.	N/A
Pluvial flooding	Acute physical risk	Flooding caused by soil saturation in the surrounding area due to heavy rainfall or storms.	Medium term: 2035	We have adopted mitigation measures at operational facilities. There is an ongoing review of planning schemes in the supply of raw materials and logistics for product delivery to our customers. We maintain an insurance program with coverage for damages that may arise from this type of risk.	1.52%
Fluvial flooding	Acute physical risk	Flooding caused by increases in rainfall intensity or duration, leading to overflow of rivers, streams, or lakes.	Medium term: 2035		0.10%
Ground movement	Acute physical risk	Lack of moisture in the soil that causes subsidence, expansion, or contraction movements of the ground.	Medium term: 2035	Greater attention is being given to the structural elements of operational facilities, and necessary corrective measures are being implemented. In addition, insurance coverage options for this risk are being reviewed.	1.56%
Extreme heat**	Chronic physical risk	Increase in average daily temperature near the surface, which causes operational disruptions.	Medium term: 2035	Mitigation actions are being implemented at operational facilities. In addition, we maintain insurance coverage for damages that may arise from this type of risk.	1.04%

* Water stress is extremely relevant to KCM's operations, affecting the vast majority of our assets. However, the tool used for physical risk analysis does not include the results of this phenomenon expressed in MVAR.

** Measured through lost productivity, a metric that measures the effects of disruptions on asset operations, including downtime associated with various incidents.

Transition risks and opportunities

Name	Type	Description	Time horizon	KCM actions / mitigation measures	Applicable NGFS scenarios [14]
Risks					
Raw material price volatility[15]	Market transition risk	Fluctuations in raw material prices driven by resource scarcity and increasing regulations associated with compliance with climate agendas and objectives at the global and national levels.	Short term	In most of our operations, the incorporation of recycled materials into raw materials is prioritized, as well as the search for alternatives in our processes to address current market challenges and promote the use of sustainable materials.	HtP, SWC, NZ 2050, CP
Opportunities					
Water use optimization	Market transition opportunity	Optimization of water use in production processes to reduce operating costs and potential penalties due to excessive use.	Short term	In two of our plants, post-consumption treated water is used, prioritizing the identification of these alternative sources to reduce dependence on fresh water.	HtP, NZ 2050, CP
Transition to clean energy	Technological transition opportunity	Reduction in production costs through the incorporation of clean energy technologies, as part of a transition plan and modernization of operations based on low-carbon activities.	Medium term	We have various renewable energy sources, including clean and renewable technologies. In addition, measures are in place to ensure energy security and availability, safeguarding operational continuity.	HtP, NZ 2050
Supply chain strengthening	Market transition opportunity	Strengthening of the supply chain through supplier diversification and the establishment of alternative sourcing options.	Short term	We have begun working collaboratively with suppliers and strategic partners across different areas of our value chain, prioritizing initiatives that allow us to identify opportunities to reduce Scope 3 emissions and strengthen overall environmental performance.	HtP, NZ 2050, CP

It is essential to integrate an understanding of these risks and opportunities into our strategic and operational decisions to ensure an agile, effective, and proactive response. In this way, we can not only mitigate negative impacts but also position ourselves to capitalize on emerging opportunities arising from this dynamic context.

14. Highway to Paris (HtP), Sudden Wake-Up Call (SWC), NZ 2050 (Net Zero 2050) y Current Policies (CP).
15. This risk is the only inherent risk that was classified as “critical”, prior to being reclassified as a “non-priority” residual risk, as a result of considering the initiatives and preventive measures already implemented by KCM to reduce its vulnerability.

Environment

We work to leave a better planet by integrating sustainability into every decision and every stage of our operations.

Through our actions, we contribute to the following SDGs:

Environmental management

We recognize the fundamental role we play in building a more sustainable future. For this reason, we work to integrate responsible practices throughout our value chain, from raw material sourcing to the end of the product life cycle, ensuring that environmental care is a priority.

We select cellulosic fibers from sustainable and traceable sources, promoting responsible management of natural resources. In addition, we continue to innovate in the design of our products and packaging, reducing plastic use and incorporating recycled materials.

Through advanced technologies and continuous improvement strategies, we make efficient use of water and energy, while transitioning toward clean and renewable energy sources, reducing greenhouse gas emissions and lowering our carbon footprint.

We incorporate circular economy schemes into our waste management, promoting reuse, recycling, and material recovery. In addition, we develop initiatives to protect biodiversity, focusing on the communities where we operate and implementing programs that address the specific needs of each environment.

These actions reaffirm our commitment to sustainable development that not only minimizes our environmental impact but also delivers innovative solutions for a constantly evolving market that demands sustainable products.

We conduct periodic assessments of our environmental impact to define objectives, drive improvement actions, and promote the use of materials and designs with lower environmental impact.

Our environmental management is based on a set of policies[16] that guide our operations and ensure the integration of environmental criteria into our day-to-day activities:

- Sustainability Policy
- Environment, Health, and Safety (EHS) Policy
- Efficient Water Use and Discharge Control Policy
- Biodiversity Policy
- Energy Efficiency and Greenhouse Gas Reduction Policy
- Integrated Waste Management Policy
- Sustainable Fiber Sourcing and No Deforestation Policy

The Sustainability Executive Committee (SEC) is responsible for monitoring and evaluating our environmental management–related indicators and objectives. Its members meet periodically to review results and present reports to both Senior Management and the Board of Directors.

16. See our Policies on our website: https://www.kimberly-clark.com.mx/en/sustainability-codes-and-policies

Biodiversity
GRI 3-3

Our **Biodiversity Policy**[17] guides efforts to protect ecosystems near our operations by developing specific preservation programs in key areas and addressing environmental risks and opportunities through concrete actions.

This commitment is also reflected in our **Sustainable Fiber Sourcing and No Deforestation Policy**[18], which ensures the exclusive use of fibers sourced from certified forest plantations. This approach not only mitigates impacts on forests but also provides our customers with the assurance that our products originate from sustainable and responsible sources.

We follow the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), which enable us to assess, manage, and disclose nature-related risks and opportunities.

Sustainable sourcing
Our responsibility to the environment is reflected not only in our products, but also in the decisions we make at every stage of our value chain.

We implement actions and develop processes to ensure that the materials we use have a sustainable origin and meet the highest standards of environmental responsibility.

Target achieved
100% of our virgin fibers will come from sustainable sources by 2022[19].

Progress by 2025:

100%

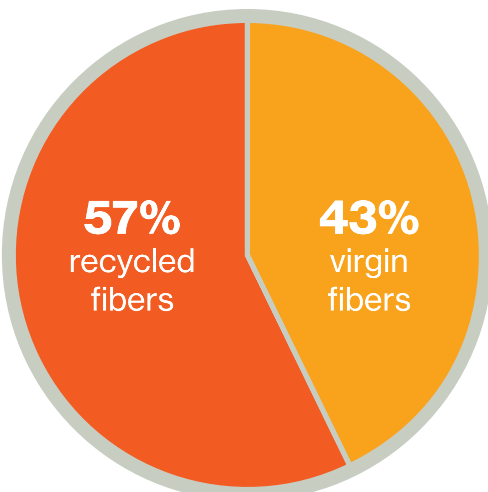
Materials used for production
GRI 3-3, 301-1, 301-2, 301-3

One of the main raw materials we use at KCM for the manufacture of paper products is cellulosic fibers. In line with our commitment to sustainable development, since 2022, 100% of the virgin cellulosic fibers we procure have come from sustainable sources.

17. See our Biodiversity Policy at: https://www.kimberly-clark.com.mx/data/2024/Sostenibilidad/Eng/Biodiversity_Policy.pdf
18. See our Sustainable Fiber Sourcing and No Deforestation Policy at: https://www.kimberly-clark.com.mx/data/2024/Sostenibilidad/Eng/Procurement_of_Sustainable_Fibers_Policy.pdf
19. Target achieved in 2022 and maintained year after year.

In the same way, we incorporate secondary fibers (recovered post-consumer paper and cardboard materials) as a key solution that helps reduce pressure on natural resources and decrease the amount of waste sent to landfills.

Our commitment to the circular economy focuses on the use of recycled fibers and their efficient processing. To this end, we operate specialized recycling plants located in Estado de México, Coahuila, and Querétaro, which are equipped with advanced technology that optimizes these processes and maximizes material recovery.



Use of fibers in our paper production

All of our cellulosic fiber suppliers hold Forest Stewardship Council® (FSC®) international certification, and also have one of the following international certifications:

- Sustainable Forestry Initiative (SFI)
- Programme for the Endorsement of Forest Certification (PEFC)
- Canadian Sustainable Forest Management (CSFM)

In addition, some of our products hold the following internationally recognized certifications, such as:

- **EcoLogo®**, which guarantees a lower environmental impact throughout the product life cycle, from production to final disposal.
- **Forest Stewardship Council® (FSC®) License FSC C140370**, which ensures the traceability of cellulosic fibers from their origin in responsibly managed forests through their final use in our products. Through this certification, we comply with the requirements set forth in FSC-POL-01-004, “Policy for the Association of Organizations with FSC®[20].

By holding FSC® certification, we demonstrate KCM’s commitment to the environment by ensuring that the cellulosic fibers we use come from responsible sources. In addition, we contribute to protecting key ecosystem services such as climate regulation, air and water purification, and soil erosion prevention.

Additionally, several of our products are certified under FSC® C140370 with the following approaches:

- **FSC® C140370 Mixed**, which combines recycled fibers with fibers sourced from responsible sources.
- **FSC® C140370 Recycled**, which are made with 100% recycled fibers.

International certifications held by our suppliers and some of our products

With these certifications and practices, we continue to advance our mission to protect natural resources while delivering competitive and responsible products that generate a positive impact on the planet.

20. See our Policy for the Association of Organizations with FSC® at: https://connect.fsc.org/document-centre/documents/resource/368

Materials used in production

Cellulosic fibers

Tons

	2023	2024	2025
Virgin fiber*	296,711	324,712	349,115
Recycled fiber	484,494	480,418	461,715
Total	**781,205**	**805,130**	**810,830**

*The increase in virgin fiber consumption is due to the high production of premium products.

In addition to the use of cellulosic fibers, KCM uses other materials necessary for the production of hygiene and personal care products.

Other materials

Tons

	2023	2024	2025
Nonwoven	16,528	10,196	24,611*
Super-absorbent	46,136	46,044	47,990*
Polymeric resins	41,332	35,186	44,234

* As of 2025, these figures include internally recycled material.

Plastics and packaging

SASB CG-HP-410a.2

2025 target

100% of our packaging will be recycled or recyclable or reusable or compostable by 2025.

Progress by 2025:

98%

We continue to implement strategies focused on improving the efficiency of the materials used in our processes. We work to reduce the use of virgin materials in our packaging, promoting increased use of recycled and recyclable materials, while also exploring innovative solutions using biodegradable and compostable materials.

In addition, we allocate resources to programs and projects that prioritize continuous improvement, as well as research and development of new technologies and materials. A key area of our approach involves optimizing packaging size and weight, with the objective of reducing the volume of materials required without compromising functionality.

Our commitment goes beyond these initiatives. We continue to optimize our operations, ensure the superior quality of our products, and meet the needs and expectations of our consumers without compromising the environment.

Circularity

We recognize that advancing the circular economy cannot be achieved alone and requires collaborative efforts. For this reason, at KCM we are an active member of various chambers and associations that promote sustainable initiatives for the care of natural resources.

We are members of the **National Chamber of the Cellulose and Paper Industries**, where we work on projects such as the National Paper and Cardboard Waste Management Plan, registered with SEMARNAT since 2012, which seeks to promote the recovery and recycling of these materials. We also participate in the **Circular Economy Business Group (Geeci)** of the National Chamber of the Cosmetic Products Industry (CANIPEC), where we contribute to the Plastic Waste Management Plan, which includes multiple partnerships with collectors and recyclers from different states across the country.

Thanks to our participation in Geeci, in 2025 we were able to collect and recycle 207 tons of our post-consumer plastic packaging.

Recovered material from our post-consumer plastic packaging

Tons

2023	2024	2025
167	227	207

With the same commitment, we are engaged through Geeci in the **National Agreement for the New Plastics Economy**, which seeks to eliminate microplastics and incorporate recycled materials into production processes.

Our commitment to circular solutions:

- We reduce material use from the design and production stages.
- We optimize products and select materials that require fewer resources.
- We collect and reincorporate industrial and post-consumer waste into recycling processes.
- We design with end-of-life considerations in mind to facilitate product reuse or recycling.

Driven by innovation, a core value of our organization, we combine the development of products that delight consumers with efficient processes and solid business models to create a positive and sustainable impact.

Water management

GRI 3-3, 303-1, 303-2, 303-3, 303-4, 303-5
SASB CG-HP-140a.1, CG-HP-140a.2

2030 target

25% reduction in our freshwater use.

Progress by 2025:

41.5%

Water is essential not only for our paper manufacturing processes, but also for the well-being of the communities where we operate. At KCM, we understand this responsibility and therefore continue to promote its efficient and sustainable use across all our operations.

Our **Efficient Water Use and Discharge Control Policy**[21] guide our actions to promote responsible water use, always in compliance with all applicable regulations. Water plays a key role in our production plants, primarily in the dilution and transport of fibrous materials for paper product manufacturing and in steam generation for drying processes.

To ensure better resource efficiency, we combine different water sources, including groundwater or well water, surface water, and, most importantly, post-consumer water. **Currently, 50% of our water use comes from this latter source, helping to reduce pressure on natural ecosystems.**

At our Morelia plant, 100% of the water used comes from a municipal wastewater treatment plant.

In Ecatepec, 93% of the water we use is post-consumer water, which we treat directly at our facilities.

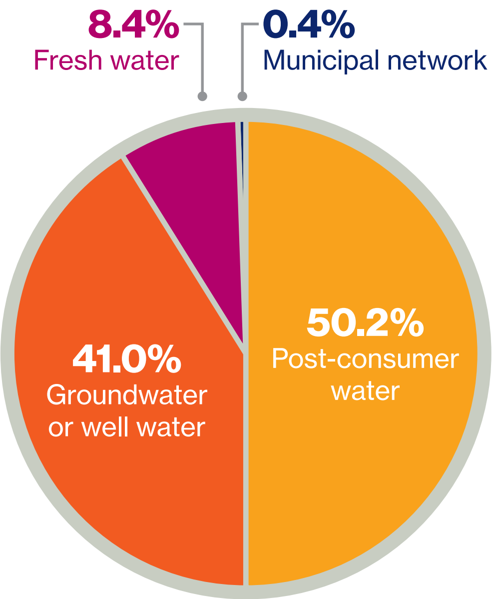
Volume of water used by supply sources

m³

Year	Fresh water		Post-consumer	Municipal	Total
	Groundwater	Fresh			
2025	6,016,884	1,229,124	7,366,651	60,490	**14,673,149**
2024	5,976,533	1,207,815	7,313,684	88,574	**14,586,606**
2023	5,471,278	1,148,521	6,894,912	84,223	**13,598,934**

In 2025, water abstraction by KCM in areas of extremely high-water stress was approximately 12,006 megaliters, representing 81.82% of total water abstraction, while total water consumption was 3,692 megaliters, of which 81.7% came from areas of extremely high-water stress.

21. See our Efficient Water Use and Discharge Control Policy at: https://www.kimberly-clark.com.mx/data/2024/Sostenibilidad/Eng/Efficient_Use_of_Water_and_Discharges_Control_Policy.pdf

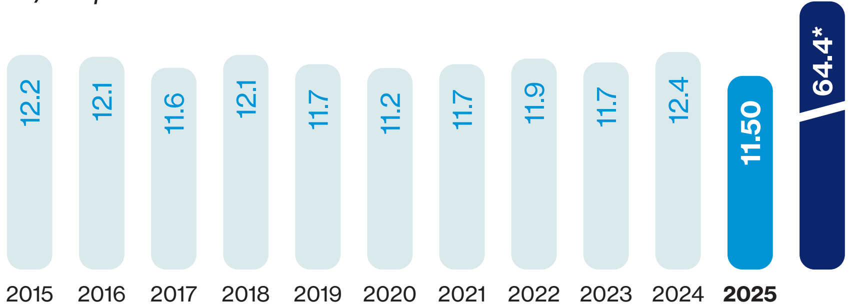


Water intensity
m³/ton produced

Description	Tissue			Personal care			KCM Global Index		
Year	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**
Water use per ton produced	14.77	15.05	**14.33**	1.28	1.07	**0.86***	11.74	12.38	**11.50**

* In 2025, products that had not been included in previous years were added.

KCM Global water Intensity
m³/ton produced



* Average water intensity of this industry in the United States according to a study conducted by the University of Michigan in 2021.

In 2025, our freshwater use rate was 5.73 m³ per ton produced.

Wastewater discharge

At KCM, we take the quality of the water we discharge very seriously. For this reason, before returning the water used in our operations, we subject it to thorough treatment processes to ensure compliance with all applicable environmental regulations in Mexico, such as NOM-001-SEMARNAT-2021, NOM-002-SEMARNAT-1996, and the provisions of the Federal Law of Rights. This guarantees responsible management and minimizes any environmental impact.

An example of this commitment is our plant in San Juan del Río, Querétaro, which once again received the Water Quality Certificate from the National Water Commission. This recognition reaffirms that our discharges meet the highest quality standards.

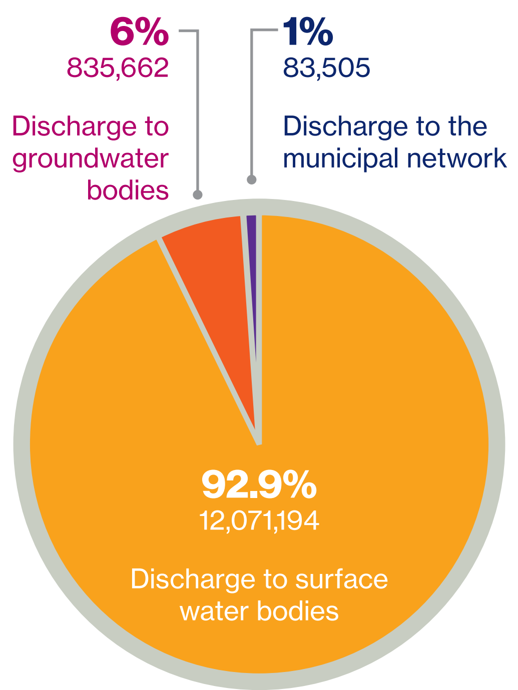
These efforts reflect our responsibility to care for the environment and contribute to environmental balance while maintaining sustainable production processes.

Total volume of water discharged (m³)

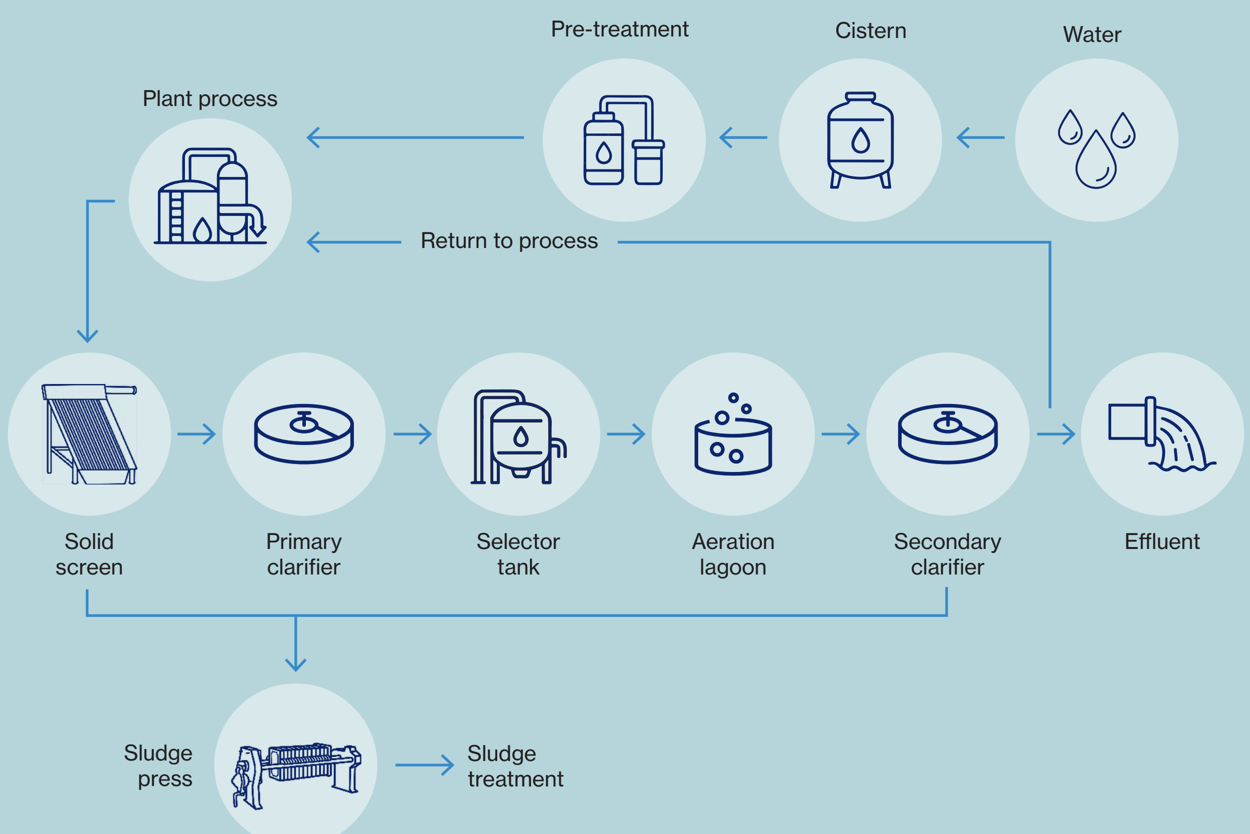
	2023	2024	2025
Total	12,771,214	13,073,927	12,990,361

Note. The volumes generated by operations that are transferred to a third party for treatment and discharge are included, as well as volumes from third parties that are treated and discharged by our operations. The volume discharged exclusively by KCM operations in 2025 amounts to 10,980,686 m³. Of this total, 8,991 megaliters were discharged in areas with extremely high-water stress.

Volume of water discharged by destination (m³)



Water flow in a typical water treatment process at our plants



Energy consumption

GRI 3-3, 302-1, 302-2, 302-3, 302-4, 302-5

Energy is a key piece for everything we do at KCM, from the manufacturing to the distribution of our products, we focus on taking advantage of it in an efficient way, not only to optimize our processes, but also to move toward a more sustainable and responsible model.

Our **Energy Efficiency and GHG Reduction Policy**[22] guides our efforts to make energy consumption competitive, reliable and sustainable. With it, we seek to reduce the use of fossil fuels, closely collaborating with clean and renewable energy suppliers; we also seek new technologies that allow us to modernize our operational processes and make them more efficient, ensuring that the energy we use[23] is managed in a responsible way in all our facilities.

Fuel consumption

GJ

	2023	2024	2025
	Mobile sources[24]		
Total	**127,522**	**136,567**	**135,905**
	Stationary sources[25]		
Total	**4,541,218**	**4,807,064**	**4,899,034**

* Starting in 2024, LP gas used in employee dining areas is included.

We know that energy efficiency is not only a goal, but a tool to generate a positive impact on the planet while we maintain quality productive processes.

Energy consumption by type

GJ

Type	2023	2024	2025
Natural gas	4,541,218	4,804,762	4,896,584
Steam	1,513,243	1,657,309	1,664,851
Electric energy[26]	4,009,822	4,080,439	4,160,663
Total	**10,064,283**	**10,542,510**	**10,722,098**

In 2025 the consumption of electrical energy coming from clean sources was 1,763,389 GJ which represents 26% more than the clean energy consumed in 2024[27].

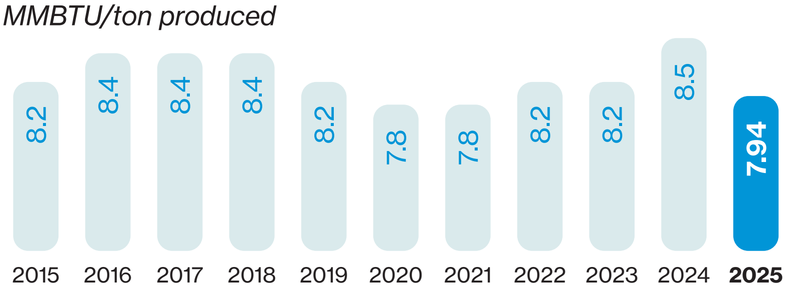
Energy intensity

MMBTU/ton produced

Description	Tissue			Personal care			KCM Global Index		
Year	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**
Energy consumption per ton produced	12.70	13.21	**13.60**	1.78	1.78	**1.46**	8.23	8.48	**7.94**

Energy intensity

MMBTU/ton produced



Note. As of 2023, information from all operations is included.

22. See our Energy Efficiency and GHG Reduction Policy at: https://www.kimberly-clark.com.mx/data/2024/Sostenibilidad/Eng/Energy_efficiency_and_greenhouse_gases_reduction_Policy.pdf
23. See the breakdown of our energy consumption in the Annexes section.
24. Includes LP gas, gasoline and diesel.
25. Includes LP gas and natural gas.
26. Includes the consumption of electrical energy from the grid (CFE), as well as energy supplied through cogeneration and wind sources.
27. In accordance with the definition of clean energy set forth in the Electric Industry Law.

Atmospheric emissions

GRI 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7
TCFD Metrics and targets b)

Reducing our carbon footprint is one of our priorities. That is why we focus on implementing strategies that optimize the use of energy and reduce Greenhouse Gas (GHG) emissions, which are generated not only by our operations, but also throughout our entire value chain, including subsidiaries, distribution and transportation.

We recognize that the path toward a more sustainable and low-carbon economy is difficult and represents important challenges, but it also gives us the opportunity to optimize our operations and better adapt to the challenges of climate change.

In 2025, clean energy consumption reached 489,830 MWh, equivalent to 42.4% of our total consumption.

2030 target

50% reduction in our direct Greenhouse Gas (GHG) emissions.

Progress by 2025:

77.6%

While our main focus is oriented toward reducing direct emissions (Scope 1) derived from the use of fuels in our operations, we also actively work on decreasing indirect emissions (Scope 2), which are those related to the consumption of electrical energy. For this, we consider both the location-based (LB) approach and the market-based (MB) approach. The LB approach reflects the average emissions of the electrical system where we operate, providing a view of the impact associated with the local electrical grid, while the MB approach incorporates the specific attributes of electricity supply contracts. In 2025, our Scope 2 emissions under the LB approach amounted to 574,533 tCO_2e while under the MB approach 307,610 tCO_2e were recorded, reflecting the effect of our sustainable energy sourcing decisions.

Annually we record and verify our emissions under standards recognized at the national and international level, complying with the General Law on Climate Change and the National Emissions Registry (RENE). Thanks to this process, we provide relevant data for the country's decarbonization policies and strategies.

Total GHG emissions by Scope

Tons of CO_2e

Type	2023	2024	2025
Scope 1 Emissions	262,377	255,243	262,558
Scope 1 Emissions from the vehicle fleet[28]	1,063	1,403	1,496
Scope 2 Emissions (market-based)	452,024	349,978	307,610
Scope 3 Emissions[29]	35,596	31,649	39,088
Total	**751,060**	**638,273**	**610,752**

Note. The reported emissions include the gases: CO_2, CH_4 and N_2O.

28. These emissions are not included in the calculation of the corresponding sustainability target.
29. Scope 3 emissions represent a partial, not total, measurement and amount to 37,948 tCO_2e for SODISA emissions (Category 9) and 1,140 tCO_2e for business travel (Category 6).

Scope 2 Emissions by approach
Tons of CO_2e

Location-based[30]	Market-based[31]
574,533	**307,610**

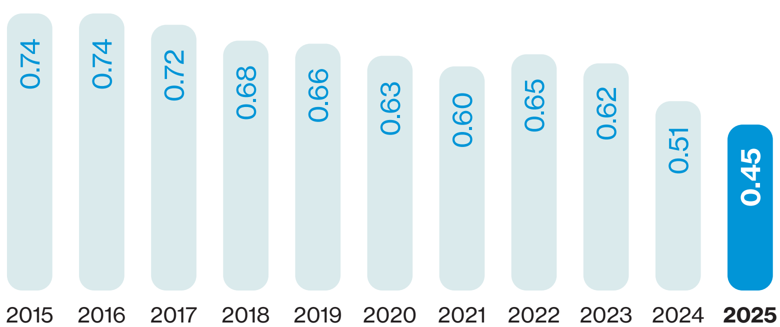
Other atmospheric emissions
Tons

Source	2023	2024	2025
NOx	196.8	204.0	215.88
SOx	1.20	1.26	1.30
PST	15.3	16.0	16.5
COV	11.0	11.6	11.9

Emission intensity
tCO_2e/ton produced

Description	Tissue			Personal care			KCM Global Index		
Year	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**
Emissions per produced ton	0.93	0.78	**0.74**	0.17	0.14	**0.11**	0.62	0.51	**0.45**

Emission intensity[32] (tCO_2e/ton produced)



30. Location-based emissions were calculated using the 2024 National Electric System emission factor, as the corresponding 2025 factor was not available at the time this report was issued.
31. The emission factor used to calculate Market-based emissions associated with electricity generated through combined cycle (equivalent to 52% of total consumption) was provided directly by Iberdrola Mexico. This factor reflects the best available estimate, in accordance with the applicable methodological criteria of the GHG Protocol.
32. This index includes Scope 1 and Scope 2 emissions.

Waste management

GRI 306-1, 306-2, 306-3, 306-4, 306-5

2030* target

ZERO waste sent to landfills as a result of our processes.

Progress by 2025:

65.8%

* The waste generated from the post-consumer paper recycling process is not included in the establishment and progress of this target.

Managing waste responsibly is a key task for us. Beyond reducing what we send to landfills, we work on the design of products and packaging that can be integrated into a circular economy model, promoting their recycling and incorporating recycled material.

In 2025, we achieved recovering and reintegrating 59,140 tons of materials directly into our operations, a great step toward a more sustainable model.

Our **Integrated Waste Management Policy**[33] focuses on properly managing the waste that we generate in our operations, prioritizing prevention, reuse within our processes, recycling and recovery, with the objective of reducing its final disposal and promoting its reintegration into new production chains, in line with the principles of circular economy.

We have consolidated a more responsible approach to work in line with the principles of circular economy.

33. See our Integrated Waste Management Policy at: https://www.kimberly-clark.com.mx/data/2024/Sostenibilidad/Eng/Waste_Integral_Management_Policy.pdf

We make sure to work under the applicable national regulations, such as the **General Law for the Prevention and Integrated Waste Management (LGPGIR, by its acronym in Spanish)** and the Official Mexican Standard NOM-161-SEMARNAT-2011.

Currently, 58.5% of the non-hazardous waste generated in our operations is recovered for recycling or reuse. It is important to mention that, when acquiring post-consumer paper, additional waste is generated that comes from stages prior to our processes, therefore they are not considered waste from our own operations.

We have also advanced in the circularity of our packaging. Today, more than 98% of our packaging is recyclable, reinforcing our commitment to reduce waste and getting closer to a production model that prioritizes sustainability.

In 2025, we achieved reusing and/or recycling 58.5% of the non-hazardous waste generated in our operations, and we will continue promoting this vision to minimize our environmental impact in the long term.

Non-hazardous waste generated 2025[34]
Tons

Destination	2023	2024	2025
Recovery	374,578	247,372	226,843
Landfill	30,262	166,135	161,131
Total	**404,839**	**413,506**	**387,974**

In addition to these wastes, as a result of our operations, we also generate hazardous waste. In 2025 we generated 1,125 tons of this type of waste.

34. See the breakdown of our waste in the Annexes section.

Our employees

We promote the well-being and development of those who make our purpose possible.

The actions implemented during the year strengthen our contribution to SDGs:

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

Our team

GRI 2-7, 2-8, 401-1, 407-1

Our people are the foundation that enables the fulfillment of our purpose and ensures the sustainability of our business. The talent, experience, and dedication of our employees enhance our ability to innovate, adapt, and create long-term value. This is why we prioritize maintaining a workplace that guarantees respect, safety, and continuous development, while offering equal opportunities for everyone.

The talent and dedication of our employees drive KCM's growth and reinforce our sustainability efforts.

Throughout the year, **8,897 people** comprised our workforce, including 1,313 women and 7,584 men. Notably, 100% of our workforce is employed under full-time contracts, underscoring our commitment to formal and stable jobs.

At KCM we do not operate under hiring schemes based on non-guaranteed hours[35].

We are dedicated to fostering a respectful work environment where freedom of association is fully upheld. Consequently, 69% of our workforce is affiliated with a trade union organization.

Workforce by contract type and gender

Permanent contract
1,254 7,026
Total 8,280

Temporary contract
59 558
Total 617

Unionized and non-unionized workforce by gender

Unionized
623 5,551
Total 6,174

Non-unionized
690 2,033
Total 2,723

Workforce by age and gender

Under 30 years old
371 2,288
Total 2,659

Between 30 and 50 years old
756 4,002
Total 4,758

Over 50 years old
186 1,294
Total 1,480

35. Non-guaranteed hours refer to employees who do not have a minimum or fixed schedule per day, week, or month, but are required to remain available whenever work demands it.

Workforce by job category and gender

Job category	Women	Men	Total
Directors	2	10	12
Executives	116	304	420
Administrative	572	1,719	2,291
Unionized	623	5,551	6,174
Total	**1,313**	**7,584**	**8,897**

Committed to ensure equal opportunities, we maintain recruitment, hiring, and promotion processes that are neutral and transparent. Furthermore, we actively promote diversity to make certain that every job opportunity is equitable and free from any form of bias.

At KCM, we prioritize attraction, selection, and promotion practices founded on merit, equity, and respect, guaranteeing equal opportunities for all individuals while fostering an inclusive and diverse work environment.

Our commitment to the communities where we operate is reflected in our focus on hiring local talent. Similarly, we emphasize internal selection processes to provide employees with opportunities for professional growth before seeking external candidates. Throughout the year, **3,996 vacancies were generated**, with 1,566 positions filled by internal talent, demonstrating our commitment to employee development, while the remaining 2,430 positions were occupied by new hires.

New hires by age and gender

Gender	Age			Total new hires
	Under 30 years old	Between 30 and 50 years old	Over 50 years old	
Women	242	263	15	520
Men	1,103	729	78	1,910
Total	**1,345**	**992**	**93**	**2,430**

Turnover by age and gender

Gender	Age			Total turnover
	Under 30 years old	Between 30 and 50 years old	Over 50 years old	
Women	190	252	18	460
Men	790	785	163	1,738
Total	**980**	**1,037**	**181**	**2,198**

Compensation and benefits

GRI 201-3, 401-2, 401-3

We recognize that the well-being and economic stability of our employees are essential to achieving the strategic objectives of our organization. To this end, we promote a comprehensive value proposition that acknowledges their contributions while enhancing their quality of life. This is achieved through competitive compensation and benefits schemes that support both their present well-being and future security.

Our compensation plan defines the remuneration and benefits of each individual based on their responsibilities and professional categories. The Compensation Committee plays a key role in reviewing and approving annual salary increases, modifications to benefit plans, and any adjustments related to our compensation programs.

As part of our commitment to the financial well-being of our employees, during 2025 we distributed more than $912 million pesos for Profit Sharing.

Our comprehensive value proposition includes a benefits offering:

Benefits for our workforce

- Profit Sharing.
- Higher year-end bonus than the one established by law.
- Contributory life insurance.
- Contributory health insurance.
- Vacation days and vacation bonus above what is established in the law.
- More holidays than required by law.
- IMSS subsidy for incapacity.
- Savings fund.
- Loans with preferential interest rate.
- Preferential price for products.
- Dining areas.
- Covenants.

Extended benefits for the family

- Bereavement leave days for the death of immediate family members.
- Additional days beyond those required by law in cases involving complications during pregnancy or childbirth, with each situation reviewed individually.
- Leave to attend matters related to daycare or the schooling of children, subject to approval by the direct supervisor and notification to Human Resources.
- Health insurance for spouses and children.
- Lactation rooms in our facilities and corporate offices.

Additionally, we drive initiatives that enhance the long-term safety and well-being of our employees. For non-unionized personnel, we offer a Pension Plan that provides an additional benefit to employees upon reaching the age of 65 and completing 10 years of service with the company. This plan is supported by a trust, whose performance is reviewed annually through actuarial valuations to ensure its obligations and costs are properly managed.

For our unionized employees, alongside the benefits provided by the Mexican Institute of Social Security (IMSS, by its acronym in Spanish), we offer voluntary retirement schemes that go beyond legal requirements. Each case is analyzed individually to offer favorable conditions that acknowledge their contributions and career trajectory.

We also strive to support the holistic well-being of our employees and their families by facilitating access to benefits that address different life stages. As part of this commitment, during 2025, 288 employees utilized parental leave (254 men and 34 women).

Training and development

GRI 404-1, 404-2, 404-3

We understand that talent thrives through continuous and strategic development. Therefore, we are dedicated to provide ongoing training opportunities for our employees, as well as external personnel[36], to build skills, expand knowledge, and equip them to successfully navigate the challenges of a constantly evolving environment.

Our training programs are tailored to meet the specific needs of the diverse profiles within our workforce, ensuring dynamic and impactful learning experiences. This offer includes a comprehensive portfolio of courses designed to address varied requirements, supported by both digital and in-person training spaces.

These specialized programs strengthen and update employees' technical skills, aligning them with the operational, activity-specific, and strategic needs of our organization.

	2023	2024*	2025*
Number of courses delivered	13,054	11,452	8,000
Training index for personnel (hours)	72.4	53.2	55.7

* These data do not include training provided through UBITS.

We promote respect for human rights through permanent training initiatives targeted at our workforce.

During the year, we invested $5,973,894 pesos in training and development programs, representing an average investment of $671 per employee.

Workforce development programs

1. UBITS

It is a digital platform designed to deliver agile and flexible training through microlearning, offering more than 16,500 training resources aimed at developing both soft and technical skills. The platform ensures seamless availability and accessibility from any device[37].

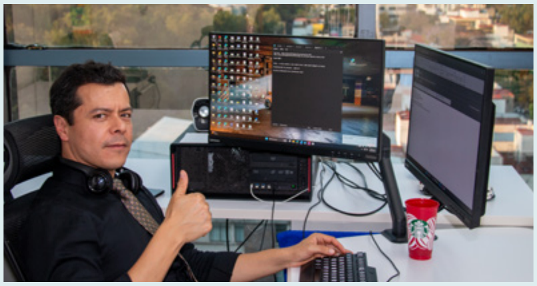
The skills that attracted the greatest interest from our employees were:

- Leadership
- Teamwork
- Change management
- Emotional intelligence
- Communication
- Accountability
- Problem solving
- Negotiation
- Data Skills
- Innovation
- Business management

36. Our external workforce includes interns, trainees, promoters, demonstrators, and agency staff.
37. This platform is available only to management personnel.

In 2025, 83% of our personnel entered the UBITS platform, of which 53% were frequent users.

79% of the training resources started on this platform were completed, which is equivalent to 11,752 hours of training.



In 2025, more than 16 thousand training resources were offered through UBITS.

2. Cybersecurity KCC

As the need to protect and secure our systems and digital platforms continues to grow, cybersecurity has become a key priority for our organization. Consequently, we actively promote employee training in this critical area. Through continuous training programs, we enhance their knowledge and skills to prevent, identify, and mitigate digital risks, fostering an organizational culture centered on the responsible and secure use of technology.

We have a digital platform developed by our business partner KCC to provide essential information and enhance our workforce's capabilities through interactive courses, updated materials, and practical exercises. Furthermore, it facilitates the identification, prevention, and mitigation of cyber threats.

In 2025 four mandatory courses were delivered:

- I did my cybersecurity job today.
- Common threats.
- Defend your digital life.
- Social engineering warning signs.

In addition, the platform features on-demand training resources organized into 25 broad topics, encompassing a total of 208 training modules.

Some of the cybersecurity training courses provided by the KCC platform include:

- Human firewall
- Social engineering
- Phishing
- Data protection and privacy
- Passwords and authentication

In 2025, 98.4% of our employees actively participated in these cybersecurity training courses.

Theme weeks: Opportunities for growth and awareness

At KCM, we strive to cultivate an organizational culture founded on sustainability, inclusion, innovation, and safety, recognizing that the development of our people is essential to generating a positive impact both within and beyond our organization. Through various initiatives, we strengthen employee engagement and foster greater awareness of topics that contribute to the well-being of individuals, the organization, and society.

As part of this commitment, we organize thematic weeks, which serve as platforms for awareness, learning, and collaboration. These dedicated spaces encourage knowledge exchange, reinforce our organizational culture, and inspire employees to actively participate in initiatives aligned with our values and sustainability goals. Through themed weeks held throughout the year, in 2025 we trained more than 70% of our workforce.

Theme weeks:

- Women's Week.
- Sustainability Week.
- KCM Pride Week.
- Innovation Week.
- Health and Safety Month. Due to the importance of the topic for KCM, this event was extended to a full calendar month for the first time in 2025.

These initiatives reflect our continuous commitment to building a safe, inclusive, responsible work environment oriented towards sustainable development.

Performance evaluation

Performance evaluation is a vital process for fostering employee development and achieving our strategic objectives. To this end, we employ an evaluation model that integrates individual goal achievement with group performance, enabling a comprehensive analysis that aligns with the organization's values and expectations.

Our evaluation process is conducted annually, and in some cases semiannually, tailored to the specific characteristics of each area and position. In 2025, we successfully evaluated 96% of our workforce[38].

By identifying strengths and areas for improvement, we develop personalized training plans that address the unique needs of each employee, maximizing their potential and advancing their professional growth.

Complementing the evaluation process and in line with our compensation policy, salary increases for non-unionized employees are determined through performance-based schemes, ensuring transparency, equality, and freedom from bias based on gender, age, or any other distinction.

Salary adjustments undergo review and authorization by the Compensation Committee, ensuring alignment with the organization's strategic needs, including training, development, succession planning, and talent retention.

Inclusion, Diversity and Equity

GRI 405-1

At KCM, we work every day to foster a diverse and inclusive culture grounded in respect, dignity, and recognition of each person's talent. To support this commitment, we have an **Inclusion, Diversity, and Equity Committee** responsible for ensuring that our practices, programs, and initiatives reflect our values of equity and respect across all our workplaces.

In addition, we adhere to the **Human Rights and the Inclusion, Diversity, and Equity Policy**[39], which establishes the guidelines for promoting respect for human rights and equal employment opportunities across all levels of our organization. This policy guarantees that every individual benefits from fair, equitable, and appropriate working conditions, fostering an inclusive and respectful work environment. It also reaffirms our commitment to full compliance with applicable regulations in this area, reinforcing our responsibility as a leading organization in promoting diversity and equity.

Our culture is guided by principles of inclusion, diversity, and gender equality, ensuring non-discrimination among all the groups and communities with whom we collaborate.

STEM positions (science, technology, engineering, and mathematics) are key to fostering innovation and continuous progress, which are fundamental differentiators for our position in the market. For this reason, at KCM we promote the participation of women in STEM roles.

Currently, we have 135 female employees successfully serving in STEM-related roles such as process engineers, superintendents, supervisors, planners, laboratory technicians, and research and development engineers.

38. The remaining employees were not evaluated due to their recent hiring or promotion.
39. Learn more at: https://www.kimberlyclark.com.mx/data/2024/Sostenibilidad/Eng/Human_Rights_and_the_Inclusion_Diversity_and_Equity_Policy.pdf

Women in leadership positions

Concept	Number	% of total
Women in the workforce	1,313	15%[40]
Women in management positions	2	20%
Women in executive management positions (Managers)	74	29%
Women in subordinate executive management positions (Supervisors)	60	29%
Women in revenue-generating positions (Sales)	88	44%
Women in STEM positions	135	38%[41]

+350 women hold leadership positions at KCM, of which 38% perform in STEM areas.

Occupational health, safety and well-being

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

The safety and comprehensive health of our workforce is a top priority at KCM. We develop strategies to promote healthy habits, prevent risks, and ensure safe and efficient work environments.

To support effective management, we rely on our EHS Management System[42], which is aligned with international standards such as ISO 45001 and ISO 14001, as well as applicable national regulations, including NOM-030-STPS-2009. This system is implemented across all our operations and further strengthened by our Environment, Occupational Health, and Safety Policy (EHS)[43].

Every day, we work to turn our safety vision into reality and achieve our strategic goal, guided by six safety leadership imperatives:

1. Consistent EHS leadership.
2. Positive EHS interactions.
3. Reduce risk tolerance.
4. Empower employees and contractors.
5. Ensure consistency in safe work practices.
6. Aligned incentives and metrics.

In compliance with NOM-019-STPS-2011 and the Federal Labor Law, our workforce is represented in the Safety and Hygiene Committees, considered joint worker–employer committees on health and safety matters, which oversee the proper implementation of our **EHS Strategy**.

Protecting the safety and well-being of our people remains a priority, which is why we promote practices aimed at preventing workplace risks and accidents.

40. This percentage is based on the total workforce (men and women).
41. This percentage is based on the total number of women in leadership positions.
42. EHS: Environmental, Health and Safety.
43. Learn more at: https://www.kimberlyclark.com.mx/data/2024/Sostenibilidad/Eng/Environment_Occupational_Health_and_Safety_Policy.pdf

Our safety goal:

ZERO

fatalities and injuries of any kind in all our operations.

Our **Maturity Model** serves as a framework to enhance the effectiveness of the KCM EHS Strategy while ensuring regulatory compliance. This model is built on three key pillars designed to foster conscious leadership, prioritize critical risk management, and strengthen a continuous improvement system in EHS matters.

EHS Strategy

Mindsets, behaviors and capabilities. Understanding of the necessary work that must be developed by leaders to improve performance and the level of maturity in EHS consistently.

Risk reduction and compliance. Accelerate identification, prioritization and action toward significant EHS risks with evidence of action plans and efforts to eliminate, reduce or mitigate them.

EHS Management System. Establish practical EHS management processes and repair the existing ones to improve their effectiveness and contribution to performance of excellence.

Through ongoing internal audits, we ensure the effective implementation of the EHS Strategy.

Risk reduction and regulatory compliance are essential components of the EHS Strategy, forming the foundation for preventing fatalities and serious injuries. This approach establishes a clear stance of zero tolerance toward risk across all operations, reinforced by the systematic application of tools and structured processes to identify existing and potential risks, evaluate EHS risks and impacts, and prioritize actions using the Hierarchy of Risk Control: elimination, substitution, engineering controls, administrative controls, and the use of PPE[44].

Given the nature of our operations, our personnel may face various risks[45] that could result in injuries. To address these risks, we implement prevention strategies, comprehensive risk assessments, and medical surveillance programs.

44. Personal Protection Equipment.
45. Potential risks to our workforce include fires, explosions, confined space hazards, hazardous energy, electrical work, machinery and equipment, working at heights, heavy loads, road transportation, and the operation of mobile equipment.

At all our work centers, we provide services designed to eliminate risks and promptly address minor incidents, including:

- Medical service.
- Medical surveillance and occupational hygiene programs.
- Corporate campaign *"Kuida tu Salud"* (monthly talks).
- Locality-led health campaigns.
- Continuous improvement teams for corporate occupational hygiene standards.

The Three Safety Responsibilities

A philosophy that fosters a culture of proactive prevention at KCM, providing all employees with a confidential mechanism to anonymously report any condition or situation that may pose a risk. Through this system, we encourage every person to take shared responsibility for protecting their own well-being and that of their coworkers, reinforcing our collective commitment to safety.

In response to reports of occupational risks, we ensure an effective response by safeguarding and documenting all observations and reports submitted. This approach enables thorough follow-up, detailed analysis of findings, and the implementation of measures to reduce the likelihood of recurrence.

Our corporate standard A1 EHS serves as a critical reference, outlining the processes and formal methodologies for reporting and investigating incidents within the company. Its purpose is to identify root causes, control impacts, and prevent future occurrences, reinforcing our commitment to workplace safety.

Workplace injuries and accidents

In 2025, 163 injuries were recorded, including 12 work-related accidents with major consequences, resulting in amputations, trauma, fractures, sprains, and/or contusions, as well as 151 cases of minor injuries. Importantly, no workplace fatalities were reported.

For external workers providing services at KCM, two work injuries with major consequences were reported, while no workplace fatalities were reported.

In our subsidiary SODISA, which specializes in logistics services, 11 injuries were registered, nine resulting in major consequences and two classified as minor injuries. Likewise, no workplace fatalities were reported.

To strengthen safety and safeguard health across all our operations, we offer our team a variety of communication and consultation channels:

- **EHS campaigns.** Directed at the priority topics of the EHS Strategy, focusing efforts on reducing risks and addressing specific areas of improvement, derived from incidents or identified situations.
- **Communication.** In all our facilities, communication mechanisms of key EHS aspects are used.
- **Personnel surveys.** In compliance with NOM-035-STPS-2018, we carry out surveys to identify psychosocial risks and design action plans for their elimination and to promote a healthier work environment.
- **Continuous improvement teams.** Spaces where our employees participate to accelerate the implementation of standards and operational controls of the EHS system.
- **Standard leaders.** Individuals at the plant with the experience to guide continuous improvement teams and oversee the implementation of EHS standards. They participate in ongoing internal and cross-plant meetings to share experiences and strengthen strategic alignment.
- **KCM EHS Month.** Space where, through talks, conferences, and interactive activities, we reinforce our workforce's health and safety culture.
- **Safety talks and EHS Committees.** Throughout the year, our people actively engage in thematic training sessions and participate in EHS Committees.

Since 2020, we have adopted and implemented NOM 035 STPS 2018 on the identification of Psychosocial Risk actors in the Workplace as part of our commitment to the holistic well-being of our employees and to promote a positive and healthy organizational environment across all our worksites.

In compliance with this standard, in 2025 the Severe Traumatic Events questionnaire was administered to 8,600 of our employees.

As for the questionnaire that assesses the company's organizational environment, it was administered in 2024 and will be administered again in 2026, in accordance with the standard.

Additionally, we provide health and safety training programs, including both general and specialized courses tailored to align with the needs of each position within the organization.

General EHS training

- EHS Management System.
- EHS risk management.
- EHS leadership.
- Incident investigation.
- People-centered safety.
- EHS Compliance.
- Firefighting and emergency response.
- Operational controls for high-risk activities (work at heights, confined spaces, hazardous energy control, fire prevention, electrical safety, hazardous waste, chemical handling, pedestrian and vehicle safety in the workplace and machinery protection).

Each of our facilities develops and implements its own training program, featuring specialized content focused on safety, occupational health, and environmental management.

Safety and Health campaigns carried out at our facilities:

Site	Campaigns carried out during 2025
Bajío	• AO Cycle. • *"Centinelas".* • *"PrevenIMSS"* and vaccination campaigns. • Visual health. • Densitometry.
Cuautitlán	• Hazardous Energy Control – HELP. • Hand care. • *"Siempre Alerta"* – Effective Audit. • Use and handling of fire extinguishers. • Basic CPR. • Emergency Brigades rally. • Reforestation.
Ecatepec	• *"PrevenIMSS"* and vaccination campaigns. • Hazardous Energy Control. • Use and handling of fire extinguishers and hydrants.
Evenflo	• Fall prevention. • Hazardous Energy Control – HELP Lockout. • Use and handling of fire extinguishers.
Morelia	• Use of fire extinguishers and hydrants. • *"Siempre Alerta"* – Risk reporting. • *"PrevenIMSS"*. • AO Cycle – Risk management in critical tasks. • Visual health.
Orizaba	• Hand care. • *"Sembrando el Futuro"* – Reforestation. • *"Siempre Alerta"* – Risk reporting. • *"Cuida tu Salud".*
Ramos Arizpe	• EHS leadership. • AO Cycle – Risk management in critical tasks. • Hazardous Energy Control – HELP. • Manual handling of loads.
Tlaxcala	• Behavior-based safety. • *"Siempre Alerta"* – Risk reporting. • *"Actívate con PrevenIMSS"*. • Reforestation and tree maintenance. • Emergency response with brigades. • Hand care – *"Manos que producen, Manos que Cuidamos".*
Texmelucan	• Use and handling of fire extinguishers. • *"PrevenIMSS"*.
Distribución	• Hand care. • Safe operation of mobile equipment. • *"Siempre Alerta"* – Risk reporting. • Safe work – Right to refuse unsafe work. • Use and handling of fire extinguishers.
Sodisa	• Defensive driving • Addiction prevention. • Visual health.

Business ethics

We promote economic progress through business solutions founded on the principles of integrity, transparency, and responsibility.

Through our actions we contribute to the following SDGs:

Code of Ethics

GRI 2-23, 2-24

Our operations are guided by our unwavering commitment to ethics, integrity, and transparency. We uphold ethical standards in all interactions with employees, customers, suppliers, and communities, fostering respect for human rights and individual freedoms as core principles of our corporate culture.

Our ethical framework is anchored by the **KCM Code of Ethics**[46], a document that defines the principles shaping inclusive, responsible, and respectful work environments. It ensures that all practices within KCM are free of discrimination and centered on equity, with a focus on safeguarding dignity and respect for people.

The Code outlines expectations for all personnel collaborating with or representing KCM, addressing essential aspects such as human rights, anti-bribery and corruption measures, conflict-of-interest management, interactions with government officials, workplace safety, information confidentiality, responsible advertising and marketing practices. Furthermore, it highlights our commitments to environmental conservation and fostering positive relationships with the communities we serve.

Recognizing the importance of fostering understanding and compliance, we integrate the dissemination of our Code of Ethics into employee induction processes. During onboarding, new employees receive detailed information on the Code's scope, applicability, and mechanisms for reporting violations of the Code or any related policies. The Code is shared both physically as part of the Welcome Kit and digitally through our corporate website for ongoing accessibility.

Additionally, we conduct annual training sessions to enhance understanding of our Code of Ethics and foster the adoption of its guidelines, which define the expected conduct in interactions with our various stakeholders.

Human Rights

Through our **Human Rights, Inclusion, Diversity and Equity Policy**[47], we ensure equal opportunities for all individuals directly or indirectly connected to our operations, including employees, managers, affiliated companies, customers, suppliers, and business partners.

46. See the KCM Code of Ethics at: https://www.kimberly-clark.com.mx/data/2023/SOST/eng/CodeofEthics.pdf
47. See our Human Rights and the Inclusion, Diversity and Equity Policy at: https://www.kimberly-clark.com.mx/data/2024/Sostenibilidad/Eng/Human_Rights_and_the_Inclusion_Diversity_and_Equity_Policy.pdf

This commitment is further entrenched in our Code of Ethics, which includes a dedicated section emphasizing respect for diversity, the promotion of ethical labor practices, and the protection of the well-being of all parties in our value chain.

At KCM, we enforce a zero-tolerance approach to any activities that involve exploitation, child labor, or forced labor. Furthermore, we reject all forms of discrimination, harassment, intimidation, and abuse, protecting the rights and dignity of every individual. We strongly oppose any type of exclusion based on age, race, different abilities, nationality, political affiliation, marital status, religion, gender, gender identity, sexual orientation, or physical appearance.

We believe diversity and mutual respect are essential for fostering innovation, strengthening relationships, and cultivating a work environment that values and celebrates differences.

Our priority is to build inclusive, safe, and respectful workplaces, grounded in our unwavering ethical commitment to upholding human rights. This commitment is embedded across our operations and stakeholder engagements, serving as a fundamental guiding principle of our business practices.

We formalized our commitment to respecting the human rights of our employees by adhering to the United Nations Global Compact[48] and its Ten Principles.

Essential human rights commitments of our workforce

- We recruit, hire, promote, and support their development, regardless of any condition that precedes them.
- We recognize their diverse skills and experiences; while accepting different perspectives they may have.
- We maintain a respectful workplace. We do not tolerate any form of harassment or intimidation.
- No one can force them to carry out activities of any kind that are outside the workplace or outside the activities for which they were hired, much less if they are illegal activities, against the law or that put their physical integrity at risk.
- We make decisions related to job promotions, based on job qualifications and merit.
- We respect the right to freedom of worship and association in accordance with national laws.

48. KCM has been a member of this initiative since 2021.

Whistleblowing system

GRI 2-16, 2-25, 2-26, 205-3, 206-1, 406-1

We provide a robust whistleblowing system consisting of multiple channels that allow our stakeholders to confidentially and, if desired, anonymously report behaviors or actions that violate the provisions of our Code of Ethics or any of our policies.

In addition to these channels, our employees have access to direct support from their supervisors, as well as the Human Resources, Legal, and Internal Audit teams. These specialized teams are equipped to provide guidance and address concerns relating to the proper application and adherence to our Code of Ethics.

All channels within our whistleblowing system are strictly confidential, ensuring the privacy and protection of whistleblowers who choose to remain anonymous.

Available and open channels for suggestions, comments, complaints and reports:

- Website: https://www.kimberly-clark.com.mx/conoce-kcm/reporte-de-etica
- Phone/WhatsApp: 55 1849 2732
- Suggestion boxes physically located on our premises.
- In person: With the higher levels of leadership, or with the Legal, Human Resources and/or Internal Audit areas
- By courier or post mail: Jaime Balmes No. 8 Level 9, Los Morales Polanco, Alcaldía Miguel Hidalgo C.P. 11510, Mexico City

Complaint handling process

1. **Reporting channels**
2. **Classification, categorization and assignment**
3. **Investigation**
4. **Review and verification by the Internal Audit and Ethics Committee**
5. **Resolution and sanctions**
6. **Report to the Audit and Corporate Practices Committee**

Our commitment to ethics goes beyond written policies, manifesting in tangible actions designed to foster responsible corporate practices and ensure that every individual feels supported and heard.

When a complaint is received, the Internal Audit and Asset Security teams conduct a thorough and confidential investigation, defining appropriate actions based on the severity of each case while maintaining full protection of the identities of those involved.

At KCM, we categorically reject retaliation in any form. We guarantee that no employee will face negative consequences such as job loss, loss of benefits, demotion, suspension, harassment, or discrimination for raising concerns, requesting information, or reporting misconduct related to our Code of Ethics or policies.

Complaints received

	2025
Total complaints received during the period	154
Complaints closed in the period	153
Complaints that were not closed in the period and are in the process of being closed	1
Number of unsubstantiated allegations	71

We responded to 100% of the reports received through our reporting channels.

Complaints received by type

Type of complaint	Number	%
Inappropriate treatment of the employee	81	52.6%
Inappropriate treatment of the supplier	10	6.5%
Corruption, bribery, or solicitation of gifts	6	3.9%
Conflict of interest	1	0.6%
Other	56	36.4%
Total	**154**	**100%**

Ethical compliance and integrity are fundamental principles that govern our activities and relationships. During this year, there were no incidents related to anticompetitive practices, inappropriate treatment of customers, violation or improper use of private information, or activities related to money laundering.

Likewise, no relevant reports were identified that required direct attention or notification to the Board of Directors. However, in line with our commitment to maintain high standards of transparency and strengthen our governance practices, the Audit and Corporate Practices Committee receives detailed information on a quarterly basis on any violation of the Code of Ethics or our corporate policies.

Regulatory compliance

GRI 2-27, 207-1, 207-2, 207-3

We are fully committed to operate in strict adherence to the laws, rules, and regulations governing our business activities. Our approach emphasizes responsible management of social, environmental, and economic impacts, ensuring the protection and support of our stakeholders' interests. Periodic inspections are conducted at our production facilities to verify the proper functioning of prevention and control systems, maintaining standards that prioritize both safety and efficiency.

Furthermore, we have established crisis plans to ensure rapid and effective responses to any unforeseen events, underscoring our ability to act decisively during critical moments.

Our operations are firmly rooted in ethical and transparent principles, with full compliance with our tax obligations. To achieve this, we maintain a conservative tax policy grounded in robust governance and tax control frameworks[49], supported by a fiscal strategy that undergoes regular review and updates.

49. KCM does not permit the shifting of generated value. This includes any activities related to the transfer of value to tax jurisdictions, the use of tax structures aimed at tax evasion, or the use of secret jurisdictions or so-called tax havens.

These activities are overseen directly by the CEO, with the KCM Corporate Controller taking responsibility for ensuring tax compliance and upholding the integrity of our operations.

In 2025, we recorded zero regulatory breaches across environmental and social matters in our operations, reaffirming our unwavering commitment to responsible management and regulatory compliance.

Audits

We conduct comprehensive audits across our operations and strategic suppliers, addressing critical areas such as internal controls, information systems, health and hygiene, safety, environmental management, human rights, adherence to the Code of Ethics, and compliance with anti-corruption and anti-bribery policies.

In 2025, our assessments revealed no human rights-related claims or risks within our operations, reinforcing our dedication to responsible and transparent management.

Internal Control Audits

Throughout 2025, the Internal Audit department conducted 32 scheduled audits across our operations. These audits focused on internal controls, information systems, and compliance with the Code of Ethics, resulting in 15 audits rated as well controlled, eight considered generally well controlled, and four categorized as not well controlled.

Quality audits of our operations

Audits of our Quality Management System are conducted to assess compliance with the applicable regulations and standards at each of our manufacturing sites. As part of this process, all KCM plants undergo annual evaluations through internal audits, in addition to periodic audits conducted by customers following their specific procedures and requirements.

In 2025, a total of 19 audits of the Quality Management System were completed: 10 internal and corporate audits, two external audits for certification purposes, and seven carried out by our customers. None of these audits revealed any critical or major non-conformities, reaffirming our ongoing dedication to quality and our pursuit of continuous improvement across our operations.

Supplier quality audits

Likewise, and within the framework of our Quality Management System, we execute an annual audit program for suppliers considered critical to our operations. In 2025, 15 suppliers were audited, all of whom were active during the year. Audit results are used to determine the frequency of future monitoring. Suppliers categorized as *Well Controlled* or Generally Well Controlled may be exempt from audits for one year or up to two years. On the other hand, suppliers classified as *Not Well Controlled* are scheduled for annual follow-up audits. This approach strengthens oversight while promoting quality and compliance across the supply chain.

Conflicts of interest

GRI 2-15, 205-1, 205-2

To safeguard the integrity of our operations and reinforce ethical corporate conduct, we implement a comprehensive policy for the prevention and management of conflicts of interest. Our **Conflict-of-Interest Policy** is continuously disseminated among managers, employees, and suppliers and explicitly prohibits the improper or illegal use of the company's position, influence, or resources for personal gain.

We maintain a formal conflict-of-interest management process involving the participation of the Internal Audit, Legal, and relevant directorates. This process is overseen by the Audit and Corporate Practices Committee, which ensures the existence of effective controls and appropriate monitoring of situations that could result in conflicts of interest within our internal operations or interactions across our value chain.

Aligned with our ethical principles, KCM does not provide financial contributions to political campaigns, organizations, lobbyists, tax-exempt entities, or other groups aimed at influencing political campaigns, public policies, or legislative processes.

Additionally, we have specific procedures in place to manage potential conflicts arising from family relationships or connections within the supply chain. Through the Internal Audit area, we carry out systematic reviews of our operations and our interactions with strategic suppliers, with the objective of verifying compliance with our internal control policies and ensuring respect for human rights, the prevention of corruption, and the fight against bribery.

Cybersecurity

GRI 418-1

In an increasingly digital and interconnected world, the protection of information has become a strategic pillar for ensuring operational continuity and organizational resilience. To address this, we have adopted a holistic approach to cybersecurity that safeguards the confidentiality, integrity, and availability of our data at all times.

We continuously work on implementing measures with a cyber-resilience approach, aiming to safeguard the continuity of our operations in the face of any cybersecurity incident.

The management of cybersecurity is conducted in close collaboration with our business partner, Kimberly-Clark Corporation (KCC). This partnership guarantees that the protection of our technological infrastructure is guided by global policies that align with international standards and industry best practices. This unified framework enables us to operate under consistent and reliable information security guidelines.

Our actions are guided by **KCC's Information Security Policy**, which establishes the foundational principles for the secure and efficient operation of systems, networks, and applications. Complementing this, **KCM's Information Security Policy**[50] defines the responsibilities of personnel concerning the handling, safeguarding, usage, and disposal of sensitive or confidential information. This policy emphasizes the importance of fostering a culture of co-responsibility at every level of the organization.

To implement these policies effectively, we employ an **Information Security Strategy** supported by a specialized Information Security team comprising KCC experts in cyber defense, technology risk management, strategic planning, and enterprise security. Their expertise plays a crucial role in continuously enhancing our security controls, per-

50. See our Information Security Policy at: https://www.kimberly-clark.com.mx/data/2024/Sostenibilidad/Eng/Information_Security_Policy.pdf

forming routine testing, and updating capabilities to address evolving threats and emerging trends.

Additionally, we ensure compliance with the Federal Law on the Protection of Personal Data in Possession of Private Parties (LFPDPPP, by its acronym in Spanish), safeguarding the personal data of employees, customers, and suppliers. Reinforcing this commitment, our Code of Ethics includes a dedicated section on data protection and privacy, underscoring our institutional dedication to the responsible handling and management of personal and confidential information.

Essential commitments in data protection and privacy

- We comply with applicable data protection and privacy laws.
- We protect personal data appropriately.
- We only collect and use personal data for legitimate business purposes and comply with our Data Privacy Policy.
- We share personal data within KCM according to the need-to-know principle, always taking care of their destination.
- We validate and ensure that third parties associated with us adhere to KCM's data protection and security standards.

In alignment with our commitment to strengthening information security, we implement various initiatives aimed at fostering an organizational culture that is aware of and prepared for technological risks. As part of these efforts, 98% of employees with network access received specialized cybersecurity training and courses provided by KCC in 2025, enhancing internal competencies for the effective management of digital security.

Strategic oversight of these matters is maintained at the highest level of the organization. Detailed updates on the Information Security Strategy are regularly presented to the Board of Directors and analyzed within the Audit Committee to ensure its proper implementation and adaptation to emerging risk scenarios.

In 2025, 98% of our employees who have access to the network[51] received specialized training on cybersecurity issues.

Our approach to cybersecurity management prioritizes the early detection and prevention of threats. Regular security tests, technical reviews, and continuous updates to our protective mechanisms are carried out to proactively anticipate new threats and enable swift responses to potential breaches[52].

This sustained effort has ensured that no cybersecurity incidents occurred in our operations during 2025. Furthermore, no complaints related to customer privacy violations or data loss were received during the same period, reaffirming the effectiveness of our controls and our responsible approach to information management.

51. Based on a total of 2,443 employees with network access.
52. If any cybersecurity incident occurs, we have insurance that covers information security breaches and other security incidents. This insurance is included in the corporate global insurance policy contracted by KCC specifically for this purpose.

Social responsibility

We promote shared value at every link of our value chain.

Through our actions, we contribute to the following SDGs:

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Responsible supply chain

GRI 2-6, 308-2, 414-2

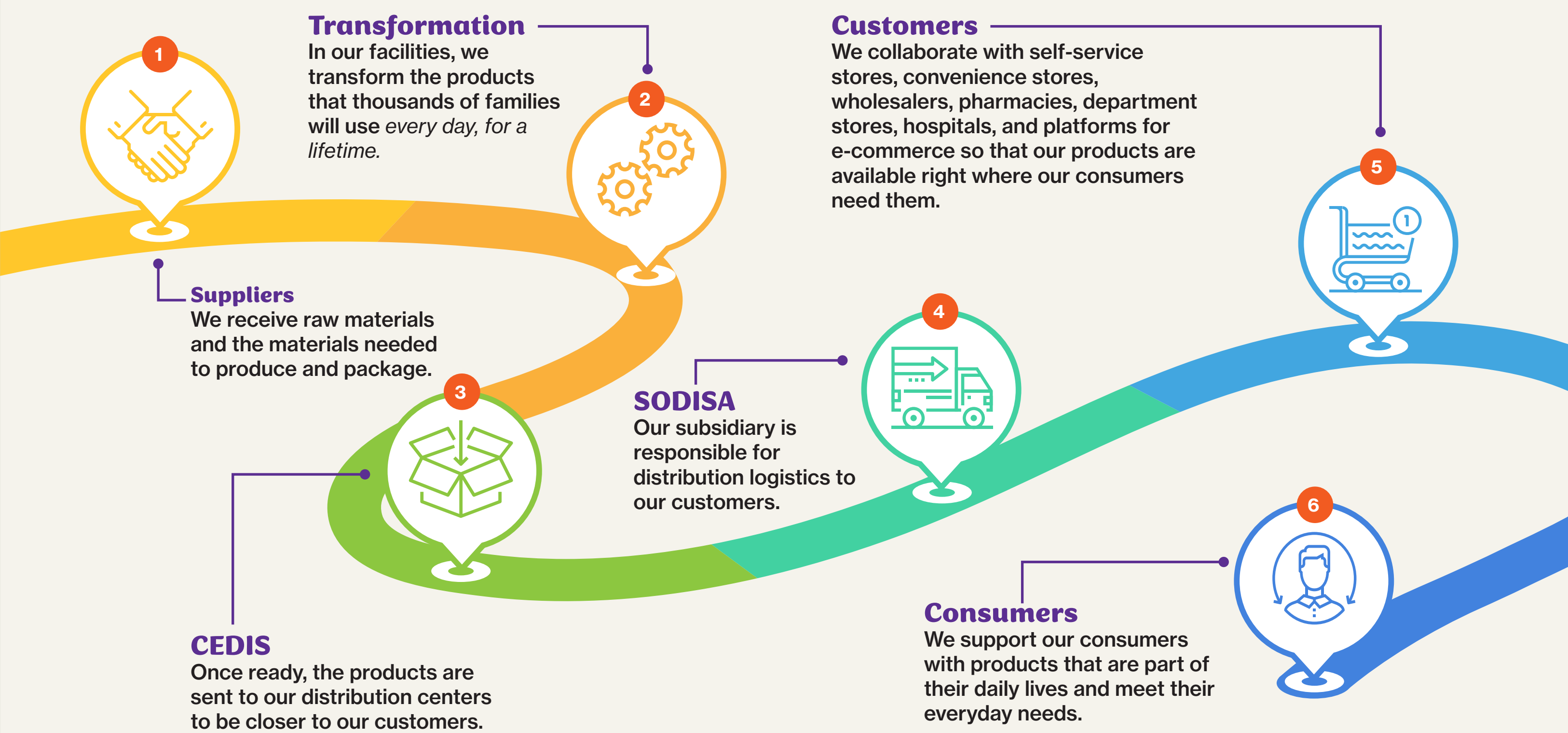
Social responsibility is a cross-cutting commitment that guides our decisions, operations, and relationships. We work to generate a positive and measurable impact across our value chain and in the communities where we operate, strengthening partnerships, promoting decent working conditions, and fostering sustainable development.

In collaboration with our partners and allies, we optimize the use of materials and resources without compromising the quality or safety of the products we deliver, reducing costs and environmental impacts. In addition, we promote ongoing dialogue with our suppliers to exchange best practices, develop joint solutions, and incorporate more sustainable materials into our processes. This collaborative approach strengthens our goal of having a more resilient, ethical supply chain aligned with global sustainability standards.

Supply chain plays a key role in KCM's sustainable performance, as it concentrates a significant portion of the environmental, social, and economic impacts of the business. Managing it responsibly makes it possible to strengthen operational resilience, promote ethical practices, reduce risks, and ensure long-term continuity.

Simplified process for manufacturing and distributing KCM products

This is how our products reach you:



This process throughout our value chain is designed to ensure the efficient and accessible availability of our products, contributing to improve the quality of life of our consumers.

Our suppliers

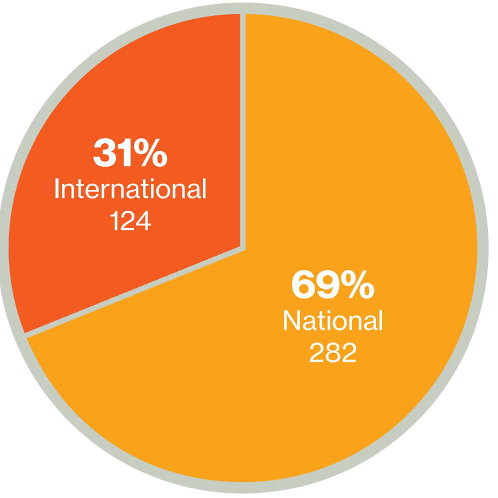
GRI 204-1, 308-1, 414-1

We are convinced that sustainability must be a shared commitment throughout our supplier network. For this reason, we establish relationships based on social responsibility, business ethics and environmental care.

By working closely with suppliers, the company drives continuous improvement, innovation and the generation of shared value, making a tangible contribution to the Sustainable Development Goals.

In 2025, we added **19 new suppliers** to our supply processes. In total, we worked with **406 suppliers**, of which 282 are national and 124 international.

Suppliers by origin



Requirements for our suppliers

Our suppliers are selected and evaluated under clear and strict criteria established in our **Code of Ethics**, ensuring that they share the values that guide KCM, as well as in our **Social Compliance Standards for suppliers**[53], a document that contains guidelines and principles that are observed by all our suppliers, as they reflect the values that we defend in our own policies and we expect that our suppliers incorporate them, in order to align their operations and strategies with universally accepted principles in the areas of human rights, safety, equity and non-discrimination in the workplace, anti-corruption and environmental care, among others.

These guidelines are divided into three main principles:

1. Principles of Social Responsibility

- Promote freedom of association.
- Maintain a dignified work environment, without harassment or discrimination and respecting human rights.
- Ensure protection against child or forced labor.
- Provide equal opportunities, fair wages, and safe working conditions.

53. See our Social Compliance Standards for Suppliers at: https://www.kimberly-clark.com.mx/data/ProveedoresEstandaresdeCumplimientoSocialFinal.pdf

2. Ethical Principles

- Legal compliance.
- Integrity in business.
- Prevention of conflicts of interest, corruption and bribery.
- Protection of privacy and confidentiality.

3. Environmental Principles

- Responsible use of water.
- Increase in energy efficiency and reduction of greenhouse gas emissions.
- Protection of biodiversity.
- Proper management of solid waste.

To ensure that these principles are adhered to, we conduct regular audits[54]. These assessments monitor supplier performance and allow us to identify opportunities to improve together and strengthen our business relationship.

Environmentally responsible logistics

Our subsidiary SODISA is key to ensuring that our products reach their destination efficiently with the lowest possible environmental impact. We have implemented initiatives that optimize routes, consolidate loads, and prioritize more sustainable technologies in our fleet. Some of these initiatives include:

- Producing in locations close to distribution centers to reduce travel distances.
- Establishing strategic alliances that maximize truck capacity while respecting weight and dimension restrictions.
- Using more efficient fleets that consume less fuel and emit less CO_2.
- Implementing "backhaul" and "fronthaul" processes that prevent empty trips after deliveries.
- Organizing product palletization to better utilize space in each truck, reducing the number of trips required.

Thanks to these strategies, we are reducing not only our emissions but also operating costs, while ensuring that our products always reach the final consumer on time and in proper condition.

Innovation

GRI 3-3

We are committed to the transition toward a circular economy by responsibly selecting and using materials in the manufacturing of our products and packaging. We focus on properly managing the waste generated in the process, promoting its reuse and recycling. **Our objective is clear: to offer products that, in addition to satisfying our consumers, have the lowest possible environmental impact.**

Innovation is one of the pillars that guides everything we do. Thanks to our Innovation, Research, and Development (I²+D) team, we are able to create innovative, high-quality, and more sustainable products that adapt to people's needs. We remain at the forefront by evaluating new technologies and ideas, with the support of Kimberly-Clark Corporation's global innovation centers.

In 2025, we allocated approximately $562 million pesos to research and development projects.

These investments not only improve our products and processes, but also integrate environmental, social, and governance criteria into every initiative we carry out, ensuring that our progress benefits both consumers and the environment and communities around us.

54. Read more about these audits in the Business Ethics chapter.

2025 innovations

Huggies® Black Label
Huggies® Black Label raises the level of child care in Mexico by being the pioneer brand in developing an innovation aimed at a Super Premium segment, which has not existed until now in the national market.

This advanced care is endorsed by the *Hyposense* certification, granted by the German Society of Dermatology and Allergology, which guarantees maximum tolerability in specialized products for very sensitive skin and the highest level of safety to minimize skin reactions.

In addition, our portfolio is expanded by incorporating wet towels developed specifically for sensitive skin, offering gentle and safe cleaning, guaranteeing maximum protection and comfort.

Evenflo® Advanced
This brand elevates the care in baby feeding as a leading brand in the market. With the launch of its portable electric breast pump, we combine practicality, technology and innovation. Designed with advanced technology, it provides freedom, comfort, and high performance.

Prime Care®
KCM raised the bar for family care by expanding its portfolio into the pet food category. This brand is positioned in the Super Premium segment, offering specialized solutions for dogs and cats with formulas free of sugar, artificial colors and flavors.

KleenBebé® Suavelastic®
For more than 50 years this brand has accompanied moms to facilitate their day-to-day, with the integration of franchise licenses and recognized characters, such as Disney and Bluey, relevance is strengthened by generating an immediate emotional connection with families.

Depend® Femenine®
Depend® has been known for offering leading solutions in the incontinence category. In 2025, Depend® Femenine® transformed and renewed its portfolio introducing products designed to adapt to the body, diverse needs, and various moments of use for women with incontinence.

Kotex® Nocturna
In 2025, Kotex® continued to strengthen its commitment to innovation by evolving its feminine pad platform, raising the bar of protection and trust for women. As part of this advance, the brand launched the new Kotex® Nocturna, an evolution focused on responding more effectively to the specific needs of care during the night, a key moment in the menstrual experience.

Comodisec®, Absorsec®, Suavelastic® Flex and Movilastic®

In 2025 we launched Stage XXJ-E7, expanding our product offering for older babies. This innovation allows us to better meet the needs of consumers, offering specific alternatives for more advanced stages of infant growth, ensuring that our brands accompany the development of babies throughout their life cycle, with solutions that combine performance, comfort, and confidence.

Evenflo® standard bottle ringed X-cut (G)

New "X" shaped cut in the bottle that allows a greater flow during baby feeding.

Pétalo® Maxi Plus and Pétalo® Ultra Gentle

This innovation is the result of consumers' growing need for more comfortable, reliable products with functional benefits at an affordable price. These hygienics offer tangible improvements in the user experience thanks to larger and thicker sheets, as well as superior softness and performance compared to the competition.

Higiénico Húmedo Pétalo®

It is designed to provide freshness and cleanliness with the advantage of being dispersible in the toilet. This product disintegrates easily into water, avoiding clogs and contributing to the care of the environment. It is a safe and practical alternative to conventional wet wipes.

Evenflo® orthodontic bottle

With the success we had in the orthodontic bottle market, we expanded the line to other stages, considering a new bottle design that adapts to the natural position of the baby's mouth and tongue.

Kleenex® Cottonelle® Black Velvet

An initiative that was born to satisfy consumers who are increasingly looking for products with disruptive, attractive and emotionally connected designs, always maintaining the expected functionality. This line includes black toilets, napkins and towels.

Our communities

We generate meaningful opportunities that strengthen the communities we serve, including our employees, customers, and strategic allies. Through our commitment to well-being, inclusion, and sustainable development, we strive to create a lasting, positive impact on daily life.

Corporate social programs

GRI 3-3, 413-1*, 413-2

2030 target

25 million people positively impacted with direct actions and social programs by 2025.

Progress by 2025: Target achieved, about 32 million people impacted.

We create opportunities for employees, customers, strategic allies and local communities, promoting well-being, inclusion and sustainable development through different projects and initiatives.

Our approach is based on the generation of shared value, integrating social criteria into our business strategy, and prioritizing interventions that generate measurable and long-term positive impact.

In 2025 we managed to benefit almost 700 thousand people through our social programs.

* For this indicator, the qualitative and quantitative review of the impact assessments was not carried out.

KCM 2025 social programs

Abrazando su DESARROLLO by HUGGIES

Abrazando su Desarrollo by Huggies® seeks to raise awareness about the importance of movement and affective touch in motor, cognitive, and socio-emotional development during early childhood.

Through the program's digital platform, we offer practical tips, exercises, and useful information so that moms, dads, and people involved in the care of babies can apply them.

Reach: **129,806 new users**
Presence: **All states of the Mexican Republic**
For more information, visit: **https://www.abrazandosudesarrollo.com.mx/**

Apapachos de vida

Apapachos de Vida de KleenBebé®

Apapachos de vida de KleenBebé® is a community health program developed in collaboration with the Mexican Red Cross. It seeks to bring essential medical services closer to women who face economic and geographic barriers to receiving preventive care, such as: medical consultations, ultrasounds, pain-free mammograms, telemedicine, and educational sessions that strengthen maternal and child health.

Partnerships: **Mexican Red Cross**
Reach: **4,000 impacts**
Presence: **Mexico City, Jalisco, and Metropolitan Area**
For more information, visit: **https://www.kleenbebe.com/apapachos-de-vida/**

kotex por TODAS

The Kotex® Por Todas Race seeks that women run together, with sisterhood, promoting the flight and well-being of all Mexican women, many of them do it in the company of family members. **In 2025, 15,000 people participated in this race.**

The Kotex® School Tour program is a sexual health and education campaign in primary and secondary schools, with talks led by a psychologist specializing in childhood and adolescence, who through playful and pedagogical activities explains in an easy, fun, concrete and correct way what menstruation is and the changes that occur at this stage, in order to break down myths.

Partnerships: **Amamba Foundation, Casa Gaviota, Fondo para la Paz and Meyall**

Scope: **516,151 (116,123 girls and adolescents benefited** through face-to-face talks in schools and **400,028 women benefited** through the delivery of samples of Kotex® products and through the dissemination of relevant information outside school spaces, including families, teachers and communities in general).

Presence: **Diverse communities in 18 states of the Mexican Republic.**
For more information, visit:
http://www.kotexportodas.org/

During 2025, we invested more than $22 million Mexican pesos in supporting different social causes through our brands' social impact programs, 38% more than in 2024.

CASA FRIDA
REFUGIO LGBT+

LGBT+ shelter with support from KCM

Casa Frida, Refugio LGBT+ A.C., is a non-profit organization, whose objective is to provide immediate security and protection to people who are victims of various forms of violence related to their gender identities, orientations and/or expressions.

Partnerships: **Casa Frida Refugio LGBT+ A.C.**
Reach: **805 persons**
Presence: **Mexico City**

Escudo Antibacterial
EN ACCIÓN POR SU PROTECCIÓN

En Acción por su Protección de Escudo® Antibacterial

In collaboration with Planet Water Foundation, *Escudo® en Acción por su Protección* seeks to ensure access to drinking water for communities facing water scarcity. Through the installation of water purification towers and hygiene campaigns, healthy habits are promoted and waterborne diseases are reduced.

Partnerships: **Planet Water Foundation**
Reach: **1,800 persons**
Presence: **Estado de México**

AMORSINRAZA

Ludos® and *Amor sin Raza*

Amor sin Raza is a program that seeks to avoid the situation of animal abuse and abandonment, through free vaccination, deworming and sterilization days, in populations where there is a high rate of dogs and cats in street situations, in addition to encouraging and promoting adoption as an alternative for homeless animals.

Partnerships: **Amor sin Raza**
Range: **458 sterilizations**
Presence: **Estado de México**

These programs reach all states of the Mexican Republic, including those where we have a presence through our operational facilities and are designed to make a positive difference in the lives of people of all ages. Each initiative reflects the values and purpose that our brands represent, always working for a common welfare.

Contributions to the community

Type	Amount	%
Investments through programs	$22,446,266	62%
Donations	$13,771,782	38%

Currently, we do not have a formal needs assessment or structured processes in place to manage stakeholder relationships or to systematically capture feedback, including comments, complaints, and suggestions related to our social impact programs. However, we recognize the importance of establishing these mechanisms and are committed to developing and implementing them in the near future. In the meantime, we maintain open lines of communication across our brands and promptly address any concerns raised directly, reinforcing our commitment to listening to and supporting the communities we serve.

As part of our commitment to continuous improvement, we actively explore new ways to strengthen and enhance our social impact initiatives. This ongoing effort ensures that our programs remain responsive, adaptive, and aligned with the evolving needs of the individuals and communities we support.

Consumer Care and Attention Center

GRI 3-3, 417-1, 417-2, 417-3

We have a **Consumer Care and Attention Center** that works as a direct, accessible, and structured channel to receive, manage and timely follow up on the concerns that our consumers may have.

This channel allows us to handle concerns such as complaints, suggestions, compliments, product information, promotions, sales requests, and more. We also offer access to free releases and samples as part of our strategy to get closer to consumers and learn more about their needs.

Here's how we solve our consumers' requests:

To ensure effective service, we follow a clear and organized process in each case:

1. **Initial contact.** The consumer can communicate with us through various channels, such as telephone, email or social networks.
2. **Report log.** A unique tracking number associated with your inquiry or complaint is generated.
3. **Internal analysis.** If necessary, the Quality, Production, Quality Assurance or Product Development teams review the situation along with the reported product.
4. **Research and solution.** The root cause of the problem is identified and the action that will solve the situation is determined.
5. **Communication of the result.** We inform the consumer, through the customer service team, about the actions taken and any corrections implemented.
6. **Follow-up and learning.** We use the findings of the case to improve internal processes and prevent future incidents.

In situations where the reported product is recovered, we add additional validation and inspection steps to reinforce our quality measures.

Contact options

We know that communication must be accessible and flexible, which is why we make several channels available to our consumers to stay in touch with us:

- **Hotline:** 55 5282 7283
- **Email:** kcm.customercare@kcc.com
- **Social media:** Through the official channels of Kimberly-Clark de México

Thanks to this approach, in 2025 we successfully addressed 100% of the concerns received from our consumers through these channels, reflecting our commitment to stay close to those who trust our products.

Breakdown of interactions by category

Category	Phone calls	Email	Social media	Total
Children's products	23,997	5,306	5,175	34,478
Incontinence	558	477	200	1,235
Feminine care	1,505	1,719	1,231	4,455
Beauty care	170	260	50	480
Household products	2,229	3,132	1,587	6,948
Evenflo	447	1,488	1,016	2,951
Total	**28,906**	**12,382**	**9,259**	**50,547**

On average, we attend to our consumers' queries in three interactions, guaranteeing an efficient service that is always adjusted to the expectations of our customers and consumers.

We respect people's privacy, therefore, we ensure respect for Access, Rectification, Cancellation and Opposition (ARCO) rights in the handling of their personal data. Additionally, our **Privacy Notice**[55] is available on the official websites of Kimberly-Clark de Mexico and its brands to ensure full transparency.

Our consumer communication strategy is based on principles of ethics, transparency and responsibility, and is aligned with the highest standards in commercial communication. All our advertising, promotional and marketing actions are carried out in accordance with current regulations and in strict compliance with the provisions of our policy of **Self-regulation and ethical practices for the use of advertising, promotions and marketing tools**, which guarantees truthful, clear and respectful messages. In this way, we seek to strengthen trust with our consumers, promote informed consumption decisions and ensure communication consistently with our values and sustainability commitments.

Philosophy of communication with consumers

- Provide clear, legal and truthful information about our products.
- Respect the competition and maintain responsible comparative advertising practices.
- Ensure a sustainable approach to our business communications.
- Promote advertising that respects personal image and encourages social responsibility.

During 2025, we had no reports of non-compliances related to marketing communication, labeling or product information. This reinforces our commitment to comply with regulations and always maintain the trust of our consumers.

55. See our Privacy Notice at: https://www.kimberly-clark.com.mx/politica.htm

Corporate governance

We exercise solid governance that drives responsible and sustainable decision-making.

Through our actions, we contribute to the following SDGs:

Corporate Governance Structure

GRI 2-9, 2-12

At Kimberly-Clark de México, we reaffirm our unwavering commitment to generate long-term sustainable value for all our stakeholders. Our management practices are grounded in the principles of responsibility, equity, and transparency, supported by a robust Corporate Governance system that steers strategic decision-making, enhances organizational integrity, and fosters ethical and responsible business conduct.

Our operations are characterized by strict adherence to the highest standards of ethics and integrity, ensuring responsible and transparent management aligned with our vision for sustainable growth.

KCM's Corporate Governance structure enables effective oversight of operations, strengthens accountability, and ensures agility in responding to evolving environmental trends. This model is anchored in widely recognized standards and provisions, including:

- Code of Best Corporate Practices (CMPC), issued by the Business Coordinating Council (CCE).
- KCM Bylaws and Code of Ethics.
- Securities Market Law (LMV, by its acronym in Spanish).
- General Law of Commercial Companies (LGSM, by its acronym in Spanish).
- Other applicable legal provisions.

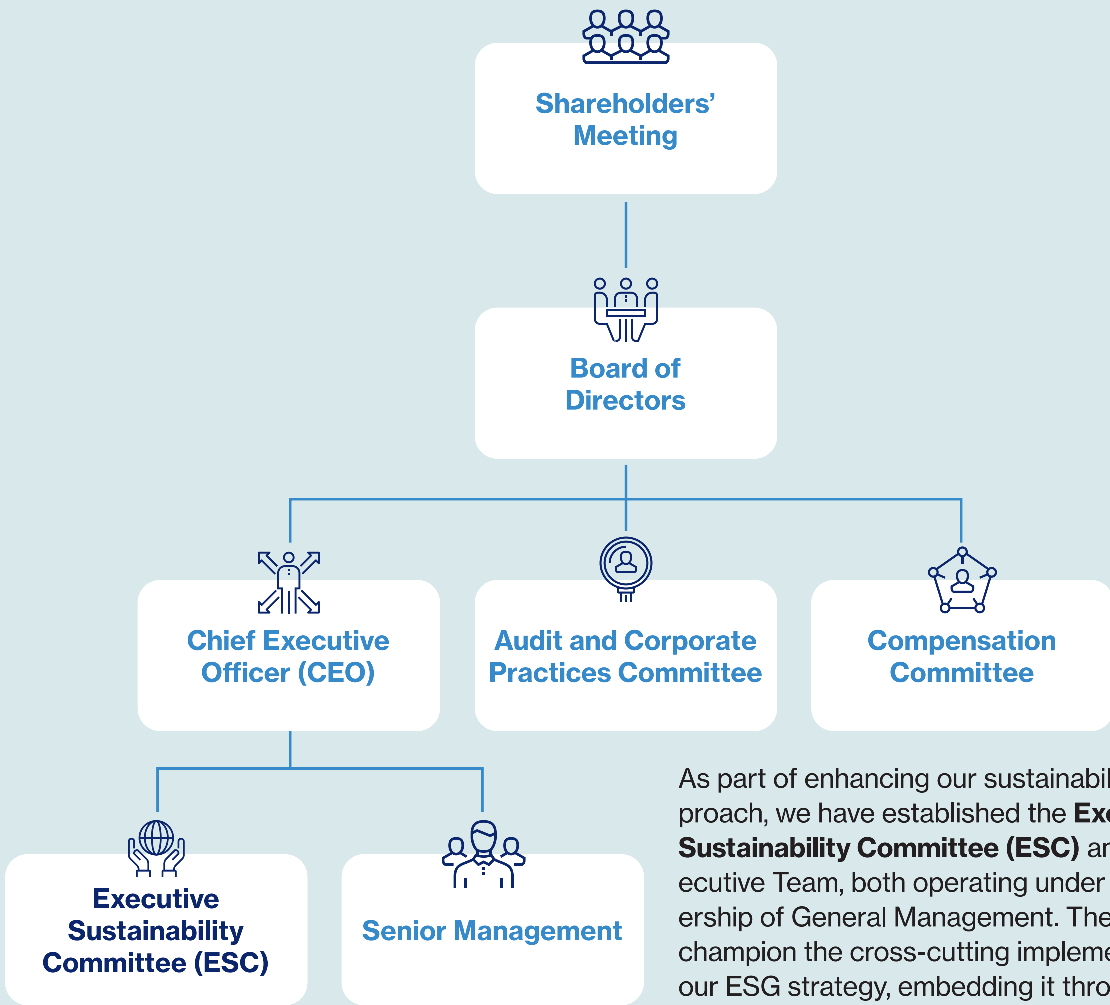
This regulatory framework not only ensures compliance with the highest standards of legality and corporate responsibility but also solidifies our commitment to sustainability, driving positive economic, social, and environmental impacts.

Our governance structure is designed to deliver strong strategic leadership, uphold transparency, and consolidate a long-term business vision.

The highest governing body, the **Board of Directors**, is tasked with critical decision-making, oversight of ESG matters, and the appointment of the Chief Executive Officer.

To support its duties effectively, the Board of Directors works closely with both the **Audit and Corporate Practices Committee** and the **Compensation Committee**, ensuring operational decisions remain aligned with the organization's values, strategic objectives, and priorities. These committees collaborate seamlessly with Senior Management to promote responsible governance.

Governance Structure



As part of enhancing our sustainability approach, we have established the **Executive Sustainability Committee (ESC)** and the Executive Team, both operating under the leadership of General Management. These bodies champion the cross-cutting implementation of our ESG strategy, embedding it throughout the organization and ensuring alignment with our sustainability goals.

Shareholders' Meeting

GRI 2-10

The Shareholders' Meeting constitutes the highest decision-making body of Kimberly-Clark de México. Its main powers include the approval and ratification of relevant transactions, as well as the appointment of the members of the Board of Directors.

In order to ensure transparent management in compliance with current regulations, the Shareholders' Meeting convenes periodically in accordance with the provisions of the Securities Market Law and the General Law of Commercial Companies, holding ordinary meetings and, when circumstances require, extraordinary meetings.

At the Ordinary Annual General Meeting held on February 26, 2026, the appointed proprietary and alternate members were ratified.

At the 2026 Shareholders' Meeting, participation reached 96.41% of the total outstanding shares, reflecting the high level of involvement and commitment of our shareholders.

During the Meeting, the following matters, among others, were approved:

- The report submitted to the Shareholders' Meeting by the Chief Executive Officer of Kimberly-Clark de México, in compliance with Article 172 of the General Law of Commercial Companies, regarding the fiscal year from January 1 to December 31, 2025, was approved.
- The individual and consolidated Financial Statements of the Company as of December 31, 2025, were approved in all respects, as presented for the consideration of the Shareholders' Meeting.
- The net income for the fiscal year ended December 31, 2025, amounting to $7,581,468,108.00 MXN, was approved. This amount includes participation in the results of subsidiary companies in the amount of $1,458,435,331.00 MXN.
- Lic. Emilio Carrillo Gamboa was ratified in his position as Chair of the Audit and Corporate Practices Committee.
- The report submitted to the Shareholders' Meeting by the Board of Directors through its Chair, regarding the Company's policies on the acquisition of its own shares, was approved.
- The payment of a cash dividend in the amount of $2.20 MXN per share of series "A" and "B" was approved, to be paid in four installments during 2026.
- The cancellation of 74,513,929 common shares was approved, of which 40,114,700 correspond to Series "A" and 34,399,229 correspond to Series "B." Likewise, the amendment of the first paragraph of Article Five of the Company's Bylaws was approved as a result of the cancellation of the aforementioned shares.
- The amendment of the Company's Bylaws was approved, so that the members of the Compensation Committee may be principal or alternate members of the Board of Directors.

Board of Directors

GRI 2-9, 2-10, 2-11, 2-13, 2-15

The Board of Directors of Kimberly-Clark de México plays a central role in defining the company's strategic direction and in the comprehensive oversight of its economic, social, and environmental performance. Its actions are focused on ensuring the creation of sustainable value, regulatory compliance, and responsible risk management.

Key responsibilities include:

- Define the mission, vision, and strategic guidelines of the organization.
- Oversee compliance with applicable laws, regulations, and internal policies.
- Appoint, evaluate, and monitor the performance of the Chief Executive Officer and senior executives.
- Ensure equitable treatment of shareholders and timely access to relevant information.
- Promote ethical business management and transparency in administration, as well as establish efficient internal control mechanisms.
- Establish policies and approve related-party transactions.
- Ensure the existence of mechanisms to identify, assess, manage, control, and disclose risks.
- Address or channel stakeholder inquiries related to ESG aspects and associated impacts.

The composition of the Board of Directors follows a rigorous and transparent selection process, based on the background, experience, and strategic competencies of its members.

Currently, the Board is composed of 12 members, six of whom are independent[56], which allows for balanced and objective decision-making. Each Board member has an alternate, ensuring continuity in corporate governance functions.

This approach strengthens corporate governance and consolidates the trust of the various stakeholder groups.

Criteria considered for the selection of members:

- **Experience and professionalism in their field of expertise.**
- **Diversity and independence in decision-making.**
- **Professional reputation and strategic capabilities.**

At KCM, it is ensured that Board members perform their duties with full independence and without conflicts of interest of a personal, patrimonial, or economic nature. Their actions are governed by the Securities Market Law, the Code of Best Corporate Practices, and KCM's Code of Ethics.

The Chair of the Board of Directors leads discussions related to ESG matters presented during Board meetings and reviews the reports submitted by KCM executives on the progress of sustainable initiatives. The company's economic performance is evaluated on a quarterly basis, while strategic reviews on social and environmental matters are carried out according to the needs identified throughout the year.

The Chief Executive Officer participates as a member of the Board and serves as a link between this body and senior management. The Chief Executive Officer is responsible for communicating and ensuring that the decisions adopted by the Board, which influence social, environmental, and economic aspects, are translated into action plans and follow-up initiatives, promoting their internal communication to employees.

Board of Directors Meetings in 2025

Seven meetings were held in the months of January, February, March, April, July, October, and December.

Average attendance of Board members:	85%
Minimum required attendance:	70%

Topics addressed during the Board of Directors meetings

1. Follow-up on the overall strategy of the Company and its subsidiaries for business management.
2. Oversight of the management performance of the Company and its subsidiaries.
3. Follow-up on the innovation and development processes being carried out within the Company to increase and improve the product offering to consumers.
4. Report on the monitoring of investments in machinery and equipment to optimize and increase productive capacity.
5. Report on the performance of the Company's products in the different markets in which it participates.
6. Presentation to the Board regarding the Sustainability Report, as well as the development plan for 2026.
7. Close monitoring of the measures adopted by the Company to protect the health of its employees and their families.
8. Support for the work of the Audit and Corporate Practices Committee

56. At KCM, we do not have a target quota of independent members.

Members of the Board of Directors

GRI 2-9, 405-1

Propietary Directors	Type	Date of designation	Gender	Age	Alternate Directors
Claudio X. González Laporte *President*	Related	December 13, 1961	Male	91	Guillermo González Guajardo
Valentín Diez Morodo *Vice President*	Independent	April 21, 1983	Male	85	Sergio Chagoya Díaz
Michael Hsu *Vice President*	Executive	February 27, 2014	Male	60	Daniela Ruiz Massieu Salinas
Jorge Ballesteros Franco	Independent	February 28, 1997	Male	79	Diego Ostos Guerresi
Emilio Carrillo Gamboa[57]	Independent	February 26, 1981	Male	88	Claudia Rodríguez Campos
Antonio Cosío Ariño	Independent	February 25, 1987	Male	90	Antonio Cosío Pando
Pablo R. González Guajardo	Executive	February 25, 2010	Male	58	Esteban Patricio González Guajardo
Nelson Urdaneta	Executive	March 2, 2023	Male	53	Emilio Cadena Rubio
Tamera Fenske	Executive	February 27, 2025	Female	47	Alicia María Enciso Cordero
Esteban Malpica Fomperosa	Independent	March 20, 1996	Male	76	Roberto Fernández del Valle
Fernando López Guerra Larrea	Independent	February 27, 2025	Male	43	Paola Morales Vargas
Russell Torres	Executive	March 2, 2022	Male	54	Fernando Ruiz Sahagún

26% of the members of KCM's Board of Directors are women (considering principal and alternate members).

Note: The average tenure of our board members is 24 years.

57. Ratified continuously, except in 1998 when he served as Mexico's ambassador to Canada.

Proprietary Directors

GRI 2-17

Claudio X. González Laporte

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on December 13, 1961 and has been continuously ratified thereafter. He is a Chemical Engineer and served as Chief Executive Officer of the Company from April 1, 2007. He has participated, among others, on the Boards of Directors of Fondo México, Grupo Carso, S.A.B. de C.V., Alfa, S.A.B. de C.V., Grupo México, S.A.B. de C.V., and is Consultant of Fondo Capital. Additionally, he is Director Emeritus of General Electric Company, among other appointments.

Valentín Diez Morodo*

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on April 21, 1983 and has been continuously ratified thereafter. He holds a degree in Business Administration. He is President of the Board of Directors of Grupo Financiero Citibanamex, S.A. de C.V., President of the Advisory Board of Grupo Modelo, S.A.B. de C.V., President of the Mexican Business Council for Foreign Trade, Investment and Technology, A.C. (COMCE), President of the Mexican Institute for Competitiveness (IMCO), and participates, among others, on the Boards of Directors of Grupo Aeroméxico, S.A.B. de C.V., Grupo Kuo, S.A.B. de C.V., Grupo Dine, S.A.B. de C.V., ProMéxico, Zara México, S.A. de C.V., Telefónica México, S.A. de C.V., Instituto de Empresa, Madrid, and Bodegas Vega Sicilia, S.A.

Michael Hsu

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on February 27, 2014 and has been continuously ratified thereafter. He is President and Chief Executive Officer of Kimberly-Clark Corporation. Before becoming CEO in January 2019, he served as Chief Operating Officer, leading Kimberly-Clark's day-to-day commercial operations, along with global innovation, marketing, and supply chain functions. He previously held senior leadership and executive positions at Kraft Foods and H.J. Heinz. He began his career in the consumer products industry as a consultant at Booz Allen & Hamilton. He earned a bachelor's degree from Carnegie Mellon University and an MBA from the University of Chicago.

Jorge Ballesteros Franco*

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on February 28, 1997 and has been continuously ratified thereafter. He is a Civil Engineer with a Master's degree in Sciences from Stanford University and currently holds the position of Chairman of the Boards of Directors of Grupo Mexicano de Desarrollo, S.A.B., Desarrollos Hidráulicos de Cancún, S.A. de C.V., Fondo Chiapas, S.A. de C.V., and Sociedad de Inversión de Capitales.

Emilio Carrillo Gamboa*

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on February 26, 1981 and has been continuously ratified thereafter, except for the corresponding ratification of the year 1988, when he served as Ambassador of Mexico to Canada. He holds a Law degree. He currently serves as Founding Partner of the firm Carrillo Gamboa, S.C. He participates, among others, on the Boards of Directors of Grupo Nacional Provincial, S.A.B., Grupo México, S.A.B. de C.V., Grupo Profuturo, S.A.B. de C.V., Southern Copper Corporation, and The Mexico Fund, Inc.

Antonio Cosío Ariño*

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on February 25, 1987 and has been continuously ratified thereafter. He is a Civil Engineer and currently serves as President of the Board of Directors of Grupo Hotelero Brisas, S.A. de C.V., Bodegas de Santo Tomás, S.A. de C.V., Espectáculos Deportivos Frontón México, S.A. de C.V., Elías Pando, S.A. de C.V., and Chief Executive Officer of Compañía Industrial de Tejido del Río, S.A. de C.V., and Fábrica de Hilados y Tejidos Puente Sierra, S.A. de C.V.

Pablo R. González Guajardo

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on February 25, 2010 and has been continuously ratified thereafter. He holds a Law degree and a Master's degree in Administration. He currently serves as Chief Executive Officer of Kimberly-Clark de México. He participates, among others, on the Boards of Directors of América Móvil, Grupo Sanborns, and Grupo Lala, in addition to various investment funds managed by North Capital Group and as part of the Advisory Board of The Brookings Institution. He is a founding partner of Mexicanos Primero y ¿Cómo Vamos?, and serves as President of the Education Commission of the Business Coordinating Council and President of the Council of the City and State of Mexico of UNETE.

Nelson Urdaneta

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on March 2, 2023. He joined Kimberly-Clark Corporation in April 2022 as Vice President and Chief Financial Officer, after having worked for 17 years at Mondelez International, where he served as Vice President of Finance and member of the Board of Directors.

Tamera Fenske

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on February 27, 2025. Since 2022, she has served as Chief Supply Chain Officer at Kimberly-Clark Corporation, leading the procurement, manufacturing, logistics, transportation, safety, and sustainability departments, as well as the Global Nonwovens division. Previously, she served as Vice President of Manufacturing and Supply Chain for 3M Company in the United States and Canada across all markets and business groups. During her 22-year career at 3M, she held leadership roles in manufacturing, supply chain, and plant management. She also has experience at Marathon Ashland Petroleum and Dow Chemical Company. She holds a degree in Environmental Engineering from the University of Michigan. She recently received, on behalf of Kimberly-Clark Corporation, **the Liberty Award for Employer Support 2025**, granted by the U.S. Department of Defense, for her activism in Inclusion Networks, highlighting the SALUTE Inclusion Network, whose main focus is supporting the military community (veterans, active service personnel, reservists, and their families) within the work environment. This award was received by fifteen employees from more than 1,000 nominations.

Esteban Malpica Fomperosa*

Was elected Principal Director by the Ordinary and Extraordinary General Shareholders' Meetings held on March 20, 1996 and has been continuously ratified thereafter by subsequent Shareholders' Meetings. He is an Accountant and holds a Master's degree in Business Administration with a specialization in Corporate Finance. He participates, among others, on the Boards of Directors of El Puerto de Liverpool, S.A.B. de C.V., and Hypermarcas, S.A., or UOL, S.A. in Brazil.

Fernando López Guerra Larrea*

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on February 27, 2025. He was elected CEO of Grupo México Transportes in 2018. He has more than 14 years of experience at Ferromex, leading areas such as sales, market and pricing analysis, customer service, and railway fleet management. He previously served as Co-Director General and Director of Finance at Cinemex from 2009 to 2012. He is a member of the Boards of Directors of Grupo México, Grupo México Transportes, Ferromex, and Ferrosur. He holds a Bachelor's degree in Business Administration (BBA) from Instituto Tecnológico Autónomo de México (ITAM).

Russell Torres

Was elected Principal Director by the Ordinary Annual Shareholders' Meeting held on March 3, 2022. He currently serves as President of Grupo Kimberly-Clark Professional (KCP). He joined Kimberly-Clark Corporation in 2021, coming from Newell Brands, where he served as Group President. He spent more than a decade at Bain & Company and also held senior roles at Dell Computer. He holds a Master's degree in Business Administration from the Kellogg School of Management at Northwestern University, and a bachelor's degree with high honors in Physics from Dartmouth College.

*Independent Director.

Board Evaluation

GRI 2-19, 2-20, 2-21

The performance of the Board of Directors of Kimberly-Clark de México is evaluated on a periodic basis, considering criteria that allow measuring its effective contribution to the achievement of the company's strategic objectives.

This evaluation is based on the analysis of:

- Professional achievements attained by its members.
- Compliance with specific goals defined for the period.
- The impact of the Board's decisions on the economic and operational activities of the company.

This evaluation process ensures that the Board's performance remains aligned with the corporate strategy, KCM's sustainability principles, and the expectations of its stakeholders.

The remuneration of Board members is defined at the Ordinary Annual General Shareholders' Meeting, based on a proposal submitted by the shareholders, ensuring transparency, objectivity, and consistency between the compensation granted and the responsibilities assumed by the governing body.

Senior Management

The operational management of Kimberly-Clark de México is led by an executive team with extensive experience and specialized knowledge, responsible for executing the strategy defined by the Board of Directors and ensuring the company's overall performance.

Pablo R. González Guajardo
Chief Executive Officer

Xavier Cortés Lascurain
Finance

Ommar H. Parra de la Rocha
Consumer Sales

Jorge Morales Rojas
Supply Chain and Execution

Cristina Pichardo López
Marketing – Infant Products and Incontinence

Regina Celorio Calvo
Marketing – Household Products, Feminine Care, and Pet Care

Armando Bonilla Ruiz
Marketing – Soaps, Toiletries, and Foreign Trade

Ernesto Reyes Díaz
Tissue Operations and Personal Care

Roberto García Palacios
Private Brands Sales

Carlos Franco Solís
Innovation, Technical Development, Quality, and Sustainability

Alejandro Lascurain Curbelo
Human Resources

Javier Rosas Delint
HubIO

Yonatan Suárez Escamilla
Corporate Comptroller

Alejandro Argüelles de la Torre
General Counsel

Carlos Conss Curiel
Information Systems

Salvador Escoto Barjau
Treasury and Investor Relations

Alonso Martínez Marmolejo
KCM NOVA

This team is responsible for translating strategic decisions into concrete action plans, promoting efficient and responsible execution aligned with the organization's values.

We have a total of ten executives in Director-level positions, including two women.

Support bodies

Audit and Corporate Practices Committee

The **Audit and Corporate Practices Committee** plays a key role in strengthening the corporate governance of Kimberly-Clark de México, ensuring the integrity of financial information, regulatory compliance, and adequate risk management.

Its actions are focused on reinforcing the transparency and reliability of internal processes, as well as on timely addressing stakeholder concerns related to corporate practices and internal control.

Key responsibilities:

- Overseeing and monitoring internal and external audits.
- Evaluating and managing risks relevant to the Company.
- Approving external auditors and internal control systems.
- Monitoring legal and regulatory matters.
- Addressing issues related to corporate practices.
- Ensuring compliance with the Code of Ethics, Shareholders' Meeting resolutions, and resolutions of the Board of Directors.

Members of the Audit and Corporate Practices Committee

Emilio Carrillo Gamboa
President
Independent Director

Antonio Cosío Ariño
Member
Independent Director

Esteban Malpica Fomperosa
Member
Independent Director

Fernando Ruíz Sahagún
Member
Independent Alternate Director

The members of the Audit and Corporate Practices Committee are appointed by the Board of Directors, while its Chair is appointed and, if applicable, removed exclusively by the Shareholders' Meeting.

In 2025, the Committee held four meetings, in the months of February, April, July, and October, during which, among others, the following matters were addressed:

- The main accounting policies followed by the Company were reviewed, analyzed, and approved, based on the information received.
- The report of the Chief Executive Officer regarding the activities for the fiscal year that ended in 2025 was received and approved.
- A report on the results of the external audit as of December 31, 2025, with an unqualified opinion, was received from the External Auditor.
- The Committee evaluated the performance of both the legal entity providing external audit services and the Certified Public Accountant, considering them satisfactory. Therefore, it recommended authorizing the engagement of this legal entity to perform the external audit services related to the Company's financial statements for the fiscal year from January 1 to December 31, 2025.
- Based on the external audit opinion, it was concluded that the Audited Consolidated Financial Statements as of December 31, 2025, are adequate and sufficient; therefore, they may be proposed for approval and subsequently submitted to the Shareholders' Meeting for final approval.
- The information related to the management of the Company's Internal Audit Department was reviewed and approved, and the audit program for the current fiscal year was approved.

Compensation Committee

The Compensation Committee aims to ensure fair and competitive management aligned with the performance of Kimberly-Clark de México's executive talent. Its work focuses on evaluating the performance of senior executives and defining compensation policies consistent with the best market practices.

For decision-making, the Committee considers both internal and external factors, such as the achievement of strategic objectives and salary competitiveness, ensuring that the compensation and benefits offered are fair and attractive.

The Committee is supported by an independent firm specialized in compensation, which provides statistical information on salary increases granted and projected in the market. Likewise, it uses the HAY job evaluation system, which makes it possible to determine the relative value of each position and its reference salary level.

This approach allows us to maintain compensation schemes aligned with industry trends and with the Company's corporate responsibility.

During 2025, the Committee held one meeting in the month of January, and the topics addressed were:

- The total compensation in the market for comparable positions and companies was analyzed.
- The increases in base or fixed compensation for unionized personnel, employees, and administrative officers for 2025 were analyzed and approved.
- The bases and objectives to determine, in 2025, variable compensation based on the achievement of objectives for key administrative personnel of the Company, as well as long-term incentives for such personnel, were analyzed.

Members of the Compensation Committee

Valentín Diez Morodo
Chair
Independent Director

Michael Hsu
Member
Independent Director

Alicia María Enciso Cordero
Member
Alternate Director

The longest performance period considered for evaluating the Chief Executive Officer's variable compensation is three years; likewise, the vesting period for the Chief Executive Officer's variable compensation is three years.

In the case of KCM's senior executives, compensation considers their contribution to the achievement of specific objectives, including ESG aspects, as well as their experience and relevant knowledge. These remunerations are reviewed annually to ensure alignment with the market.

Compensation of KCM senior executives includes:

- Fixed salary
- Annual bonus
- Cash incentives
- Severance payments
- Pension plans
- Profit-sharing

Executive Sustainability Committee

GRI 2-12, 2-13, 2-14

The Executive Sustainability Committee (ESC) is the body responsible for defining, implementing, and updating the Sustainability Strategy of Kimberly-Clark de México. Likewise, it is responsible for managing the impacts of the Company on the environment and on the communities where it operates.

This Committee operates under the direct supervision of CEO and is supported by the Innovation, Technical Development, Quality, and Sustainability function, ensuring the alignment of ESG initiatives with KCM's overall strategy.

Members of the Executive Sustainability Committee

Carlos Franco
Innovation, Technical Development, Quality, and Sustainability

Xavier Cortés Lascurain
Finance

Regina Celorio Calvo
Marketing – Household Products, Feminine Care, and Pet Care

Cristina Pichardo López
Marketing – Baby, and Incontinence

Ernesto Reyes Díaz
Tissue Operations and Personal Care

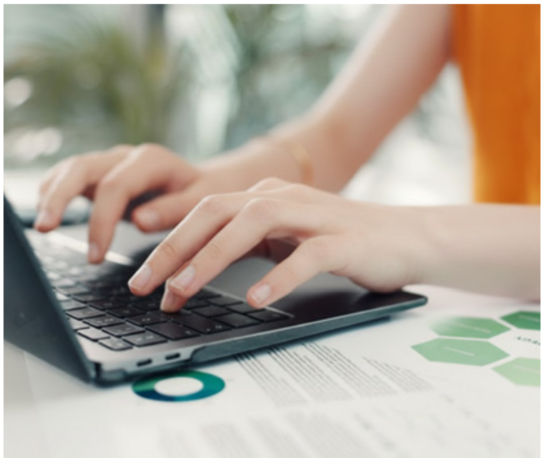
Roberto García Palacios
Private Brands Sales

Alejandro Lascurain Curbelo
Human Resources

Alejandro Argüelles de la Torre
General Counsel

Salvador Escoto Barjau
Treasury and Investor Relations

Alonso Martínez
KCM NOVA



The ESC is composed of representatives from various areas of the organization, which allows addressing environmental, social, and governance (ESG) topics from a comprehensive and cross-cutting perspective.

The KCM Sustainability Report is an exercise led by the Company's Sustainability Area. Once prepared, the document is submitted for review and approval by the members of the Executive Sustainability Committee and is subsequently validated by an external auditor.

Subsequently, the report is submitted to the Chief Executive Officer for final approval, who in turn forms part of the Board of Directors, thereby strengthening traceability and control in the reporting processes.

The ESC also approves activities related to the implementation and development of initiatives aligned with:

- TCFD, focused on the management of risks and opportunities associated with climate change.
- TNFD, focused on nature, biodiversity, and the management of impacts related to ecosystems.

Memberships and Industry Associations

GRI 2-28

As part of its commitment to best business practices, sector representation, and institutional dialogue, Kimberly-Clark de México actively participates in various business associations and organizations, including:

- *Cámara Nacional de las Industrias de la Celulosa y del Papel* (CNICP)
- *Cámara Nacional de la Industria de Productos Cosméticos* (CANIPEC)
- *Confederación de Cámaras Industriales de los Estados Unidos Mexicanos* (CONCAMIN)
- *Consejo Coordinador Empresarial* (CCE)
- *Consejo de la Comunicación* (CC)
- *Consejo Mexicano de Negocios* (CMN)
- Sustainability Committee of the Mexican Stock Exchange

This participation contributes to the exchange of best practices and the promotion of initiatives that drive the sustainable development of the sector.

Annexes

Sustainable Ambition by 2030

Product and Circular Economy

Circular economy

Reducing our environmental footprint.

Product strategy

- **50% reduction** in the use of virgin plastics from fossil sources by 2030.
- **15% reduction** in the weight of our products by 2030.

Packaging strategy

- **100% of our packaging** will be recycled, recyclable, or reusable or compostable by 2025.
- **20% recycled content** in packaging by 2025.
- **50% reduction** in the content of virgin plastics from fossil sources by 2030.

Transparency

Strengthening our commitment to product safety

Science-based decisions

- Internal and independent safety assessments.

Increasing transparency

- Sharing our practices, providing consumers with clear and reliable information about ingredients and materials.

Improving our formulations

- Using ingredients and materials preferred by consumers.

Environment (Operation)

Water

- **25% reduction** in our water usage by 2030.

Fibers

- **100%** of our virgin fibers will come from sustainable sources by 2022.

Climate change

- **50% reduction** in our direct Greenhouse Gas Emissions by 2030.

Waste

- Generate **zero waste** sent to landfills as a result of our processes by 2030[58].

Community

Committed to Mexico and the world, we support the United Nations Sustainable Development Goals (SDGs) through KCM programs and actions and its brands, with the **goal of positively impacting the lives of 25 million people by 2025.**

58. The fulfillment of this commitment has been redefined for the year 2030.

Performance Results

	Unit	2023	2024	2025	ESG Standard
KCM Contributions					
Donations	millions of pesos	$ 37.50	$ 27.23*	$ 36.22*	-
Profit sharing paid to employees	millions of pesos	$ 795	$ 1,079	$ 912	-
Salaries and benefits (including profit sharing)	millions of pesos	$ 4,974	$ 5,254	$ 5,187	-

Business ethics					
Complaints	No.	88	201	154	-
Complaints attended	%	100%	100%	100%	-
Complaints resolved	%	95%	100%	99%	-
Corruption cases	No.	0	0	0	205-3
Internal Control Audits					
Well-controlled audits	No.	11	17	15	
Generally well-controlled audits	No.	19	14	8	-
Audits not well-controlled	No.	3	1	4	-
Total	**No.**	**36**	**36**	**32**	**-**
Reports to be issued	No.	3	4	5	
Quality Audits Across Our Operations					
Internal audits	No.	---	10	10	
External audits for certification purposes	No.	---	3	2	-
Customer audits	No.	---	6	7	
Total	**No.**		**19**	**19**	-
Quality Audits of Suppliers					
Total supplier audits	**No.**	**---**	**15**	**15**	
Information security and privacy					
Cybersecurity incidents	No.	4	0	0	S&P CSA
Claims for violations of customer privacy	No.	0	0	0	418-1
Claims for data loss	No.	0	0	0	418-1
Compliance with regulations					
Fines or penalties for non-compliance with laws or regulations	No.	0	0	0	2-27
Fines or penalties for non-compliance with environmental legislation and regulations	No.	0	0	0	307-1
Supply chain					
Local suppliers	No.	257	236	282	-
Foreign suppliers	No.	102	106	124	-
Total suppliers	**No.**	**359**	**342**	**406**	**-**
Local suppliers	%	72%	69%	69%	-
Foreign suppliers	%	28%	31%	31%	-
Budget allocated to acquisitions from local suppliers	%	42	46	42	204-1
Budget allocated to acquisitions from foreign suppliers	%	58	54	58	S&P CSA

* Includes cash and in-kind donations.

	Unit	2023	2024	2025	ESG Standard
Supply chain					
Total Tier-1 suppliers	No.	58	56	58	S&P CSA
Total Tier-1 significant suppliers	No.	17	17	17	S&P CSA
Budget allocated to significant Tier-1 suppliers	%	80	80	80	S&P CSA
Total non–Tier-1 suppliers	**No.**	**301**	**286**	**326**	**S&P CSA**
Supplier evaluation					
New suppliers evaluated and selected according to environmental criteria	No.	30	44	19	308-1
Suppliers evaluated in relation to environmental impacts	No.	-	12	25	308-2
Suppliers assessed on-site or through a questionnaire	No.	30	25	25	S&P CSA
Significant suppliers evaluated	%	8	7	10	S&P CSA
Suppliers evaluated with current or potential substantial negative impacts	No.	0	0	0	S&P CSA
Suppliers with actual or potential substantial negative impacts with corrective actions agreed upon	%	0	0	0	S&P CSA
Terminated supplier relationships with suppliers with actual or potential substantial negative impacts	No.	0	0	0	S&P CSA
Suppliers supported in the implementation of their corrective action plans	No.	0	0	0	S&P CSA
Suppliers with current or potential substantial negative impacts supported in the implementation of their corrective action plans	%	0	0	0	S&P CSA
Total suppliers in capacity-building programs	No.	0	0	0	S&P CSA
Unique significant suppliers in capacity-building programs	%	0	0	0	S&P CSA
Strategy and online customers					
Percentage of customers using online shopping services	%	12	14	21	S&P CSA
Percentage of revenue generated from online sales	%	1.6	1.7	2.2	S&P CSA

Materials used in production (recyclable and/or recycled)					
Virgin fiber	Ton	296,711	324,712	349,115	301-1 CG-HP-410a.1
Recycled fiber + cellulosic waste	Ton	484,494	480,418	461,715	301-1 CG-HP-410a.1
Non-woven	Ton	16,528	10,196	17,903	301-1 CG-HP-410a.1
Super-absorbent materials	Ton	46,136	46,044	46,644	301-1 CG-HP-410a.1
Polymer resins	Ton	41,332	35,186	44,234	301-1 CG-HP-410a.1
Total	**Ton**	**885,201**	**896,556**	**919,611**	301-1 CG-HP-410a.1

	Unit	2023	2024	2025	ESG Standard
Materials used in production (recycled internally)					
Cellulose waste	Ton	56,920	59,292	51,096	301-2
Non-woven	Ton	4,877	5,400	6,708	301-2
Diaper absorbent core	Ton	944	1,818	1,336	301-2
Total	**Ton**	**62,741**	**66,510**	**59,140**	301-2
Materials used to wrap and package products					
Packaging films (LDPE) – Recyclable	Ton	29,686	30,469	35,953	301-3 CG-HP-410a.1
Wrapping paper – Recycled and recyclable	Ton	2,317	3,802	3,221	301-3 CG-HP-410a.1
Corrugated cardboard – Recycled and recyclable	Ton	---	---	67,609	301-3 CG-HP-410a.1
Total	**Ton**	**32,003**	**34,271**	**106,783**	301-3 CG-HP-410a.1
Volume of water used by supply source					
Fresh groundwater or well water	Ml*	5,471	5,977	6,017	303-3 CG-HP-140a.1
Fresh surface water	Ml	1,149	1,208	1,229	303-3 CG-HP-140a.1
Post-consumer surface water	Ml	6,895	7,314	7,367	303-3 CG-HP-140a.1
Municipal network water	Ml	84	89	60	303-3 CG-HP-140a.1
Total	**Ml**	**13,599**	**14,588**	**14,673**	303-3 CG-HP-140a.1
Water volume used in areas of extremely high water stress	Ml	11,101	12,069	12,006	303-3 CG-HP-140a.1
Water volume used in areas of extremely high water stress	%	81.6%	82.7%	81.8%	303-3 CG-HP-140a.1
Water volume consumed in areas of extremely high water stress	Ml	1,730	2,330	3,015	303-3 CG-HP-140a.1
Water volume consumed in areas of extremely high water stress	%	69.3%	79.3%	81.7%	303-3 CG-HP-140a.1
Total water consumed	Ml	2,496	2,937	3,692	303-3 CG-HP-140a.1
Water intensity (water usage per ton produced)					
Tissue	m^3/ produced ton	14.77	15.05	14.33	-
Personal care	m^3/ produced ton	1.28	1.07	0.86	-
KCM Global Index	**m^3/ produced ton**	**11.74**	**12.38**	**11.50**	**-**
Volume of water discharged by destination					
Surface water	Ml	11,699	12,072	12,071	303-4
Groundwater	Ml	975	911	836	303-4
Municipal network water	Ml	97	91	84	303-4
Total	**Ml**	**12,771**	**13,074**	**12,991**	303-4
Total water discharge from KCM operations	**Ml**	**11,103**	**11,650**	**10,980**	303-4
Water discharge from KCM operations in areas of extremely high water stress	Ml	9,345	9,724	8,991	303-3 CG-HP-140a.1

* Ml (megaliters).

	Unit	2023	2024	2025	ESG Standard
Fuel consumption by mobile sources					
LP Gas	GJ	107,600	111,461	110,565	302-1
Gasoline*	GJ	16,328	21,207	22,212	302-1
Diesel	GJ	3,594	3,899	3,128	302-1
Total	**GJ**	**127,522**	**136,567**	**135,905**	302-1
Fuel consumption by stationary sources					
LP Gas	MMBTU	---	2,182	2,322	302-1
LP Gas	GJ	---	2,302	2,450	302-1
Natural gas	MMBTU	4,304,244	4,554,036	4,641,066	302-1
Natural gas	GJ	4,541,218	4,804,762	4,896,584	302-1
Energy consumption by source					
Natural gas	GJ	4,541,218	4,804,762	4,896,584	302-1
Steam	GJ	1,513,243	1,657,309	1,664,851	302-1
Wind energy	GJ	24,468	230,603	72,921	302-1
Electricity (CFE)	GJ	2,771,376	1,156,103	215,820	302-1
Electricity (CFE Qualified)	GJ	570,423	1,070,505	1,476,215	302-1
Electricity (Cogeneration)	GJ	184	102,153	214,253	302-1
Electricity (Combined cycle)	GJ	643,371	1,521,075	2,181,454	302-1
Total	**GJ**	**10,064,283**	**10,542,510**	**10,722,098**	302-1
Natural gas	MWh	1,261,449	1,334,656	1,360,162	302-1
Steam	MWh	---	460,364	462,459	302-1
Wind energy	MWh	6,797	64,056	20,256	302-1
Electricity (CFE)	MWh	769,827	321,140	59,950	302-1
Electricity (CFE Qualified)	MWh	158,451	297,363	410,060	302-1
Electricity (Cogeneration)	MWh	51	28,376	59,515	302-1
Electricity (Combined cycle)	MWh	178,714	422,521	605,959	302-1
Total	**MWh**	**2,375,288**	**2,928,476**	**2,978,360**	302-1
Natural gas	MMBTU	4,304,244	4,554,036	4,641,066	302-1
Steam	MMBTU	1,434,278	1,570,826	1,577,974	302-1
Wind energy	MMBTU	23,191	218,569	69,115	302-1
Electricity (CFE)	MMBTU	2,626,758	1,095,774	204,558	302-1
Electricity (CFE Qualified)	MMBTU	540,657	1,014,643	1,399,182	302-1
Electricity (Cogeneration)	MMBTU	174	96,822	203,073	302-1
Electricity (Combined cycle)	MMBTU	609,798	1,441,701	2,067,620	302-1
Total	**MMBTU**	**9,539,100**	**9,992,371**	**16,312,514**	302-1
Energy intensity (energy consumption per ton produced)					
Tissue	MMBTU/ produced ton	12.70	13.21	13.60	302-3
Personal care	MMBTU/ produced ton	1.78	1.78	1.46	302-3
KCM Global Index	**MMBTU/ produced ton**	**8.23**	**8.48**	**7.94**	**302-3**

* Includes the consumption of the vehicle fleet.

	Unit	2023	2024	2025	ESG Standard
Total GHG emissions*					
Direct emissions (Scope 1)	tCO_2e	262,377	255,243	262,558	305-1
Direct emissions (Scope 1) Vehicle fleet	tCO_2e	1,063	1,403	1,496	305-1
Indirect emissions (Scope 2) Location based**	tCO_2e	---	549,259	574,533	305-2
Indirect emissions (Scope 2) Market based***	tCO_2e	452,024	349,978	307,610	305-2
Indirect emissions (Scope 3)****	tCO_2e	35,596	31,649	39,088	305-3
Total (Does not include Indirect emissions Location based)	**tCO_2e**	**751,060**	**638,273**	**610,752**	305-1, 305-2, 305-3
CO_2 emissions intensity (Scope 1 & 2)					
Tissue	tCO2e/ produced ton	0.93	0.78	0.74	305-4
Personal care	tCO2e/ produced ton	0.17	0.14	0.11	305-4
KCM Global Index	**tCO2e/ produced ton**	**0.62**	**0.51**	**0.45**	305-4
Other air emissions					
Nox	Ton	196.8	204.0	215.88	305-7
SOx	Ton	1.20	1.26	1.30	305-7
PST	Ton	15.3	16.0	16.5	305-7
COV	Ton	11.0	11.6	11.9	305-7
Non-hazardous waste generated, recoverable (by type)					
Wastewater treatment sludge	Ton	343,355	218,388	204,754	306-3, 306-4
Paper and cardboard	Ton	9,397	6,676	5,418	306-3, 306-4
Plastic	Ton	12,037	13,344	8,610	306-3, 306-4
Wood	Ton	5,117	2,446	2,359	306-3, 306-4
Metal	Ton	2,531	2,596	1,878	306-3, 306-4
Other	Ton	2,142	3,921	3,824	306-3, 306-4
Total	**Ton**	**374,579**	**247,371**	**226,843**	306-3
Non-hazardous waste generated, non-recoverable (by type)					
Wastewater treatment sludge	Ton	0	121,322	114,924	306-3, 306-5
Rejected recyclables*****	Ton	29,462	43,790	43,116	306-3, 306-5
Paper and cardboard	Ton	3	3	99	306-3, 306-5
Plastic	Ton	121	118	0	306-3, 306-5
Wood	Ton	1	1	0	306-3, 306-5
Metal	Ton	1	1	0	306-3, 306-5
Other	Ton	673	900	2,992	306-3, 306-5
Total	**Ton**	**30,261**	**166,135**	**161,131**	306-3
Non-hazardous waste generated					
Valorization	Ton	374,579	247,371	226,843	306-3, 306-4
Landfill	Ton	30,261	166,135	161,131	306-3, 306-5
Total	**Ton**	**404,840**	**413,506**	**387,974**	306-3
Hazardous waste generated					
Valorization	Ton	---	---	83	306-3, 306-4
Landfill	Ton	---	---	1,041	306-3, 306-5
Total	**Ton**	**---**	**---**	**1,124**	306-3

* The reported emissions include CO_2, CH_4 and N_2O gases.

** These emissions were calculated using the 2024 National Electric System emission factor, as the one for 2025 was not available at the time of issuing this report.

*** The emission factor used to calculate emissions associated with electricity generated through combined cycle power plants (equivalent to 52% of total consumption) was provided directly by Iberdrola México. This factor reflects the best available estimate, in accordance with the applicable methodological criteria of the GHG Protocol.

**** Scope 3 emissions correspond to a partial, not total, measurement and correspond to: 37,948 tCO_2e to SODISA emissions (Category 9) and 1,140 tCO_2e to business travel (Category 6).

***** These wastes are not included in the calculation of the corresponding sustainability target.

	Unit	2023	2024	2025	ESG Standard
Unionized and non-unionized employees by gender					
Women – unionized	No.	649	629	623	2-7
Women – non-unionized	No.	659	679	690	2-7
Men – unionized	No.	5,411	5,467	5,551	2-7
Men – non-unionized	No.	2,041	2,072	2,033	2-7
Total	**No.**	**8,760**	**8,847**	**8,897**	2-7
Directors staff by age and gender					
Women under 30	No.	---	0	0	405-1
Men under 30	No.	---	0	0	405-1
Women between 30 and 50	No.	---	2	2	405-1
Men between 30 and 50	No.	---	0	0	405-1
Women over 50	No.	---	0	0	405-1
Men over 50	No.	---	8	10	405-1
Executive staff by age and gender					
Women under 30	No.	---	12	4	405-1
Men under 30	No.	---	7	6	405-1
Women between 30 and 50	No.	---	93	86	405-1
Men between 30 and 50	No.	---	195	184	405-1
Women over 50	No.	---	26	26	405-1
Men over 50	No.	---	115	114	405-1
Administrative staff by age and gender					
Women under 30	No.	---	204	197	405-1
Men under 30	No.	---	320	313	405-1
Women between 30 and 50	No.	---	281	314	405-1
Men between 30 and 50	No.	---	1,045	1,012	405-1
Women over 50	No.	---	61	61	405-1
Men over 50	No.	---	382	394	405-1
Unionized employees by age and gender					
Women under 30	No.	---	175	170	405-1
Men under 30	No.	---	1,918	1,969	405-1
Women between 30 and 50	No.	---	366	354	405-1
Men between 30 and 50	No.	---	2,794	2,806	405-1
Women over 50	No.	---	88	99	405-1
Men over 50	No.	---	755	776	405-1
Employees by age and gender					
Women under 30	No.	394	391	371	405-1
Women between 30 and 50	No.	749	742	756	405-1
Women over 50	No.	165	175	186	405-1
Men under 30	No.	2,280	2,245	2,288	405-1
Men between 30 and 50	No.	3,927	4,034	4,002	405-1
Men over 50	No.	1,245	1,260	1,294	405-1
Women under 30	%	4	4	4	405-1
Women between 30 and 50	%	9	8	8	405-1
Women over 50	%	2	2	2	405-1
Men under 30	%	26	25	26	405-1
Men between 30 and 50	%	45	46	45	405-1
Men over 50	%	14	14	15	405-1

	Unit	2023	2024	2025	ESG Standard
Employees by job category and gender					
Women – Directors	No.	2	2	2	405-1
Women – Executives	No.	124	131	116	405-1
Women – Administrative	No.	533	546	572	405-1
Women – Unionized	No.	649	629	623	405-1
Men – Directors	No.	8	8	10	405-1
Men – Executives	No.	309	317	304	405-1
Men – Administrative	No.	1,724	1,747	1,719	405-1
Men – Unionized	No.	5,411	5,467	5,551	405-1
Women – Directors	%	0.02	0.02	0.02	405-1
Women – Executives	%	1.42	1.48	1.30	405-1
Women – Administrative	%	6.08	6.17	6.43	405-1
Women – Unionized	%	7.41	7.11	7.00	405-1
Men – Directors	%	0.09	0.09	0.11	405-1
Men – Executives	%	3.53	3.58	3.42	405-1
Men – Administrative	%	19.68	19.75	19.32	405-1
Men – Unionized	%	61.77	61.80	62.39	405-1
Inclusion and diversity					
Women with disabilities*	No.	Not available	Not available	Not available	S&P CSA
Men with disabilities*	No.	Not available	Not available	Not available	S&P CSA
Female empowerment					
Women in administrative offices	%	20%	25%	21%	-
Women in executive positions (managers and heads)	%	29%	29%	25%	S&P CSA
New hires					
Total number of new hires	No.	2,483	2,549	2,430	S&P CSA
Total number of open vacancies	No.	2,963	4,062	3,996	S&P CSA
Total vacancies filled by internal candidates	No.	480	1,513	1,566	S&P CSA
Positions filled by internal candidates	%	16	37	39	S&P CSA
Average cost of hire per employee	Pesos	$6,142	$5,985	$6,048	S&P CSA
New hires by age and gender					
Women under 30 years old	No.	303	222	242	401-1
Women between 30 and 50 years old	No.	281	274	263	401-1
Women over 50 years old	No.	17	15	15	401-1
Total Women	**No.**	**601**	**511**	**520**	401-1
Men under 30 years old	No.	1,269	1,116	1,103	401-1
Men between 30 and 50 years old	No.	581	839	729	401-1
Men over 50 years old	No.	32	83	78	401-1
Total Men	**No.**	**1,882**	**2,038**	**1,910**	401-1

* This information is not available as there is no record kept of personnel with disabilities.

	Unit	2023	2024	2025	ESG Standard
Employee turnover by age and gender					
Global turnover	**%**	**26**	**28**	**27**	401-1
Voluntary turnover	**%**	**23**	**26**	**25**	S&P CSA
Women under 30 years old	No.	218	200	190	401-1
Women between 30 and 50 years old	No.	250	310	252	401-1
Women over 50 years old	No.	17	38	18	401-1
Total Women	**No.**	**485**	**548**	**460**	401-1
Men under 30 years old	No.	884	884	790	401-1
Men between 30 and 50 years old	No.	649	849	785	401-1
Men over 50 years old	No.	152	231	163	401-1
Total Men	**No.**	**1,685**	**1,964**	**1,738**	401-1
Employment stability					
Average seniority in years	No.	8.81	8.62	8.65	-
Parental leave by gender					
Employees who took parental leave – Women	%	100	100	100	401-3
Employees who took parental leave – Women	No.	43	47	34	401-3
Employees who returned to work during the reporting period – Women	No.	43	30	21	401-3
Return to work rate after parental leave – Women	%	67%	64%	62%	401-3
Employees who took parental leave – Men	%	100	100	100	401-3
Employees who took parental leave – Men	No.	301	272	254	401-3
Employees who returned to work during the reporting period – Men	No.	301	242	226	401-3
Return-to-work rate after parental leave – Men	%	94%	89%	89%	401-3
Training					
Total hours	No.	607,748	470,821	492,735	-
Training index (hours per person)	Hours	72.39	53.2	55.7	-
Number of courses delivered	No.	13,054	11,452	8,000	-
Investment in training (paid to third parties)	Pesos	$4,242,882	$4,619,727	$5,973,894	S&P CSA
Average training investment per employee (paid to third parties)	Pesos	$505	$522	$675	S&P CSA
Annual training hours per employee					
Unionized	No.	66.01	67.37	58.09	-
Non-unionized	No.	33.99	46.79	49.24	-
Average training hours by job category and gender					
Management– Women	No.	17	30	18	404-1
Executives – Women	No.	56	31	48	404-1
Administrative – Women	No.	26	18	26	404-1
Administrative Site – Women	No.	28	26	28	404-1
Unionized – Women	No.	53	60	57	404-1
Management – Men	No.	8	13	13	404-1
Executives – Men	No.	24	46	44	404-1
Administrative – Men	No.	23	26	26	404-1
Administrative Site – Men	No.	52	61	51	404-1
Unionized – Men	No.	68	45	59	404-1

	Unit	2023	2024	2025	ESG Standard
Performance evaluation by job category and gender					
Management– Women	No.	2	2	2	404-3
Executives – Women	No.	124	236	257	404-3
Administrative – Women	No.	368	299	326	404-3
Unionized – Women	No.	529	629	623	404-3
Total Women	**No.**	**1,023**	**1,166**	**1,208**	**404-3**
Management – Men	No.	8	9	10	404-3
Executives – Men	No.	309	655	653	404-3
Administrative – Men	No.	1,702	1,112	1,109	404-3
Unionized – Men	No.	5,280	5,467	5,551	404-3
Total Men	**No.**	**7,299**	**7,243**	**7,323**	**404-3**
Health and Safety indicators (employees)					
Fatalities as a result of work-related injuries	No.	0	0	0	403-9
Major-consequence work-related injuries	No.	10	11	12	403-9
Recordable work-related injuries	No.	118	142	163	403-9
Hours worked	No.	21,121,790	21,563,439	21,480,053	403-9
Rate from fatalities as a result of work-related injuries	No.	0	0	0	403-9
Rate from major-consequence work-related injuries (not including fatalities)	No.	0.47	0.51	0.56	403-9
Rate of recordable work-related injuries	No.	5.59	6.59	7.59	403-9
Health and Safety indicators (non-employee workers)					
Fatalities as a result of work-related injuries	No.	0	0	0	403-9
Major-consequence work-related injuries	No.	0	2	2	403-9
Recordable work-related injuries	No.	2	2	2	403-9
Hours worked	No.	10,031,978	9,509,379	9,855,574	403-9
Rate from fatalities as a result of work-related injuries	No.	0	0	0	403-9
Rate from major-consequence work-related injuries (not including fatalities)	No.	0.00	0.21	0.20	403-9
Rate of recordable work-related injuries	No.	0.20	0.21	0.20	403-9
Health and Safety indicators (SODISA)					
Fatalities as a result of work-related injuries	No.	1	1	0	403-9
Major-consequence work-related injuries	No.	6	10	9	403-9
Recordable work-related injuries	No.	7	12	11	403-9
Hours worked	No.	928,175	1,012,354	1,086,323	403-9
Rate from fatalities as a result of work-related injuries	No.	1.08	0.99	0.00	403-9
Rate from major-consequence work-related injuries (not including fatalities)	No.	6.46	9.88	8.28	403-9
Rate of recordable work-related injuries	No.	7.54	11.85	10.13	403-9

	Unit	2023	2024	2025	ESG Standard
Lost Time Injury Frequency Rate (LTIFR)					
KCM cases	No.	10	11	12	S&P CSA
Hours worked	Hours	21,121,790	21,563,439	21,480,053	S&P CSA, 403-9
Employees (per million hours worked)	No.	0.47	0.51	0.56	S&P CSA
Contractor cases	No.	2	2	2	S&P CSA
Hours worked	Hours	10,031,978	9,509,379	9,855,574	S&P CSA, 403-9
Contractors (per million hours worked)	No.	0.20	0.21	0.20	S&P CSA
Occupational Illness Frequency Rate (OIFR)					
Employees (per million hours worked)	No.	0	0	0.047	S&P CSA
Contractors (per million hours worked)	No.	0	0	0	S&P CSA
Health and safety indicators					
Number of occupational illnesses	No.	0	0	1	403-10
Total accident frequency rate(LTIR)	%	1.11	1.26	1.52	S&P CSA
Severity index	%	8.77	8.73	12.32	-
Frequency rate of serious and severe accident	%	0.09	0.10	0.11	-
Number of serious and severe accidents	No.	10	11	12	-

GRI Index

Universal Standards

GRI Standard		Content	Page
GRI 1 Foundation 2021			
GRI 2 General Disclosures 2021			
1. The organization and its reporting practices			
GRI 2 General Disclosures 2021	2-1	Organizational details.	1, 8
	2-2	Entities included in the organization's sustainability reporting.	1
	2-3	Reporting period, frequency and contact point.	1
	2-4	Restatements of information.	1
	2-5	External assurance.	1
2. Activities and workers			
GRI 2 General Disclosures 2021	2-6	Activities, value chain, and other business relationships.	8, 10, 65
	2-7	Employees.	45, 95
	2-8	Workers who are not employees.	45 All KCM employees are part of the organization.
3. Governance			
GRI 2 General Disclosures 2021	2-9	Governance structure and composition.	75, 77, 79
	2-10	Nomination and selection of the highest governance body.	76, 77
	2-11	Chair of the highest governance body.	77
	2-12	Role of the highest governance body in overseeing the management of impacts.	18, 25, 75, 86
	2-13	Delegation of responsibility for managing impacts.	77, 86
	2-14	Role of the highest governance body in sustainability reporting.	86
	2-15	Conflicts of interest.	62, 77
	2-16	Communication of critical concerns.	59
	2-17	Collective knowledge of the highest governance body.	80
	2-18	Evaluation of the performance of the highest governance body.	Information not available. At this time, the performance of KCM's Board of Directors is not evaluated.
	2-19	Remuneration policies.	82
	2-20	Process to determine remuneration.	82
	2-21	Annual total compensation ratio.	Confidential information. To ensure the security and confidentiality of employees, KCM keeps this information confidential.

GRI Standard		Content	Page
4. Strategy, policies and practices			
GRI 2 General Disclosures 2021	2-22	Statement on sustainable development strategy.	2
	2-23	Policy commitments.	16, 57
	2-24	Embedding policy commitments.	16, 57
	2-25	Processes to remediate negative impacts.	16, 59
	2-26	Mechanisms for seeking advice and raising concerns.	59
	2-27	Compliance with laws and regulations.	12, 60, 90
	2-28	Membership associations.	87
5. Stakeholder engagement			
GRI 2 General Disclosures 2021	2-29	Approach to stakeholder engagement.	18
	2-30	Collective bargaining agreements.	69% of our employees are covered by collective bargaining agreements.
GRI 3 Material Topics 2021			
GRI 3 Material Topics 2021	3-1	Process to determine material topics.	23
	3-2	List of material topics.	23

Topic Standards

GRI Standard		Content	Page
Material topic: Water management			
GRI 3 Material Topics 2021	3-3	Management of material topics.	36
GRI 303 Water and effluents 2018	303-1	Interactions with water as a shared resource.	36
	303-2	Management of water discharge-related impacts.	36
	303-3	Water withdrawal.	36, 92
	303-4	Water discharge.	36, 92
	303-5	Water consumption.	36
Material topic: Energy management			
GRI 3 Material Topics 2021	3-3	Management of material topics.	39
GRI 302 Energy 2016	302-1	Energy consumption within the organization.	39, 92, 93
	302-2	Energy consumption outside of the organization.	39
	302-3	Energy intensity.	39, 93
	302-4	Reduction of energy consumption.	39
	302-5	Reductions in energy requirements of products and services.	39

GRI Standard		Content	Page
Material topic: Biodiversity			
GRI 3 Material Topics 2021	3-3	Management of material topics.	32
Material topic: Climate risk and opportunity management			
GRI 3 Material Topics 2021	3-3	Management of material topics.	25, 26, 28
GRI 201 Economic performance 2016	201-2	Financial implications and other risks and opportunities due to climate change.	25, 26, 28
Material topic: Deforestation			
GRI 3 Material Topics 2021	3-3	Management of material topics.	32
Material topic: Social investment			
GRI 3 Material Topics 2021	3-3	Management of material topics.	70
Material topic: Occupational health and safety			
GRI 3 Material Topics 2021	3-3	Management of material topics.	51
GRI 403 Occupational health and safety 2018	403-1	Occupational health and safety management system.	51
	403-2	Hazard identification, risk assessment, and incident investigation.	51
	403-3	Occupational health services.	51
	403-4	Worker participation, consultation, and communication on occupational health and safety.	51
	403-5	Worker training on occupational health and safety.	51
	403-6	Promotion of worker health.	51
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	51
	403-8	Workers covered by an occupational health and safety management system.	51
	403-9	Work-related injuries.	51, 98, 99
	403-10	Work-related ill health.	51, 99
Material topic: Product quality and safety			
GRI 3 Material Topics 2021	3-3	Management of material topics.	12, 72
GRI 416 Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories.	We assess health and safety impacts for consumers across 100% of our products.
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	12

GRI Standard		Content	Page
Other Reported GRI Standards			
GRI 201 Economic performance 2016	201-1	Direct economic value generated and distributed.	7
	201-3	Defined benefit plan obligations and other retirement plans.	47
GRI 202 Market presence 2016	202-2	Proportion of senior management hired from the local community.	100% of our executives were hired from the local community.
GRI 204 Procurement practices 2016	204-1	Proportion of spending on local suppliers.	66, 90
GRI 205 Anti-corruption 2016	205-1	Operations assessed for risks related to corruption.	62
	205-2	Communication and training about anti-corruption policies and procedures.	62
	205-3	Confirmed incidents of corruption and actions taken.	59, 90
GRI 206 Anti-competitive behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices.	59
GRI 207 Tax 2019	207-1	Approach to tax.	60
	207-2	Tax governance, control, and risk management.	60
	207-3	Stakeholder engagement and management of concerns related to tax.	60
GRI 301 Materials 2016	301-1	Materials used by weight or volume.	32, 91
	301-2	Recycled input materials used.	32, 92
	301-3	Reclaimed products and their packaging materials.	32, 92
GRI 305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions.	40, 95
	305-2	Energy indirect (Scope 2) GHG emissions.	40, 95
	305-3	Other indirect (Scope 3) GHG emissions.	40, 95
	305-4	GHG emissions intensity.	40, 95
	305-5	Reduction of GHG emissions.	40
	305-6	Emissions of ozone-depleting substances (ODS).	40
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions.	40, 95
GRI 306 Waste 2020	306-1	Waste generation and significant waste-related impacts.	42
	306-2	Management of significant waste-related impacts.	42
	306-3	Waste generated.	42, 94
	306-4	Waste diverted from disposal.	42, 94, 95
	306-5	Waste directed to disposal.	42, 94, 95

GRI Standard		Content	Page
GRI 308 Supplier environmental assessment 2016	308-1	New suppliers that were screened using environmental criteria.	66, 91
	308-2	Negative environmental impacts in the supply chain and actions taken.	65, 91
GRI 401 Employment 2016	401-1	New employee hires and employee turnover.	45, 96, 97
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees.	47
	401-3	Parental leave.	47, 97
GRI 402 Labor management relations 2016	402-1	Minimum notice periods regarding operational changes.	At KCM, there is no specific methodology for this matter; however, each case is handled individually, within a reasonable timeframe and in accordance with the law.
GRI 404 Training and education 2016	404-1	Average hours of training per year per employee.	48, 97, 98
	404-2	Programs for upgrading employee skills and transition assistance programs.	48
	404-3	Percentage of employees receiving regular performance and career development reviews.	48, 98
GRI 405 Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees.	50, 79, 95, 96
	405-2	Ratio of basic salary and remuneration of women to men.	Confidential information. To ensure the security and confidentiality of employees, KCM keeps this information confidential.
GRI 406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken.	59
GRI 407 Freedom of association and collective bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	45
GRI 408 Child labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor.	During 2025, we did not identify any operations or suppliers with a risk of child labor.
GRI 409 Forced or compulsory labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor.	During 2025, we did not identify any operations or suppliers with a risk of forced or compulsory labor.
GRI 411 Rights of indigenous peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples.	During 2025, we did not record any cases of this type.

GRI Standard		Content	Page
GRI 413 Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs.	70
	413-2	Operations with significant actual and potential negative impacts on local communities.	70
GRI 414 Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria.	66
	414-2	Negative social impacts in the supply chain and actions taken.	65
GRI 415 Public policy 2016	415-1	Political contributions.	At KCM, we do not make contributions to political parties or political representatives.
GRI 417 Marketing and labeling 2016	417-1	Requirements for product and service information and labeling.	72
	417-2	Incidents of non-compliance concerning product and service information and labeling.	72
	417-3	Incidents of non-compliance concerning marketing communications.	72
GRI 418 Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	62, 90

SASB Index

Consumer Goods Industry

SASB Standard		Metric	Page
Activity metrics	CG-HP-000.A	Units of product sold, total weight of products sold.	-
	CG-HP-000.B	Number of manufacturing facilities.	8
Water management	CG-HP-140a.1	Total water withdrawn and total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	36, 92
	CG-HP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	36
Product environmental, health and safety performance	CG-HP-250a.1	Revenue from products containing substances of very high concern (SVHCs) under the REACH regulation.	During 2025 we did not receive revenue from this type of substances.
	CG-HP-250a.2	Revenue from products containing substances on California's Toxic Substance Control Candidate Chemical (DTSC) list.	During 2025 we did not receive revenue from this type of substances.
	CG-HP-250a.3	Analysis of the process of identification and management of new materials and chemical substances of interest.	12
	CG-HP-250a.4	Revenue from products designed according to the principles of green or sustainable chemistry.	During 2025 we did not receive revenue from this type of substances.
Packaging lifecycle management	CG-HP-410a.1	Total weight of packaging, percentage made from recycled or renewable materials, and percentage that is recyclable, reusable or compostable.	91, 92
	CG-HP-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle.	34
Environmental and social impacts of palm oil supply chain	CG-HP-430a.1	Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as Identity Preserved, Segregated, Mass Balance or Book & Claim	10

TCFD Index

TCFD Category		Recommended disclosures	Page
TCFD - Governance	a)	Describe the board's oversight of climate-related risks and opportunities.	-
	b)	Describe management's role in assessing and managing climate-related risks and opportunities.	-
TCFD - Strategy	a)	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	28
	b)	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	28
	c)	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Not reported.
TCFD - Risk Management	a)	Describe the organization's processes for identifying and assessing climate-related risks.	28
	b)	Describe the organization's processes for managing climate-related risks.	28
	c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	28
TCFD - Metrics and Targets	a)	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	15
	b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	40
	c)	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	15

TNFD Index

Category		Recommended disclosures	Page
TNFD - Governance	a)	Describe the board's oversight of nature-related dependencies, impacts, risks and opportunities.	-
	b)	Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	-
	c)	Describe the organization's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	Not reported.
TNFD - Strategy	a)	Describe the nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, medium and long term.	-
	b)	Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	-
	c)	Describe the resilience of the organization's strategy to nature-related risks and opportunities, taking into consideration different scenarios.	Not reported.
	d)	Disclose the locations of assets and/or activities in the organization's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	Not reported.

Category		Recommended disclosures	Page
TNFD - Risk Management	a)	I. Describe the organization's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations. II. Describe the organization's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).	Not reported.
	b)	Describe the organization's processes for managing nature-related dependencies, impacts, risks and opportunities.	-
	c)	Describe how processes for identifying, assessing, prioritising and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.	-
TNFD - Metrics and Targets	a)	Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	Not reported.
	b)	Disclose the metrics used by the organization to assess and manage dependencies and impacts on nature.	15
	c)	Describe the targets and goals used by the organization to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	15

Kimberly-Clark de México, S.A.B. de C.V.

Limited assurance on selected sustainability information included in the 2025 Sustainability Report for the year ended December 31, 2025

31/12/2025
Deloitte.
KIMBERLY-CLARK DE MEXICO

Independent practitioner’s Limited Assurance Report for selected sustainability information of Kimberly-Clark de México, S.A.B. de C.V.

Information subject to the assurance engagement

We have been engaged by the Management of Kimberly-Clark de México, S.A.B. de C.V. (“Kimberly-Clark de México” or the “Entity”) to perform a limited assurance engagement on selected sustainability information included in the 2025 Sustainability Report for the year ended December 31, 2025.

Our work was performed by an independent and multidisciplinary team including assurance practitioners and sustainability specialists.

Our limited assurance engagement was performed solely in respect of the selected sustainability information included in Appendix A. Our assurance report does not extend to information from previous periods or other information included in the 2025 Sustainability Report, including other information related to such report that may contain images, audio or videos.

Criteria used for the preparation of the information subject to the assurance engagement (“Criteria”)

The selected sustainability information, included in Appendix A, has been prepared and presented by the Management of Kimberly-Clark de México in accordance with the guidelines of the Global Reporting Initiative (“GRI”) and Sustainability Accounting Standards Board (“SASB”).

Kimberly-Clark de México responsibility in relation to the selected sustainability information

The Management of Kimberly-Clark de México is responsible for the preparation of the selected sustainability information in accordance with GRI and SASB. This responsibility includes the design, implementation, and execution of internal controls over the relevant information for the preparation of the selected information that is free from material misstatement, whether due to fraud or error.

Inherent limitations of the assurance engagement

The selected sustainability information is subject to inherent uncertainty due to the use of non-financial information which is subject to greater inherent limitations than financial information, given the nature of the methods used to determine, calculate, sample, or estimate such information. In preparing the selected information, the Entity makes qualitative interpretations about the relevance, materiality and accuracy of the information that are subject to assumptions and judgments.

Our independence and quality control

We have complied with the independence and ethical requirements of the Code of Ethics for Public Accountants issued by the International Ethics Standards Board for Accountants (“IESBA”), which is founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our Firm applies the International Standard on Quality Management 1 ("ISQM 1") and maintains a comprehensive quality control system including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express a limited assurance conclusion on the selected sustainability information for the year ended December 31, 2025, based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements 3000 (Revised), assurance engagements other than audits or reviews of historical financial information ("ISAE 3000") issued by the International Auditing and Assurance Standards Board ("IAASB"). This standard requires that we plan and perform the engagement to obtain limited assurance about whether the selected information is free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 involves assessing the suitability in the circumstances of the use of Kimberly-Clark de México methodologies in accordance with GRI and SASB as the basis for the preparation of the selected sustainability information, assessing the risks of material misstatement of the information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected sustainability information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluation of the appropriateness of quantification methods, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above, we:

- Performed inquiries, through which we obtained an understanding of the Entity's internal policies related to the selected sustainability information.
- Performed inquiries through which we obtained an understanding of Kimberly-Clark de México control environment and information systems relevant to the preparation of the selected sustainability information; nevertheless, we did not evaluate the design of particular control activities, obtain evidence about their implementation, or test their operating effectiveness.
- Evaluated whether Kimberly-Clark de México methods for determining estimates are appropriate and had been consistently applied in the preparation of the selected information.
- Performed substantive tests on the information referred to in this report to corroborate that the data has been adequately measured, recorded, compiled, and reported through the following procedures:
    - Inspection;
    - Observation;
    - Confirmation;
    - Recalculations.
- Compared the contents presented by the Management with what is established in the section of Criteria of this report.

The procedures performed in a limited assurance engagement vary in nature and opportunity, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained if we had performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion on whether Kimberly-Clark de México selected information has been prepared, in all material aspects, in accordance with the guidelines provided by the GRI and SASB.

We consider that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

31/12/2025
Deloitte
KIMBERLY-CLARK DE MEXICO

Limited assurance conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the selected sustainability information for the year ended December 31, 2025, has not been prepared, in all material respects, in accordance with the Criteria section of this report.

Restriction on use and distribution

Our report is intended solely for the Management of Kimberly-Clark de México, S.A.B. de C.V., in accordance with the terms of our engagement letter and should not be used for any other purpose or distributed to other party.

Galaz, Yamazaki, Ruiz Urquiza, S.C.
Affiliate of a member firm of Deloitte Touche Tohmatsu Limited

C.P.C. David Alejandro Solano Zúñiga
Mexico City, Mexico
May 28, 2026

Appendix A

The following include the GRI and SASB metrics in scope of the limited assurance engagement determined by the Management of Kimberly-Clark de México for the year ended December 31, 2025.

GRI Indicators	Metrics
2-12 Role of the highest governance body in overseeing the management of impacts	Qualitative review of the functions performed by the Board of Directors.
301-1 Materials used by weight or volume	Total renewable materials used of **810,831** tonnes, consisting of: • **357,907** tonnes of recycled secondary fibers • **51,096** tonnes of other secondary fibers (trim waste) • **52,712** tonnes of direct secondary fibers • **349,115** tonnes of virgin fibers Total non-renewable materials used of **116,825** tonnes, consisting of: • **47,980** tonnes of superabsorbent material • **24,611** tonnes of non-woven fabrics • **44,234** tonnes of resins
301-2 Recycled input materials used	• **56.9%** of the raw materials used consist of recycled cellulosic fibers (using the total amount of secondary fibers (recycled, trim waste, and direct) of 461,715 tonnes / total fiber of 810,831 tonnes) • **27.3%** of the raw materials used consist of non-woven recycled fabrics (using the total amount of recycled inputs of 6,708 tonnes / total non-woven fabric of 24,611 tonnes) • **2.8%** of the raw materials used consist of superabsorbent recycled materials (using the total amount of superabsorbent recycled materials of 1,336 tonnes / total superabsorbent materials of 47,980 tonnes)
302-1 Energy consumption within the organization	Total energy consumption within the organization of **10,860,454** Gigajoules, broken down as follows: Total fuel consumption from non-renewable sources of **5,034,940** Gigajoules: • LP gas consumption of **113,015** Gigajoules • Gasoline consumption of **22,212** Gigajoules • Diesel consumption of **3,128** Gigajoules • Natural gas consumption of **4,896,584** Gigajoules • Steam consumption of **1,664,851** Gigajoules Electricity consumption of **4,160,663** Gigajoules

GRI Indicators	Metrics
303-3 Water withdrawal	Total water withdrawal of **14,673** megaliters, withdrawn from the following sources: • Groundwater or well water of **6,017** megaliters • Fresh surface water of **1,229** megaliters • Post-consumer surface water of **7,367** megaliters • Municipal water supply of **60** megaliters Total water withdrawal in areas of extreme high-water stress of **12,006** megaliters.
303-4 Water discharge	Total water discharge of **12,990** megaliters, destined to: • Groundwater receiving bodies of **836** megaliters • Surface water receiving bodies of **12,071** megaliters • Municipal sewer system of **84** megaliters Water discharged only from Kimberly-Clark de México of **10,981** megaliters Water discharged only from Kimberly-Clark de México in areas of extreme high-water stress of **8,991** megaliters
305-1 Direct (Scope 1) GHG emissions	• Gross value of direct GHG emissions (Scope 1) of **264,053** tCO_2e
305-2 Energy indirect (Scope 2) GHG emissions	• Gross value of location-based energy indirect GHG emissions (Scope 2) of **574,533** tCO_2e • Gross value of market-based energy indirect GHG emissions (Scope 2) of **307,610** tCO_2e
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	• Significant air emissions of **215.88** tonnes of NOx • Significant air emissions of **1.30** tonnes of SOx • Significant air emissions of **16.45** tonnes of TSP • Significant air emissions of **11.90** tonnes of VOCs
306-3 Waste generated	Total waste generated of **389,099** tonnes, broken down as follows: Hazardous waste generated of **1,125** tonnes Non-hazardous waste generated of **387,974** tonnes, broken down as follows: • **5,518** tonnes of cardboard • **2,359** tonnes of wood • **319,678** tonnes of wastewater treatment sludge • **1,878** tonnes of metal • **8,610** tonnes of plastic • **49,932** tonnes of other waste (including 43,116 tonnes of recycling rejects)

GRI Indicators	Metrics
306-4 Waste diverted from disposal	Total waste diverted from disposal of **226,926** tonnes, broken down as follows: Hazardous waste diverted from disposal of **83** tonnes, of which: • **83** tonnes were sent for recovery Non-hazardous waste diverted from disposal of **226,843** tonnes, broken down as follows: • **5,418** tonnes of cardboard • **2,359** tonnes of wood • **204,754** tonnes of wastewater treatment sludge • **1,878** tonnes of metal • **8,610** tonnes of plastic • **3,824** tonnes of other waste Non-hazardous waste diverted from disposal of **226,843** tonnes, of which: • **117,786** tonnes were sent for co-processing • **104,979** tonnes were sent for recycling • **178** tonnes were sent for reuse • **3,901** tonnes were sent for energy recovery
306-5 Waste directed to disposal	Total waste directed to disposal of **162,173** tonnes, broken down as follows: Hazardous waste directed to disposal of **1,041** tonnes of which: • **1,041** tonnes were sent to controlled hazardous waste landfill Non-hazardous waste directed to disposal of **161,131** tonnes, of which: • **161,131** tonnes were sent to landfill
403-9 Work-related injuries	Employees (KCM): • **0** fatalities as a result of work-related injury • Fatality rate as a result of work-related injury of **0.0** • **12** high-consequence work-related injuries • Rate of high-consequence work-related injuries (excluding fatalities) of **0.56** • **163** recordable work-related injuries • Rate of recordable work-related injuries of **7.59** • **21,480,053** hours worked Employees (SODISA): • **0** fatalities as a result of work-related injury • Fatality rate as a result of work-related injury of **0.0** • **9** high-consequence work-related injuries • Rate of high-consequence work-related injuries (excluding fatalities) of **8.28** • **11** recordable work-related injuries • Rate of recordable work-related injuries of **10.13** • **1,086,323** hours worked

GRI Indicators	Metrics
403-9 Work-related injuries	Contractors: • **0** fatalities as a result of work-related injury • Fatality rate as a result of work-related injury of **0.0** • **2** high-consequence work-related injuries • Rate of high-consequence work-related injuries (excluding fatalities) of **0.20** • **2** recordable work-related injuries • Rate of recordable work-related injuries of **0.20** • **9,855,574** hours worked
405-1 Diversity of governance bodies and employees	Board of Directors: • Woman (number and percentage): **1 – 8.33%** • Man (number and percentage): **11 – 91.67%** • Between 30 - 50 years old (number and percentage): **2 – 16.67%** • Over 50 years old (number and percentage): **10 - 83.33%** Unionized: • Woman (number and percentage): **623 – 10.09%** • Man (number and percentage): **5,551 – 89.91%** • Under 30 years old (number and percentage): **2,139 – 34.65%** • Between 30 - 50 years old (number and percentage): **3,160 – 51.18%** • Over 50 years old (number and percentage): **875 - 14.17%** Administrative level: • Woman (number and percentage): **572 – 24.97%** • Man (number and percentage): **1,719 – 75.03%** • Under 30 years old (number and percentage): **510 – 22.26%** • Between 30 - 50 years old (number and percentage): **1,326 – 57.88%** • Over 50 years old (number and percentage): **455 - 19.86%** Executive level: • Woman (number and percentage): **116 – 27.62%** • Man (number and percentage): **304 – 72.38%** • Under 30 years old (number and percentage): **10 – 2.38%** • Between 30 - 50 years old (number and percentage): **270 – 64.29%** • Over 50 years old (number and percentage): **140 - 33.33%** Management level: • Woman (number and percentage): **2 – 16.67%** • Man (number and percentage): **10 – 83.33%** • Between 30 - 50 years old (number and percentage): **2 – 16.67%** • Over 50 years old (number and percentage): **10 - 83.33%**

GRI Indicators	Metrics
413-1 Operations with local community engagement, impact assessments, and development programs *Qualitative and quantitative review of the impact evaluations was not conducted.	Qualitative and quantitative review of operations with implemented local community engagement and development programs*: • **5** implemented local community engagement programs • **100%** of national presence with its local community engagement programs

SASB indicators	Metrics
CG-HP-140a.1. (1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	• **81.82%** of water withdrawal in regions with extremely high-water stress (using total water withdrawal in regions with extremely high-water stress of 12,006,022 m^3 / total water withdrawal 14,673,148 m^3) • **81.66%** of water consumption in regions with extremely high-water stress (using total water consumption in regions with extremely high-water stress of 3,015,268 m^3 / total water consumption 3,692,462 m^3)

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