



Award Winning Energy Management Programs

2009 ENERGY STAR Partner of Year Award Winners

Monthly Partner Web Conference
May 20, 2009

Call-in number: 866 299 3188
Conference Code 202 343 9965#

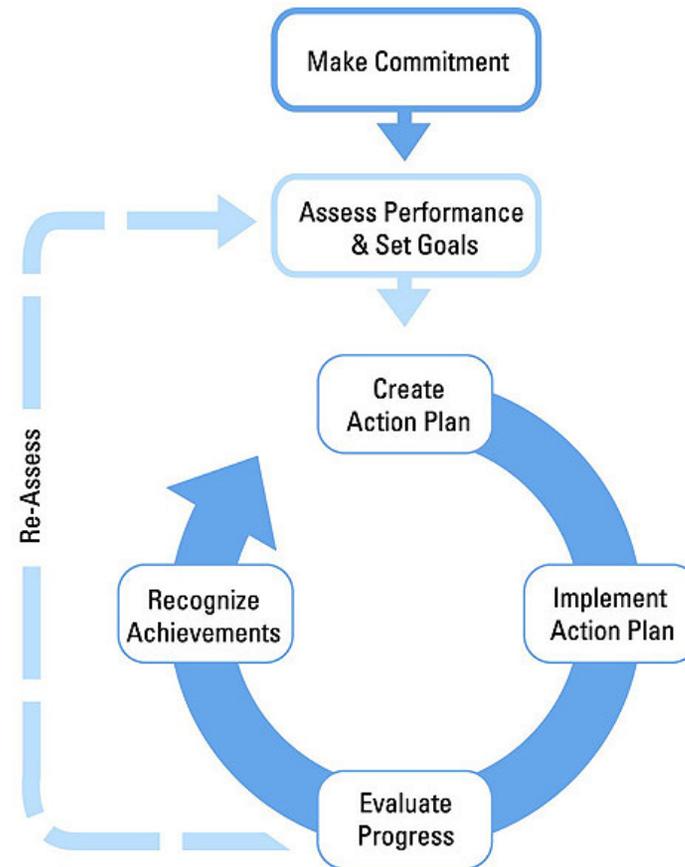


Learn more at energystar.gov

About The Web Conferences



- Monthly
- Topics are structured on a strategic approach to energy management
- Help you continually improve energy performance
- Opportunity to share ideas with others
- Slides are a starting point for discussion
- Open & interactive



Web Conference Tips



- Mute – To improve sound quality, all phones will be muted.
- Use # 6 to un-mute and * 6 – to mute
- Presentation slides will be sent by email to all participants following the web conference.

ENERGY STAR Awards



- Across all partnership categories
- Large and small organizations
- Public Institutions and corporations

Awards

- Energy Management
- Service & Product Providers
- Energy Efficiency Program Delivery

Award Categories

- Partner of the Year
- Corporate Commitment
- Sustained Excellence



Recognizing Performance



- Facility Level – ENERGY STAR Label
- Portfolio-Wide Improvement – ENERGY STAR Leader
- Organizational Management & Leadership – ES Partner Award



Partner of Year Award



Energy Management Award

Recognizes:

- Performance
- Quality of the Energy Program
- Leadership in sector
- Involvement with ENERGY STAR



2009 Award Winners



Sustained Excellence – Energy Management:

- 3M
- Advantage IQ
- California Portland Cement Co.
- Food Lion
- Ford Motor Company
- Giant Eagle
- Gresham Barlow School District*
- JC Penney Company Inc.*
- Marriott International Inc.
- Merck & Co. Inc.
- PepsiCo
- Providence Health & Services*
- Raytheon Company
- Toyota MMNA
- TRANSWESTERN
- USAA Real Estate Company

Partner of Year – Energy Management:

- ArcelorMittal USA
- CB Richard Ellis, Inc.
- CEMEX Inc.
- Council Rock School District
- Kennedy Associates Real Estate Investment Advisors
- Kimberly-Clark Corporation
- Nash-Rocky Mount Public Schools
- Saint-Gobain
- Schering-Plough Corporation
- Servidyne
- Whitefish Bay School District
- TIAA-CREF



www.energystar.gov/awards



Today's Web Conference



- Background
- Christian Gunter – Kennedy Associates
- Juan Marin - Kimberly-Clark
- Announcements



KENNEDY ASSOCIATES

Real Estate Investment Advisors



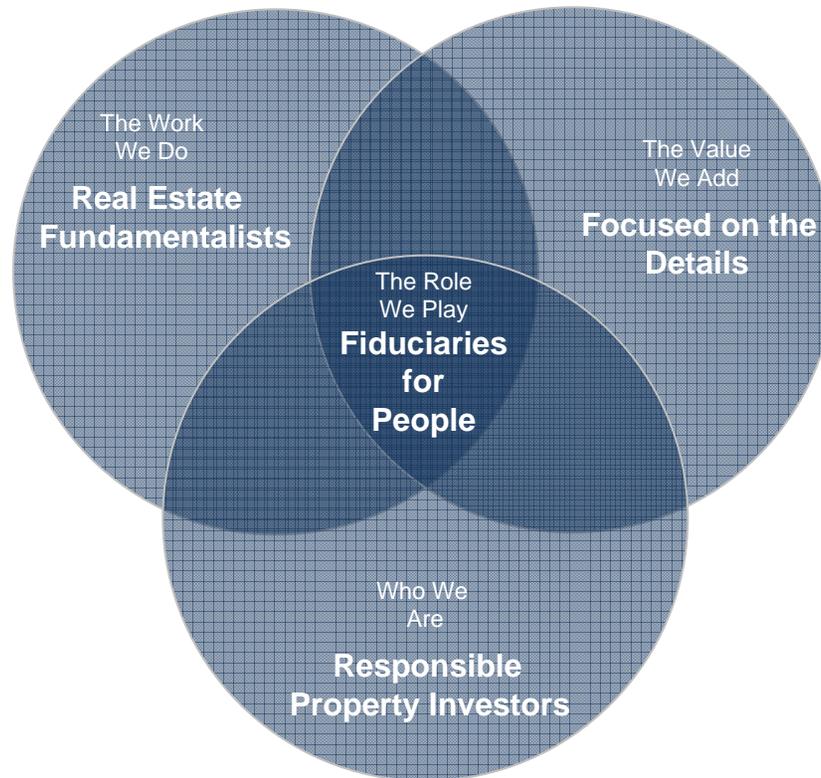
PARTNER OF THE YEAR

*Christian Gunter, LEED AP
Assistant Vice President
Portfolio Management*

*ENERGY STAR Web Conference: Award
Winning Energy Management Programs*

May 2009

Kennedy Associates





Kennedy Associates: Exclusively Institutional Real Estate

30+ year old institutional real estate investment advisory firm, led by its co-founder

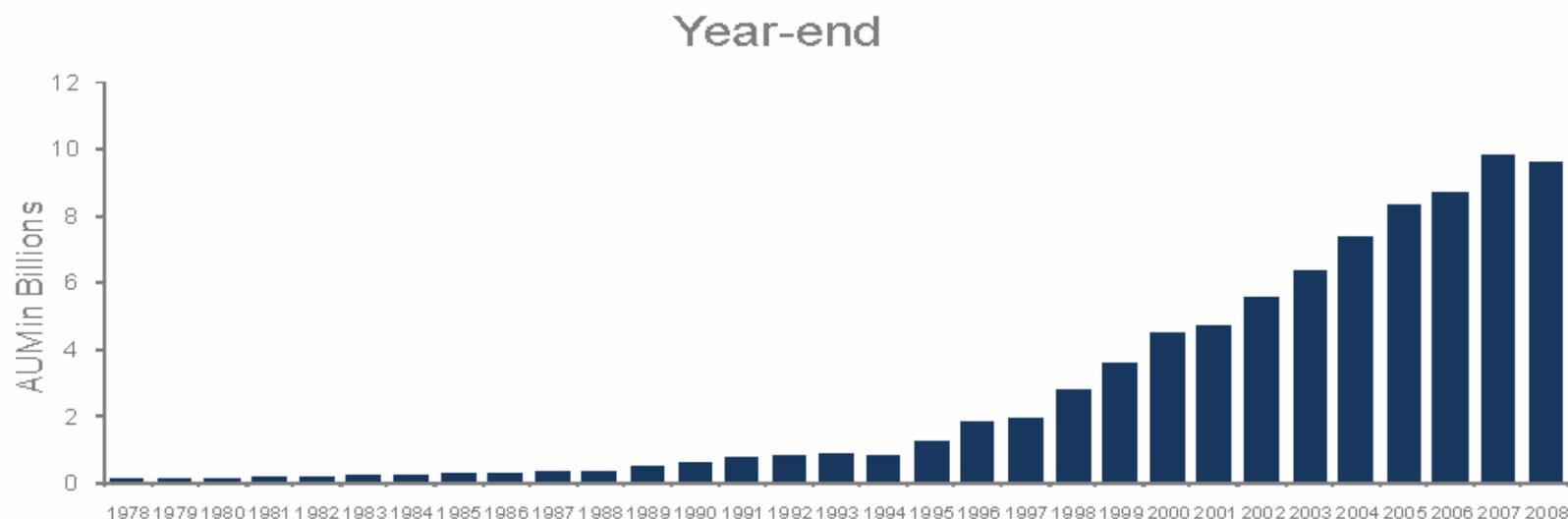
14 partners with a wide range of experiences from a variety of backgrounds

\$13B invested across all major property types, nationwide

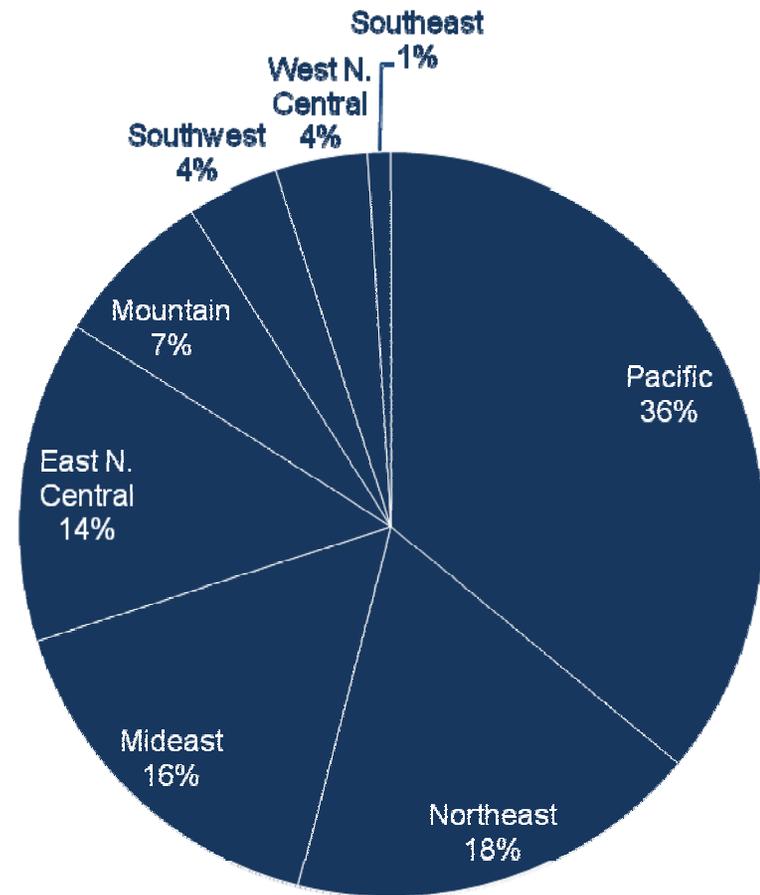
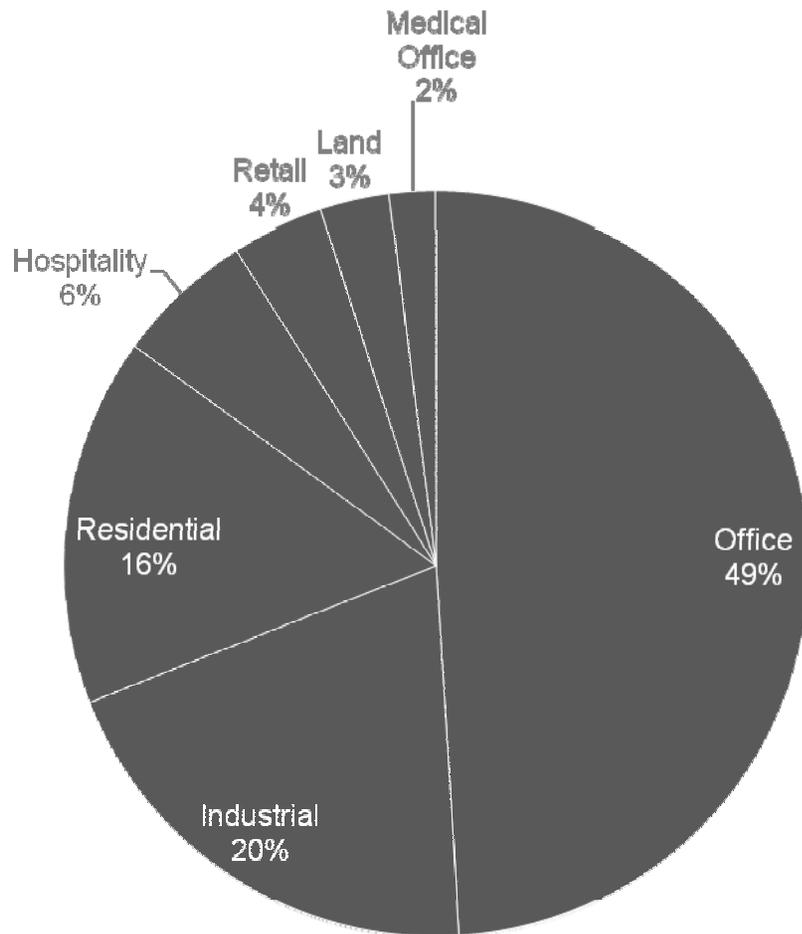
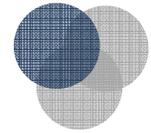
Acquisition, take-over, asset management services

A commitment to Value Investing; buying/building at below/at replacement cost

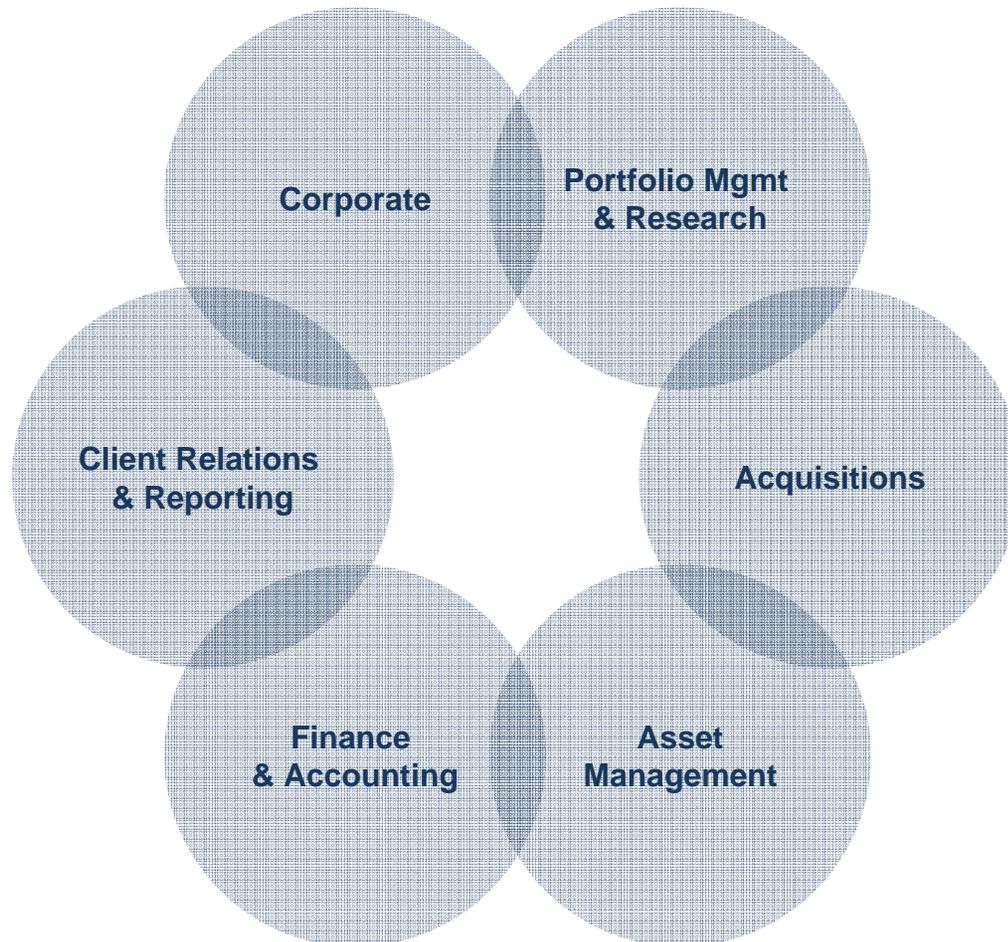
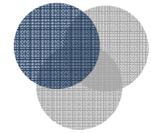
Clients include the Multi-Employer Property Trust (“MEPT”), CalPERS & other public and private employee pension plans, Taft-Hartley retirement systems and university endowments



Our Portfolio



Our Organization



127 real estate professionals

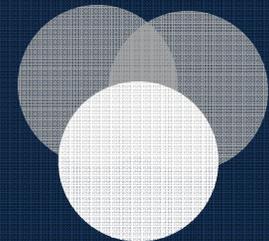
Developers
Architects
Engineers
Property Managers
Financial/Legal Experts

6 offices

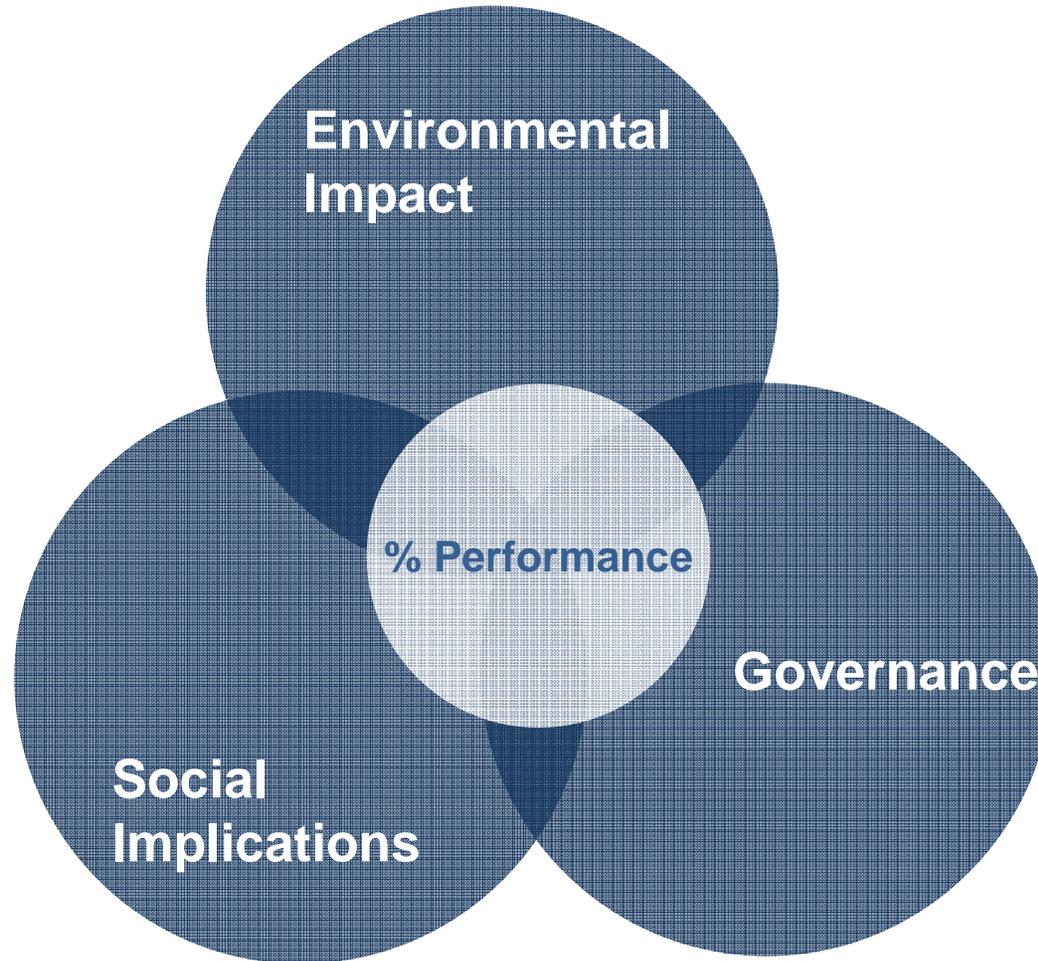
Seattle
Washington, D.C.
Chicago
Los Angeles
San Francisco
Dallas



Responsible Property Investors



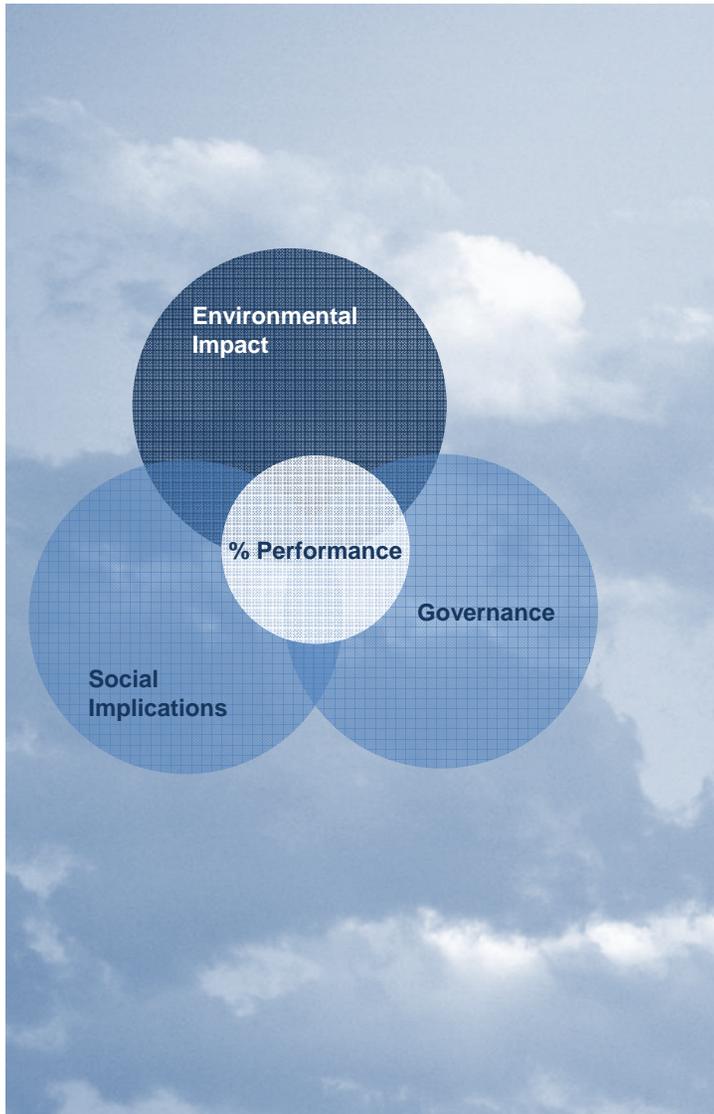
Responsible Property Investing (RPI)



Kennedy's RPI Advantage | National Leader



Environmental Impact



Externally

- \$1.5B+ LEED projects
- 2009 ENERGY STAR Partner of the Year
- USGBC / EBOM pilot program
- 2008 ULI Sustainable Cities Award Recipient
- Renewable Energy

Internally

- Neutralized Firm's carbon footprint
- Corporate HQ pursuing LEED Gold
- 35% of professionals are LEED accredited
- Employees planted over 1,600 trees

Kennedy ENERGY STAR Program Overview



- ENERGY STAR Partner since 2005
- Key RPI program for existing buildings
- Central aspect of Sustainability Policy
- Top Executive level priority
- Dedicated staff/resources
- Complimentary to LEED initiatives
- Energy & water reduction goals
- Currently benchmarking all eligible office and industrial (warehouse) buildings
- Software, training and education
- Ongoing analysis and reporting

ENERGY STAR Portfolio Benchmarking Program



- Initiated benchmarking in 1Q06 (office)
- ENERGY STAR Guidelines for Energy Management
- ENERGY STAR and RPI Committees
- Monthly benchmarking of > 23 million sf
- 95 office buildings (>12.4 million sf)
 - 70% of office portfolio
- 62 industrial buildings (>10.6 million sf)
 - 40% of industrial portfolio
- Benchmarking > \$3B in market value
- Kennedy policies and procedures
- Property management requirement
- Measurement, analysis and reporting

Key Stakeholders/Relationships



Asset and Property Managers Roles/Responsibilities



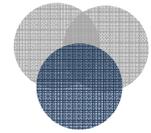
- Asset Managers/Analysts:
 - Create Portfolio Manager profiles
 - Monthly data/performance review
 - Share/highlight best practices
 - Promote ENERGY STAR Successes
 - Utilize Kennedy “Green Lease”
- Property Management team:
 - Data input (i.e., energy, water etc.)
 - Set target scores
 - Portfolio Manager and MRI
 - > 45 day old threshold
 - Update Portfolio Manager with changes to use/occupancy etc.
 - Communicate with tenants
 - Use ENERGY STAR Technical Assistance Materials

ENERGY STAR Data Analysis and Quality Control



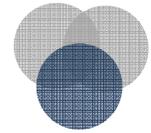
- Monthly/Quarterly ENERGY STAR Reports
 - Various “Views and Groups”
 - Comparative in nature
 - Client, region, property type
 - Labels received & in process
 - Property management company
 - Low, medium and high performers
- New software tools/reports (LINK, MRI)
 - Property and portfolio levels
- Benchmarking: Performance analysis
 - Environmental
 - Energy, water, GHGs etc.
 - Financial: Cost/Cumulative Investment
 - Ongoing variance analysis

ENERGY STAR Annual Goals, Business Plans and Budgets



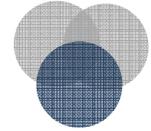
- Portfolio and building level goals
- Achieve the ENERGY STAR label
- Emphasis on “low-performers”
- Energy management best practices
- Annual Business Plan detail:
 - Building specific “target score”
 - Energy reduction percentage
 - New labels and/or re-application
 - Energy/water related retrofits
 - Energy management activities
- Annual building budgets include:
 - Professional Engineer cost
 - Various retrofits/upgrades
 - Tenant education/outreach

Energy Management: Operations & Maintenance Best Practices



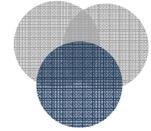
- Lighting (interior/exterior) retrofits
- High-performance glazing
- HVAC system upgrades
- Advanced controls, sequencing
- Variable Frequency Drives (VFD)
- Energy audits and commissioning
- Weekend by request services
- Use of motion and lighting sensors
- Incandescent lighting replaced with CFL's
- Use of ENERGY STAR equipment
- Tenant conservation education

ENERGY STAR Program Communications



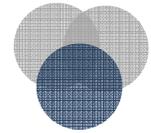
- Internal:
 - Senior management reporting
 - RPI/ENERGY STAR Committee
 - Weekly Asset Management calls
 - RPI employee newsletter
- External:
 - Client reports (quarterly, annual)
 - Annual business plans
 - Whitepapers and research
 - Presentations and other media
 - Kennedy website
- Building Communications:
 - ENERGY STAR press releases
 - ENERGY STAR building profiles
 - Tenant outreach and education
 - *Replace a Light campaign*

Kennedy ENERGY STAR Accomplishments:



- 2009 ENERGY STAR Partner of the Year
- 56 ENERGY STAR labels (current)
 - > \$1.6B in building market value
 - 10.4 million sf (45% of all benchmarked)
- 17 new ENERGY STAR labels in 2008, compared to 9 in 2006
- 2008 average score of 69 (72 for office)
- A 4.5% reduction in 2008 energy use, compared to 2.1% in 2007
- A 2008 reduction of 76.4 million kBtu and 7.4 million kWh.
- Meaningful 2008 reductions in site and source energy intensity
- A reduction of 5,187 metric tons of CO₂
 - Equal to 1000 cars and 700 homes

Next Steps and Challenges



- Meaningful reductions in energy and water use (portfolio/building level)
- Continue to promote ENERGY STAR
- ENERGY STAR Partner of the Year
- 10 new ENERGY STAR Labels & renew eligible ENERGY STAR labels
- ENERGY STAR Leaders Program
- Improve quality control/data integrity
- Find better forms of tenant engagement
- Multifamily & hospitality benchmarking
- Design to Earn the ENERGY STAR

Thank You

ENERGY STAR Networking Conference

Kimberly-Clark Energy Management / Key of success



Juan Marin

Kimberly-Clark Global Energy Services

May 20, 2009

Content

1. About Kimberly Clark / Energy Footprint
2. Strengths of K-C's Energy Management System / How Energy Star Enhanced K-C Energy Program
3. Improvement Opportunities

About Kimberly-Clark

Kimberly-Clark is a leading global health and hygiene company with about 53,000 full-and-part-time employees worldwide. We provide products that improve health and hygiene at home, such as diapers, feminine pads and facial tissue, as well as away-from-home products such as washroom essentials, and healthcare items such as surgical gowns, gloves, masks and medical devices. Our brands are some of the most trusted and recognized in the world and include Kleenex, Scott, Andrex, Huggies, Pull-Ups, Kotex, Poise, Depend, WypAll and Kimberly-Clark.



Energy in K-C

Energy Efficiency Vision 2010: Reduce energy consumption by achieving best-in-class energy efficiency targets. Each facility has targets based on benchmark for each manufacturing process. These are combined with facility production levels to create facility-specific targets.

- In 2008, K-C used 76.4 trillion BTUs of energy, approximately 20.7 percent of which came from renewable sources. These include wood waste and spent liquor from our two pulp mills.
- K-C measures energy efficiency by calculating the energy used per metric ton of production. In 2008, energy efficiency improved by 4.5 percent to 14.8 MBTU per metric ton of production, compared with 15.5 MBTU/MT in 2007.

ENERGY USE BY TYPE (TRILLION BRITISH THERMAL UNITS)

	2005	2006	2007	2008
Natural gas	27.4	27.7	27.8	28.4
Electricity	21.0	20.3	20.7	20.3
Fuel oil	3.6	2.2	2.0	2.2
Coal	9.5	11.0	10.8	9.2
Steam/other	14.9	14.0	13.2	11.3
Self-generated liquor	5.1	4.6	4.6	4.9
Other self-generated	0.1	0.1	0.1	0.1
Total energy use	81.6	79.9	79.2	76.4

Energy in K-C

 Kimberly-Clark

Environment • Energy • Health • Safety

VISION2010 



Kimberly-Clark's facilities provide reliable and clean energy

K-C's mills in New Milford, Connecticut, and Romagnano Sesia, Italy, took an important step in 2008 toward improved energy efficiency and reducing greenhouse gas emissions by installing combined heat and power (CHP) generation units.

CHP uses natural gas to provide process steam, heating and electricity needs. According to the U.S. Environmental Protection Agency, it is up to 50 percent more energy efficient than large, centralized fossil-fuelled power plants. CHP captures and uses heat that is wasted when generating electricity in power plants to provide process thermal energy as well as supplemental building heat.

As well as stabilizing energy costs, the New Milford CHP operation will reduce demand on local electric systems by around 15 megawatts. In addition, New Milford will generate approximately 20 megawatts of electricity beyond the mills' needs. This surplus will be distributed through the regional transmission system, providing enough energy to power approximately 35,000 homes.

ENERGY EFFICIENCY (MILLION BRITISH THERMAL UNITS PER METRIC TON OF PRODUCTION)

	2005	2006	2007	2008
Actual	16.2	15.8	15.5	14.8
Annual target*	14.5	14.5	14.0	13.8
Percent deviation from Vision 2010 targets	12.0%	9.5%	11.1%	7.5%

*Based on the process benchmarks and the relevant year's production

How Energy Star Enhanced K-C Energy Program

ENERGY STAR Guidelines For Energy Management

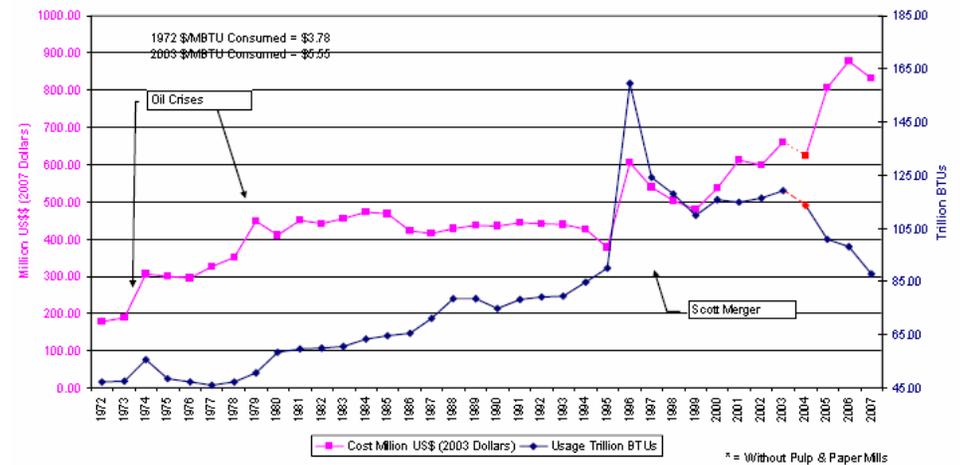


ENERGY STAR® Energy Management Assessment Matrix				
	Little or no evidence	Some elements	Fully implemented	Next Steps
Make Commitment to Continuous Improvement				
Energy Director	No central or organizational resource Decentralized management	Central or organizational resource not empowered	Empowered central or organizational leader with senior management support	
Energy Team	No company energy network	Informal organization	Active cross-functional team guiding energy program	
Energy Policy	No formal policy	Referenced in environmental or other policies	Formal stand-alone EE policy endorsed by senior mgmt.	
Assess Performance and Opportunities				
Gather and Track Data	Little metering/no tracking	Local or partial metering/tracking/reporting	All facilities report for central consolidation/analysis	
Normalize	Not addressed	Some unit measures or weather adjustments	All meaningful adjustments for organizational analysis	
Establish baselines	No baselines	Various facility-established	Standardized organizational base year and metric established	
Benchmark	Not addressed or only same site historical comparisons	Some internal comparisons among company sites	Regular internal & external comparisons & analyses	
Analyze	Not addressed	Some attempt to identify and correct spikes	Profiles identifying trends, peaks, valleys & causes	
Technical assessments and audits	Not conducted	Internal facility reviews	Reviews by multi-functional team of professionals	
Set Performance Goals				
Determine scope	No quantifiable goals	Short term facility goals or nominal corporate goals	Short & long term facility and corporate goals	
Estimate potential for improvement	No process in place	Specific projects based on limited vendor projections	Facility & organization defined based on experience	
Establish goals	Not addressed	Loosely defined or sporadically applied	Specific & quantifiable at various organizational levels	
Create Action Plan				
Define technical steps and targets	Not addressed	Facility-level consideration as opportunities occur	Detailed multi-level targets with timelines to close gaps	
Determine roles and resources	Not addressed or done on ad hoc basis	Informal interested person competes for funding	Internal/external roles defined & funding identified	
Implement Action Plan				
Create a communication plan	Not addressed	Tools targeted for some groups used occasionally	All stakeholders are addressed on regular basis	
Raise awareness	No promotion of energy efficiency	Periodic references to energy initiatives	All levels of organization support energy goals	
Build capacity	Indirect training only	Some training for key individuals	Broad training/certification in technology & best practices	
Motivate	No or occasional contact with energy users and staff	Threats for non-performance or periodic reminders	Recognition, financial & performance incentives	
Track and monitor	No system for monitoring progress	Annual reviews by facilities	Regular reviews & updates of centralized system	
Evaluate Progress				
Measure results	No reviews	Historical comparisons	Compare usage & costs vs. goals, plans, competitors	
Review action plan	No reviews	Informal check on progress	Revise plan based on results, feedback & business factors	
Recognize Achievements				
Provide internal recognition	Not addressed	Identify successful projects	Acknowledge contributions of individuals, teams, facilities	
Get external recognition	Not sought	Incidental or vendor acknowledgement	Government/third party highlighting achievements	

Strengths of K-C Energy Management System - KCSDB

- The K-C Sustainability Data base (KCSDB) is a monthly form filled in by all K-C locations world wide which reports the consumption and cost of energy and water and the amount of manufacturing and converting production.
- The KCSDB is used to generate data for the Vision 2010 program, energy spending and consumption, energy forecasting, sector energy efficiency reports, and carbon dioxide emissions.

K-C Energy History
From FE CCR
1972-2007



KCSDB My Forms

View Form: My Forms Admin

Form ID	Region	Country	Facility	Sector	Report Date	Created	Updated	Author
325944	North America	USA	Beech Island	Multi-Sector	6/20/2008	6/20/2008 3:00:00 PM	7/20/2008 10:43:00 AM	027124
325939	North America	USA	Beech Island	Multi-Sector	6/16/2008	6/16/2008 3:00:00 PM	7/20/2008 11:52:00 AM	027124
325533	North America	USA	Beech Island	Multi-Sector	4/20/08	6/26/2008 2:41:00 PM	7/21/2008 5:27:00 PM	027124
324517	North America	USA	Beech Island	Multi-Sector	3/20/08	1/15/2008 2:38:00 PM	5/15/2008 2:38:00 PM	027124
324512	North America	USA	Beech Island	Multi-Sector	2/20/08	1/15/2008 2:38:00 PM	5/15/2008 2:38:00 PM	027124
324511	North America	USA	Beech Island	Multi-Sector	1/20/08	1/15/2008 2:38:00 PM	5/15/2008 2:38:00 PM	027124
324510	North America	USA	Beech Island	Multi-Sector	12/20/07	1/7/2008 9:41:00 AM	5/16/2008 9:28:00 AM	027124
324492	North America	USA	Beech Island	Multi-Sector	11/20/07	1/7/2008 9:40:00 AM	5/16/2008 9:27:00 AM	027124
324388	North America	USA	Beech Island	Multi-Sector	10/20/07	1/7/2008 9:39:00 AM	5/16/2008 9:28:00 AM	027124
323990	North America	USA	Beech Island	Multi-Sector	9/20/07	10/6/2007 12:32:00 PM	5/16/2008 9:29:00 AM	027124
323893	North America	USA	Beech Island	Multi-Sector	8/20/07	10/6/2007 12:39:00 PM	5/16/2008 9:12:00 AM	027124
322580	North America	USA	Beech Island	Multi-Sector	7/20/07	10/6/2007 12:34:00 PM	7/20/2008 9:24:00 AM	027124

KCSDB New Form

View Form: My Forms Admin

Region: North America | Country: USA | Facility: Beech Island | Sector: Multi-Sector | Currency: United States Dollar | Period: Jun 2008

Energy Production Water Waste

Purchased Sold Generated

1. Electricity

Units: KiloWatt Hours 45610338.00

Conversion Factor to MBTU: 0.034137 MBTU 155700.01

Total Cost for this Month: 2359962.96

2. Steam

Conversion Factor to MBTU: 0.0000000 MBTU 0.00

Total Cost for this Month: 0.00

3. Coal

Conversion Factor to MBTU: 0.0000000 MBTU 0.00

Total Cost for this Month: 0.00

4. Boiler Fuel Oil

Conversion Factor to MBTU: 0.0000000 MBTU 0.00

Total Cost for this Month: 0.00

5. Fuel Oil (Other)

Conversion Factor to MBTU: 0.00 MBTU 0.00

Strengths of K-C Energy Management System - KCSDB

Energy

Example Site				Q3 2007 - Q2 2008	
V2010 Energy Target Worksheet					
Process		A Production & Energy	B Process Benchmark	C V2010 Target Energy	
Process A	BDMT				
Process B	BDMT				
Process C	BDMT				
Process D	S.U.				
Process F	BDMT				
Process G	BDMT				
Process H	BDMT				
Process I	BDMT				
Steam Utilities A	MBTU				
Steam Utilities B	MBTU				
General Site Electrical - A	MBTU	General Electrical Worksheet HVAC Worksheet			
HVAC-A	MBTU				
General Site Electrical - B	MBTU				
HVAC-B	MBTU				
General Site Electrical - C	MBTU				
HVAC - C	MBTU				
V2010 Target Energy Consumption					
Actual Energy Consumption (D)					
V2010 Target Energy MBTU/MT					
Actual Energy MBTU/MT					
% Deviation From Target =					
Facility BDMT					
Process A					
Process B					
Process C					
Process D					
Total					
BDMT = Bone Dry Metric Tons S.U. = Standard Units					
Purchased Energy Cost per Metric Ton					
US\$/MT					

Water/Waste Water

Example Site										Q3 2007 - Q2 2008	
Vision 2010 Process Water Use Target Worksheet											
Process	A Rolling 12-Month Production (BDMT)	B V2005 Process Benchmark (m3/BDMT)	C Total V2005 Target Water Use (m3)								
Process A		X									
Process B		Y									
Process C		Z									
TOTALS:											
Actual Total Water Consumption (m3) (D):											
V2010 Target Water Use (m3/BDMT)											
Actual Water Use (m3/BDMT)											
% Deviation From Target											
Total Suspended Solids (TSS)											
Biological Oxygen Demand (BOD)											
A = Actual production values over the previous 12 months, as reported in mill's KCSDB.											
B = V2010 Process-specific Water Use Benchmarks.											
C = V2010 12-month Target Water Use for each process at current production.											
D = Actual water consumption over the previous 12 months, as reported in KCSDB.											
BDMT = Bone Dry Metric Tons											
KCSDB = K-C Sustainability Database											
m3 = cubic meters											

GHG / CO2

Example Facility						Q3 2007 - Q2 2008		
Carbon Dioxide Equivalent Emissions (CO2e) Draft Worksheet								
Purchased Energy	A Amount MBTU	B Factor MT CO2/MBTU	C Factor MT CH4/Mbtu	D Factor MT N2O/Mbtu	E Metric Tons of Carbon Dioxide	F Metric Tons of Methane	G Metric Tons of Nitrogen Oxide	
Electricity	0.1523256	0.00000391	0.000002551					
Steam	0.0938700	0.00003200	0.000004200		0	0.00	0.00	
Coal	0.1036200	0.00001100	0.000001600		0	0.00	0.00	
Fuel Oil Heavy	0.0788000	0.00001100	0.000000600		0	0.00	0.00	
Fuel Oil Light	0.0731500	0.00001100	0.000000600		0	0.00	0.00	
Natural Gas	0.0530600	0.00000500	0.000000100		0	0.00	0.00	
Liquidified Gas	0.0631600	0.00001100	0.000000600		0	0.00	0.00	
Landfill Gas		0.00000500	0.000000100		0	0.14	0.00	
Self Generated								
Biomass	0.0938700	0.00003200	0.000004200		0	0.00	0.00	
Spent Liquor	0.0944700	0.00000249	0.000002000		0	0.00	0.00	
Other Self Generated								
Total MBTU								
Global-Warming-Potential Multiplier					1	21	310	
EU ETS Section					400.667	394	1,522	
Allotment (H)					121.417	243	72	
Difference (MT)								
Target Emissions MT CO2								
Actual Emissions MT CO2								
EPA Section								
Actual Emissions MT/MT CO2e								
Facility BDMT								
Process A								
Process B								
Process C								
Process D								
Total								

Solid Waste

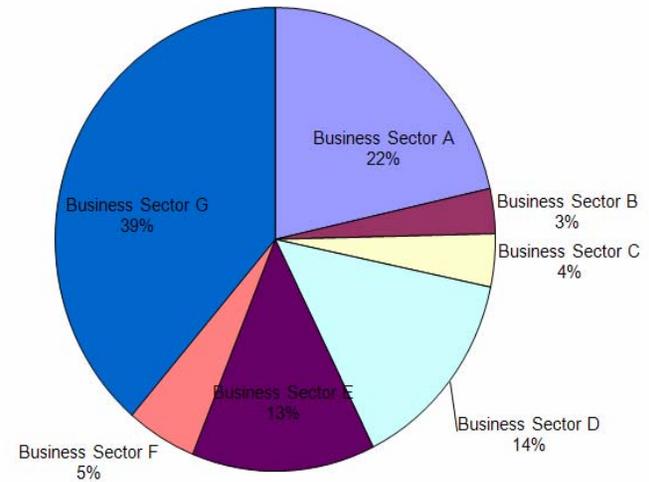
Example Mill								Q3 2007 - Q2 2008	
Non-Hazardous Waste									
V2010 Waste Target Worksheet									
	Unit	A Generated	B Landfilled	D Disposal Cost	E Transport Cost	F Recycle Revenue	G Net Waste Mgt. Cost		
Sludge	MT								
Paper	MT				\$0				
Plastic	MT				\$0				
Mixed Plastic	MT				\$0				
Plastic/Cellulose	MT				\$0				
Wood	MT				\$0				
Metal	MT				\$0				
Ash	MT				\$0				
Waste/Used Oil	L				\$0				
Medical/Infectious	Kg				\$0				
Rubber	MT				\$0				
Textiles	MT				\$0				
C & D	MT				\$0				
Non-Haz Liquid	L				\$0				
Corrugate	MT				\$0				
Other	MT				\$0				
Totals:									
Mfg. Production =									
A. Total amount of mill waste generated last 12 months minus exempted wastes.									
B. Total amount of manufacturing waste landfilled.									
C. Total amount diverted from the landfill last 12 months (A-B).									
D. Cost of disposal only (gate rate) and equipment (box and compactor) rental last 12 months.									
E. Cost of waste transportation, box drop/swap and demurrage last 12 months.									
F. Amount paid to K-C for waste materials for recycling past 12 months.									
G. (D+E)-F									
Last 12 Months									
Waste Generated									
Waste Landfilled =									
Percent Landfilled (dcimals)=									
Waste/Production (MT/MT)									
Beech Island Site									
Hazardous Waste									
Q3 2007 - Q2 2008									
	Unit	Generated	Disposal Cost	Transport Cost	Recycle Revenue	Net Waste Mgt. Cost			
Solid	Kg			\$0	\$0				
Liquid	Kg			\$0	\$0				
Semi-Solid (sludge)	Kg			\$0	\$0				
Contained Gas	Kg			\$0	\$0				
Universal Waste									
Refrigerants	Kg			\$0	\$0				
Total	Kg			\$0	\$0				

Strengths of K-C Energy Management System - KCSDB

Vision 2010
Energy Efficiency Improvement Progress
Deviation From Corporate Energy Targets



Global Energy Spending
By Business Group
(Q3 2007 - Q2 2008)
U.S. Dollars



 **Kimberly-Clark**

Each of us can make a difference.
All of us can change our world.



OUR EARTH



OUR PEOPLE



OUR SUCCESS



VISION2010

Leading the way for a sustainable future

Strengths of K-C Energy Management System - Vision 2010 Program

Our Environment-Energy-Health-Safety Vision program, launched in 1995, provides us with direction, objectives and targets to improve environmental management and performance. This has helped us increase competitiveness, reduce costs and move toward sustainable manufacturing. We have made significant progress and are now in the third five-year phase of the program, which we call Vision 2010.



Kimberly-Clark
Vision 2010
2007 Annual Report

INSIDE THIS ISSUE

- Freshwater Use p.3
- Wastewater Treatment p.4
- Energy Conservation p.5
- Emissions p.6
- Waste Reduction p.7
- Landfill Elimination p.8
- Design for the Environment p.9
- Responsible Forestry BRICIT p.10
- Preventing Injuries & Fatalities p.14
- Reducing Reportable Injuries p.15
- Contractor Safety p.17
- Machine Safeguarding & Hazardous Energy Control p.17
- EHS Management System p.18

Working together, we're changing our world



As a global leader in health and hygiene products, Kimberly-Clark's focus is on developing and making superior products that improve the health and wellness of the lives of people all over the world. So it is vitally important that our vast operations, with facilities in 37 countries, take into account the impact these operations have on the natural environment in which people live, as well as the work environment where our valued employees come to work every day.

That's why Kimberly-Clark embraces environmental stewardship and employee safety as core values for doing business responsibly. We hold these values as central to our mission and crucial to our business success.

Vision 2010 is our commitment to constantly review our performance and make continuous improvement in these areas, so that we can effectively manage the impact our products and operations have on people and

the environment. Through this program, we can demonstrate meaningful progress to our key stakeholders, including customers we do business with; our employees and suppliers; our shareholders and the investment community; government regulators; the communities where we operate; and not least of all, the consumers who buy our products.

Under the Vision 2010 five-year program, each K-C facility has specific targets to meet in a variety of areas, and in most cases, annual benchmarks to reach along the way to progress steadily toward accomplishing the five-year objectives. This report for 2007, the second year of Vision 2010, will outline the target goals for each of the key areas of Environmental Sustainability and Occupational Safety & Hygiene, and summarize progress made by Kimberly-Clark's global business units toward meeting the five-year 2010 objectives.

Kimberly-Clark is committed to the concept of sustainability in all areas of our company. This means we are reducing the environmental impact and operating more safely everywhere we do business, to ultimately preserve the earth's natural resources for the benefit of people as well as protect the safety of our own people as they do their jobs each day.

Although K-C's operations are no doubt vast in scope and broad in physical distribution, the success of Vision 2010 lies in the power of one – one employee at one K-C facility, multiplied over again by the thousands of K-C people in dozens of facilities around the globe. Working together, each of us can make a difference. All of us can change our world.

Vision 2010 The Natural Environment

Water and Wastewater
Energy and Climate Change
Manufacturing Waste Reduction and Landfill Elimination
Design for the Environment
BRICIT Emerging Countries

Vision 2010 The Work Environment

Preventing Serious Injuries & Fatalities
Reducing Reportable Injuries & Illnesses
Contractor Safety
Machine Safeguarding and Hazardous Energy Control

Vision 2010 The Natural Environment

- Water and Wastewater
- Energy and Climate Change
- Manufacturing Waste Reduction and Landfill Elimination
- Design for the Environment

Vision 2010 The Work Environment

- Preventing Serious Injuries & Fatalities
- Reducing Reportable Injuries & Illnesses
- Contractor Safety
- Machine Safeguarding and Hazardous Energy Control

Strengths of K-C Energy Management System – Corporate Sustainability



K-C embraces sustainability through our commitments to...

PRODUCTS *The products we make...*

- Listening to the Sustainability insights of our customers/shoppers/choosers/users to help drive innovations.
- Applying “Design for Environment” principles systematically to our product development and innovation processes.
- Being a global leader in the responsible use of primary and secondary fiber.

OPERATIONS *The way we do business...*

- Reducing the environmental footprint of our global operations by working toward our aggressive Vision 2010 goals, including fresh water reduction, energy efficiency improvement and waste recycling.
- Encouraging our business partners to support our Sustainability efforts.

COMMUNITIES *Our contributions to people’s lives and our communities...*

- Having a positive impact on local communities and countries wherever we live and do business.

EMPLOYEES *Empowering our employees to think and act sustainably...*

- Challenging employees to help K-C achieve success in its Sustainability efforts.
- Encouraging employees to make better choices for the environment on a daily basis.

Strengths of K-C Energy Management System - Global Energy Services Team (EST)

ENERGY SERVICES TEAM

- Led by Energy Services Director and 12 Team Members (Supply and Demand Focus)
- Electrical, Chemical, Mechanical engineers and technicians
- Based on K-C Campus, Roswell, GA
- Part of the K-C Global Environment, Safety, Regulatory and Scientifics Affairs (GESRSA) Team



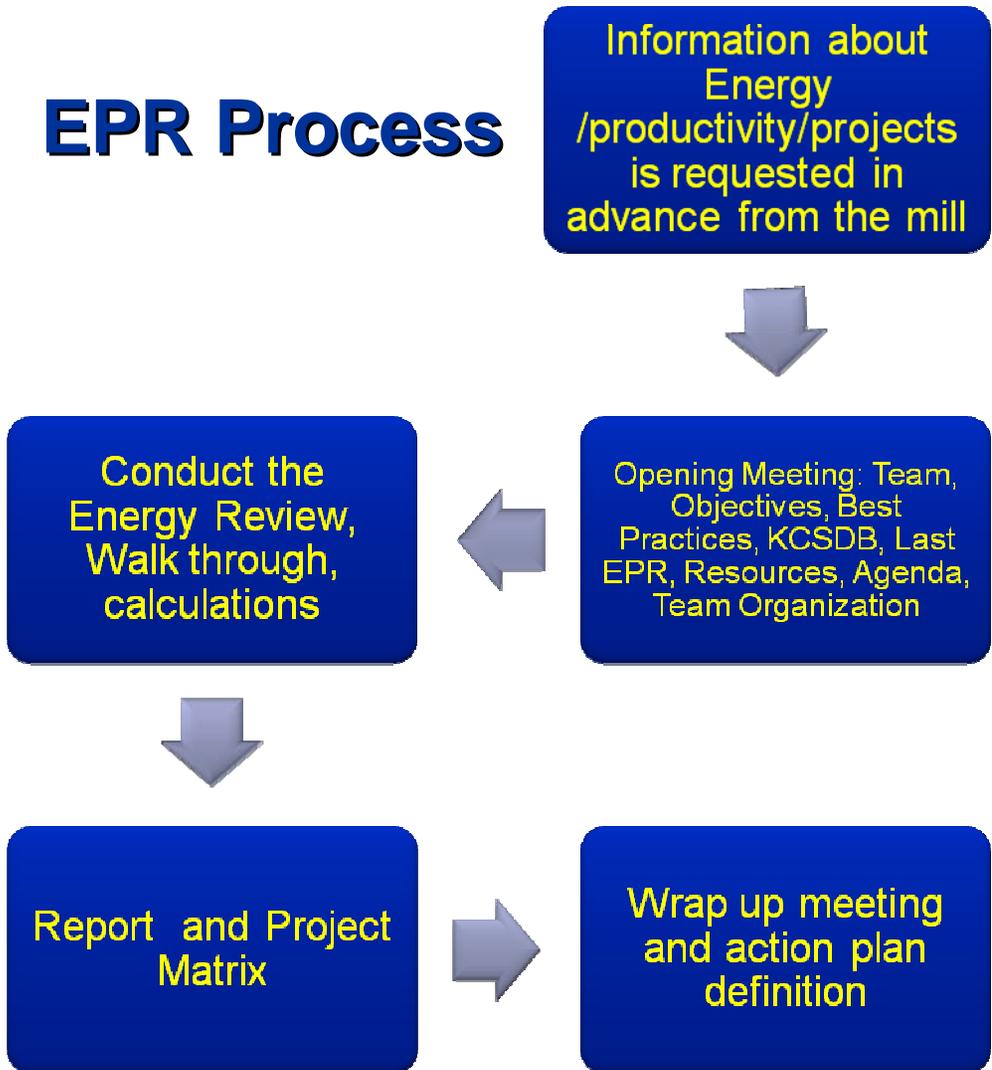
FUNCTIONS & RESPONSIBILITIES

- Energy Suppliers Evaluation and selection
- Natural Gas & Electricity Sourcing/Procurement
- Alternative Fuels and Energy sourcing
- Energy Rate Case Intervention and Strategy
- Energy Productivity Reviews (EPR)
- Boiler Plant and Utilities Operation Reviews (BPUORs)
- Thermographic Electrical Surveys (TES)
- Tissue Machine Process Improvement Studies (TMPIS)
- Energy Best Practices (EBP)
- Technical Expertise (i.e. Cogeneration, Steam Plants, Renewable Energy)
- K-C Sustainability Data Base / Bench Marking (KCSDB)

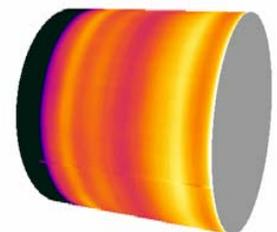
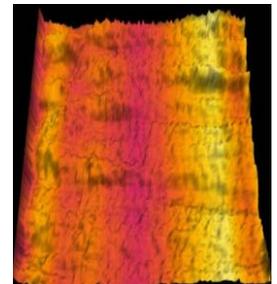


Strengths of K-C Energy Management System - Energy Productivity Reviews (EPR's)

EPR Process



Objectives



Strengths of K-C Energy Management System - Energy Management System (E²MS) for Plants

E²MS Score Card

Leadership, People and Understanding

Questions

Level 1	Demonstrates Awareness of Energy Management and the Utilization of Corporate Programs	Red	Yellow	Green	Score/Color	Score/Weight
L1.1	Does mill leadership consider energy spending a significant cost impact?	Unaware	No	Yes	green	1
L1.2	Does the mill have an energy program?	No	Have an energy coordinator	Yes	green	1
L1.3	Has mill management communicated this program to the work force?	No	Staff level only	All levels	green	1
L1.4	Has mill management made a written policy about energy?	No	Written policy	Communicated to all	green	1
L1.5	Does the mill have multi-year targets for energy?	No	Only one year in future	Each Major Process	green	1
L1.6	Is the mill aware of V2010, Energy Productivity Reviews or Gap analysis?	No	Yes	Yes and Understands them	green	1
L1.7	Do you have Energy Key Performance Indicators (KPIs) and publicize them?	No	Have KPIs	And publicizes them	green	1

Management provides awareness training for energy savings.
An active program exists for recognition of energy achievement.
Leadership well understands the impact of energy usage on the environment.
Leadership well understands the emission limits for SO₂, CO₂ and NO_x.
The mill understands whether there is a regulatory requirement for the reduction of energy.
A responsible person submits and reviews the data entry to the KCSDDB.
Mill management knows the area of greatest energy usage and also the area of greatest energy savings opportunities within the mill.

Level 2	Demonstration and Evidence of an Energy Management Process and System	Red	Yellow	Green	Score/Color	Score/Weight
L2.1	Does mill management require that you take action to save energy?	No	Only 50% of people	Yes with enthusiasm	green	1
L2.2	Does mill management regularly discuss energy performance and plans to improve?	No	Quarterly	Monthly	green	1
L2.3	Is Energy Management routinely on the agenda at Sector meetings?	No	Quarterly	Monthly	green	1
L2.4	Is a sector executive responsible for setting energy goals?	No	General guidelines	Yes, specific	green	1
L2.5	Do you have energy targets that you track yourself on?	No	>75% of major areas	Major areas	green	1
L2.6	Are energy savings opportunities established for each department, each major operation or production line?	No	Department	Production line	green	1
L2.7	Has there been a plan developed for leadership to focus on Vision 2010?	No	Yes, for site	And Major processes	green	1

L2.8	Does sector management require energy reporting at least quarterly?	No	Reports are semi-annual	Yes	green	1
L2.9	Is there a leader in the mill assigned to manage energy costs?	No	Only mill level	Yes by major area	green	1
L2.10	Is that leader the Utilities Leader, Operations Leader or Finance Leader?	No	Finance	Operations / Utilities	green	1
L2.11	Has an Energy Co-ordinator been appointed?	No	In process	Yes	green	1
L2.12	Does the Energy Co-ordinator have energy management as part of his job description?	No	Yes	Yes, well defined	green	1
L2.12	Does the mill have a functioning Energy Team?	No	There is an organized group	Yes and well functioning	green	1
L2.13	Does the Energy Team have a mission statement and objectives?	No	Yes	Yes and specific	green	1
L2.14	Have representatives from all levels and areas become part of the energy team?	Only co-ordinator	Multiple users	And levels of users	green	1
L2.15	Does the mill team audit all the different processes?	No	>75% of major areas	All	green	1
L2.16	Have large mills been audited by the Energy Team in the last 2 years?	No	Energy Visit only	Energy Visit and BPOR	green	1
L2.17	Have small mills been audited by the Energy Team in the last 3 years?	No	Energy Visit only	Energy Visit and BPOR	green	1

After a leadership change occurs the Energy Team should perform a management audit.
The FORCE program should be utilized to manage energy projects.
Energy Goals are improved upon using a management-driven continuous improvement loop.
Energy projects are highlighted in the capital plan to allow focused efforts.
Management monthly monitors project completion and requires the development of new energy projects.

Level 3	Demonstration of Success of the Energy Management Process and System	Red	Yellow	Green	Score/Color	Score/Weight
L3.1	Can you describe continuous improvement success stories for the energy program?	No	< 2 projects a year	Almost all projects	green	1
L3.2	Have energy plan audit suggestions resulted in plant improvement?	Some improvement	Zero deviation from Target	Because of energy projects	green	1
L3.3	Are there examples of individual / team recognition for outstanding energy saving performance?	No	< 2 projects a year	All	green	1
L3.4	Has the cost of energy per unit of production been reduced each year over the last three?	No	Yes, with inflation	Yes, definitely	green	1
L3.5	Do you compare energy usage against similar operations outside of your organization?	No	Yes, in the sector	Yes, in the company	green	1

The energy management process is not driven by one individual. After the loss of a key individual the plan keeps progressing.
Your mill has been chosen as the benchmark for others to model.
Standard policy is for business partners to know of your energy policy.

SCORE	31
%	100%

E²MS Categories

Leadership, People and Understanding

Operations and Maintenance of Plant and Equipment

Planning

Financial and Supply Management

Graphs and Evaluation Tool

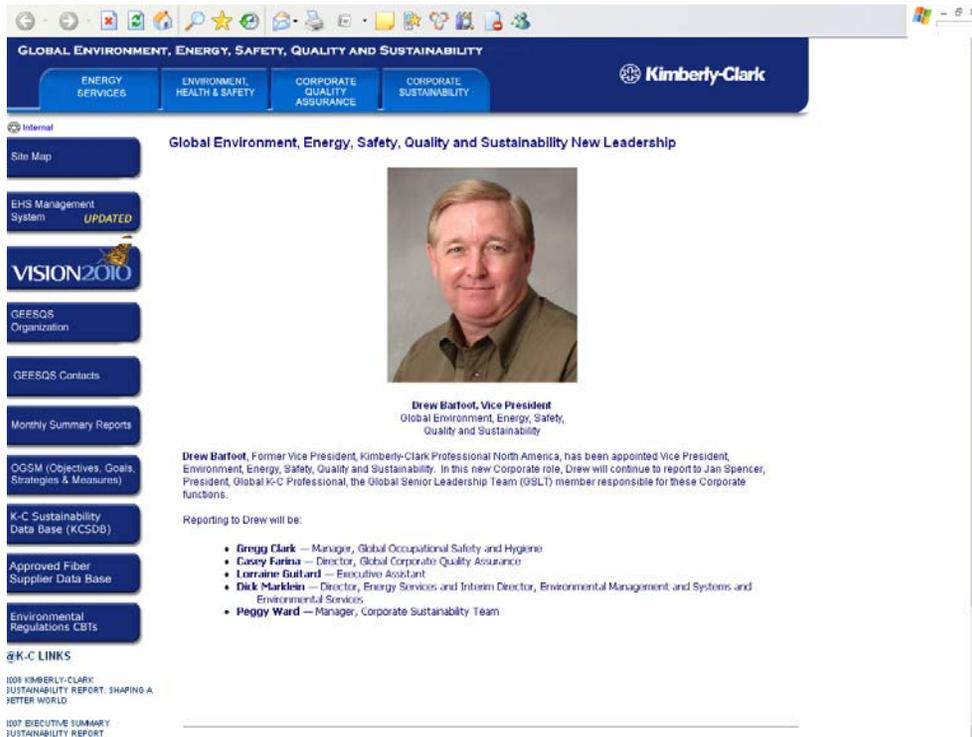
E²MS Levels

LEVEL 1: Demonstrates Awareness of Energy management and the Utilization of the Corporate Program

LEVEL 2: Demonstration and Evidence of an Energy Management Process and System

LEVEL 3: Demonstration of Success of the Energy Management Process and System

Strengths of K-C Energy Management System - Energy Services Web Site



GLOBAL ENVIRONMENT, ENERGY, SAFETY, QUALITY AND SUSTAINABILITY

ENERGY SERVICES | ENVIRONMENT, HEALTH & SAFETY | CORPORATE QUALITY ASSURANCE | CORPORATE SUSTAINABILITY

Global Environment, Energy, Safety, Quality and Sustainability New Leadership



Drew Barfoot, Vice President
Global Environment, Energy, Safety, Quality and Sustainability

Drew Barfoot, Former Vice President, Kimberly-Clark Professional North America, has been appointed Vice President, Environment, Energy, Safety, Quality and Sustainability. In this new Corporate role, Drew will continue to report to Jan Spencer, President, Global K-C Professional, the Global Senior Leadership Team (GSLT) member responsible for these Corporate functions.

Reporting to Drew will be:

- **Gregg Clark** — Manager, Global Occupational Safety and Hygiene
- **Casey Farina** — Director, Global Corporate Quality Assurance
- **Lorraine Garland** — Executive Assistant
- **Dick Marklein** — Director, Energy Services and Interim Director, Environmental Management and Systems and Environmental Services
- **Peggy Ward** — Manager, Corporate Sustainability Team

@K-C LINKS

- 1008 KIMBERLY-CLARK SUSTAINABILITY REPORT: SHAPING A BETTER WORLD
- 1007 EXECUTIVE SUMMARY SUSTAINABILITY REPORT



ENERGY SERVICES

GLOBAL REGULATORY & SCIENTIFIC AFFAIRS (GRSA) | ENERGY SERVICES | ENVIRONMENT, HEALTH & SAFETY | CORPORATE SUSTAINABILITY

VISION2010
Enhancement • Energy • Health • Safety

Kimberly-Clark's Position on Use and Conservation of Energy



ENERGY IN ACTION

As a global consumer products leader, K-C must lead in sustainable use of energy and other natural resources.

How does each Kimberly-Clark facility keep up with all sources of fuel that applies to their operations, making sure that they're meeting the even higher standards established by our company for Vision 2010 respective to their energy systems? They do it with the assistance of our Energy Services Team who provides technical expertise to assist corporate facilities in establishing needs and energy sources that ensures each facility maintains optimum performance.

This includes:

- Controlling current energy costs and assuring the availability of reliable future energy supplies.
- Operating and maintaining their energy conservation equipment in a safe and cost-effective manner.
- Operating in full compliance with regulatory requirements.
- Fostering a commitment to continuous improvement in the sustainable use of natural resources.

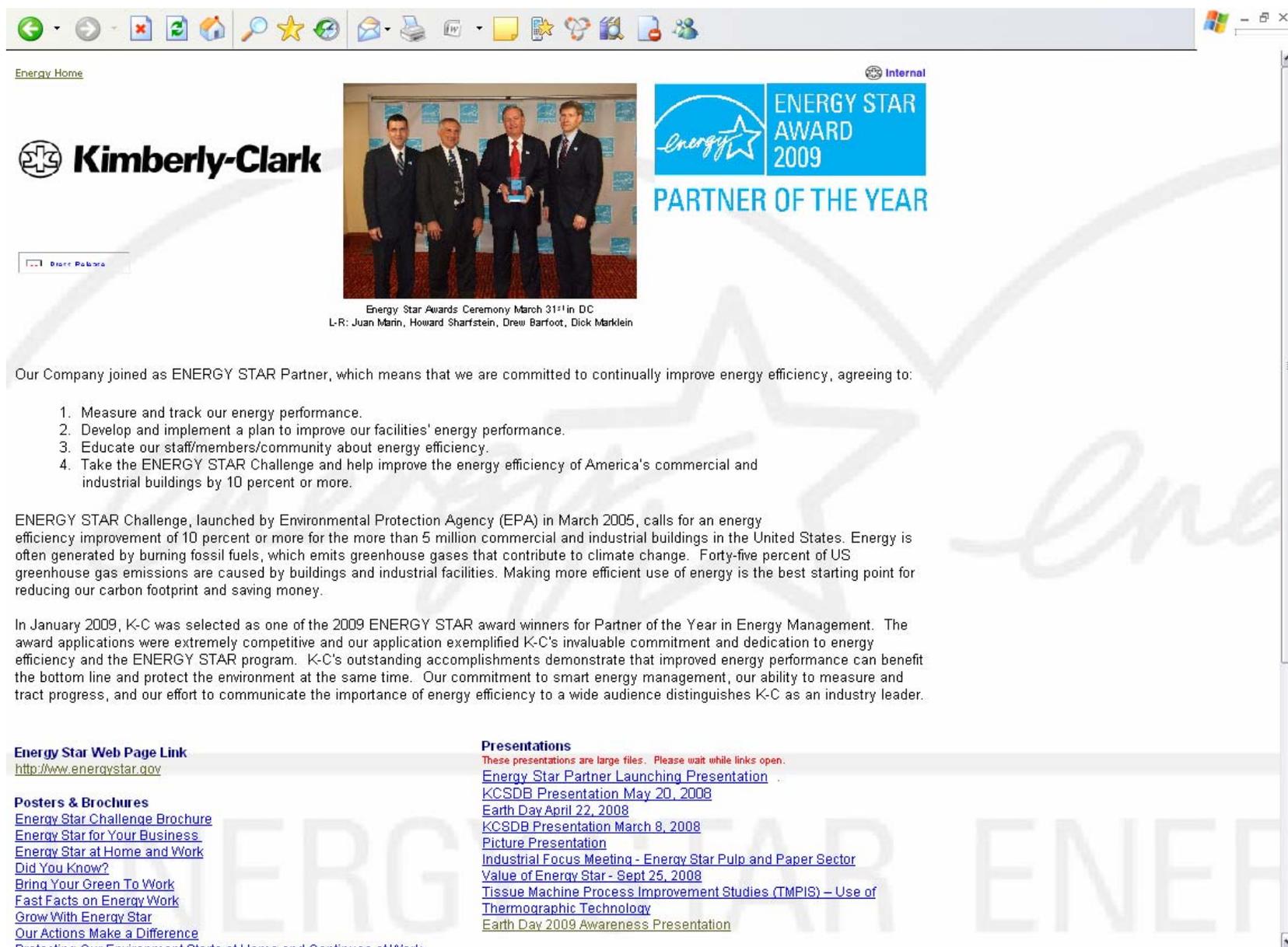
NEWS

- ▶ ENERGY INITIATIVE CUTS COSTS
- ▶ EUREKA! ENERGY SUCCESS AT ROMAGNANO

Let's Generate FORCE!



Improvement opportunities – K-C Energy Star Partner @K-C Intranet Web Site



Energy Home



Energy Star Awards Ceremony March 31st in DC
L-R: Juan Marin, Howard Sharfstein, Drew Barfoot, Dick Marklein

Our Company joined as ENERGY STAR Partner, which means that we are committed to continually improve energy efficiency, agreeing to:

1. Measure and track our energy performance.
2. Develop and implement a plan to improve our facilities' energy performance.
3. Educate our staff/members/community about energy efficiency.
4. Take the ENERGY STAR Challenge and help improve the energy efficiency of America's commercial and industrial buildings by 10 percent or more.

ENERGY STAR Challenge, launched by Environmental Protection Agency (EPA) in March 2005, calls for an energy efficiency improvement of 10 percent or more for the more than 5 million commercial and industrial buildings in the United States. Energy is often generated by burning fossil fuels, which emits greenhouse gases that contribute to climate change. Forty-five percent of US greenhouse gas emissions are caused by buildings and industrial facilities. Making more efficient use of energy is the best starting point for reducing our carbon footprint and saving money.

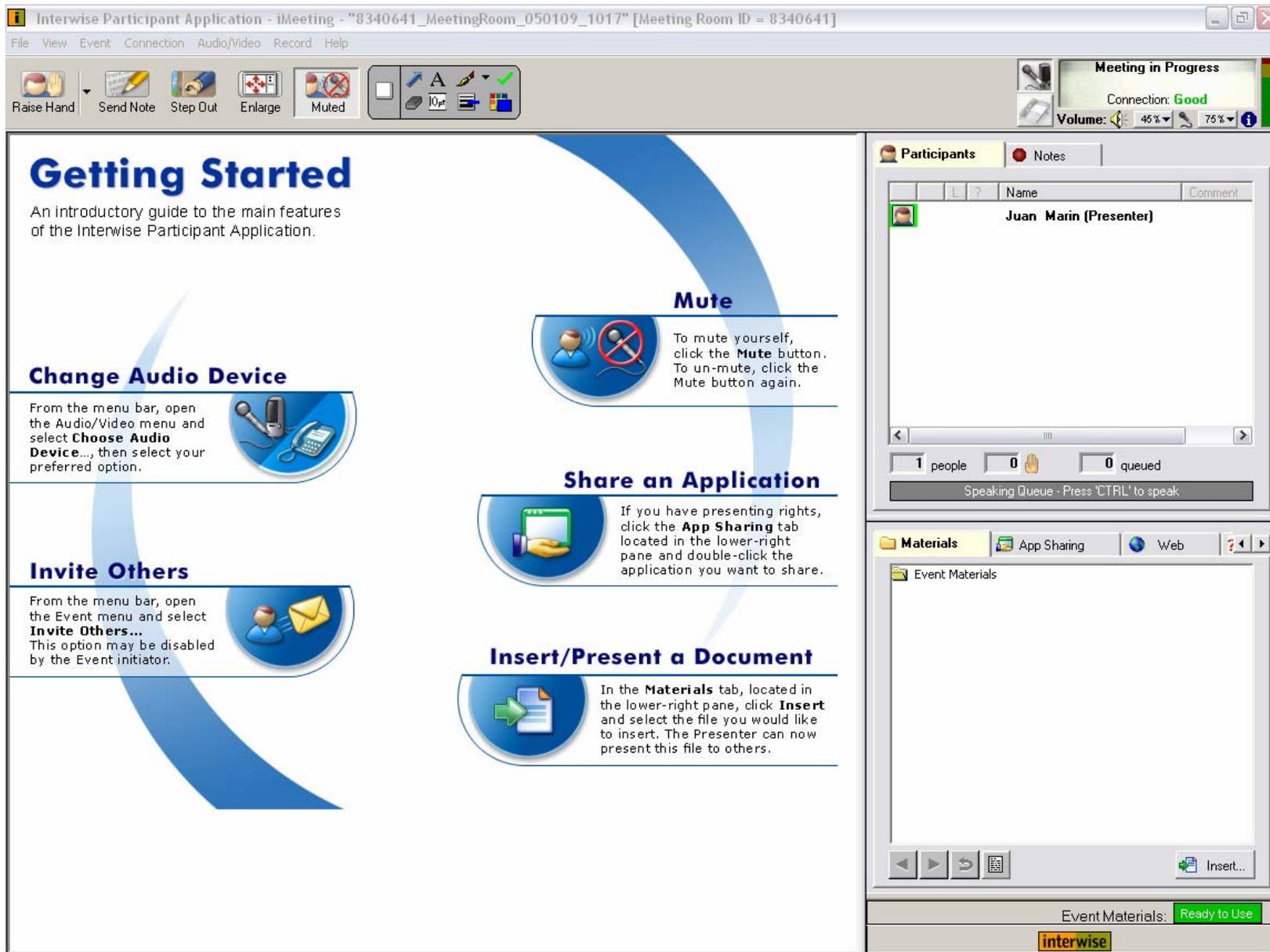
In January 2009, K-C was selected as one of the 2009 ENERGY STAR award winners for Partner of the Year in Energy Management. The award applications were extremely competitive and our application exemplified K-C's invaluable commitment and dedication to energy efficiency and the ENERGY STAR program. K-C's outstanding accomplishments demonstrate that improved energy performance can benefit the bottom line and protect the environment at the same time. Our commitment to smart energy management, our ability to measure and track progress, and our effort to communicate the importance of energy efficiency to a wide audience distinguishes K-C as an industry leader.

Energy Star Web Page Link
<http://www.energystar.gov>

Posters & Brochures
[Energy Star Challenge Brochure](#)
[Energy Star for Your Business](#)
[Energy Star at Home and Work](#)
[Did You Know?](#)
[Bring Your Green To Work](#)
[Fast Facts on Energy Work](#)
[Grow With Energy Star](#)
[Our Actions Make a Difference](#)
[Protecting Our Environment Starts at Home and Continues at Work](#)

Presentations
These presentations are large files. Please wait while links open.
[Energy Star Partner Launching Presentation](#)
[KCSDB Presentation May 20, 2008](#)
[Earth Day April 22, 2008](#)
[KCSDB Presentation March 8, 2008](#)
[Picture Presentation](#)
[Industrial Focus Meeting - Energy Star Pulp and Paper Sector](#)
[Value of Energy Star - Sept 25, 2008](#)
[Tissue Machine Process Improvement Studies \(TMPIS\) – Use of Thermographic Technology](#)
[Earth Day 2009 Awareness Presentation](#)

Improvement Opportunities - Energy Best Practices Webinars



Interwise Participant Application - iMeeting - "8340641_MeetingRoom_050109_1017" [Meeting Room ID = 8340641]

File View Event Connection Audio/Video Record Help

Raise Hand Send Note Step Out Enlarge Muted

Meeting in Progress
Connection: **Good**
Volume: 46% 75%

Getting Started

An introductory guide to the main features of the Interwise Participant Application.

Change Audio Device

From the menu bar, open the Audio/Video menu and select **Choose Audio Device...**, then select your preferred option.

Mute

To mute yourself, click the **Mute** button. To un-mute, click the Mute button again.

Share an Application

If you have presenting rights, click the **App Sharing** tab located in the lower-right pane and double-click the application you want to share.

Invite Others

From the menu bar, open the Event menu and select **Invite Others...** This option may be disabled by the Event initiator.

Insert/Present a Document

In the **Materials** tab, located in the lower-right pane, click **Insert** and select the file you would like to insert. The Presenter can now present this file to others.

Participants Notes

Name	Comment
Juan Marin (Presenter)	

1 people 0 0 queued
Speaking Queue - Press 'CTRL' to speak

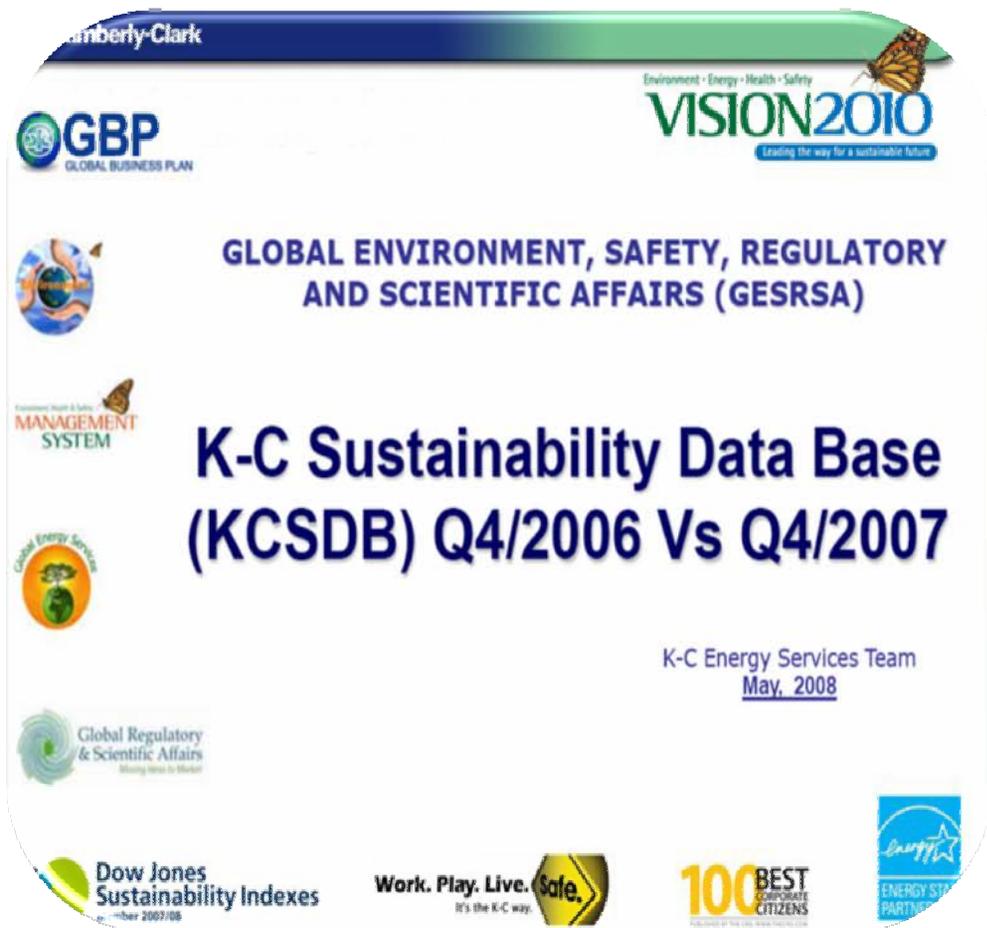
Materials App Sharing Web

Event Materials

Event Materials: **Ready to Use**

interwise

Improvement Opportunities - KCSDB Presentations K-C mills



Kimberly-Clark

Environment • Energy • Health • Safety
VISION2010
Leading the way for a sustainable future

GBP
GLOBAL BUSINESS PLAN

GLOBAL ENVIRONMENT, SAFETY, REGULATORY AND SCIENTIFIC AFFAIRS (GESRSA)

K-C Sustainability Data Base (KCSDB) Q4/2006 Vs Q4/2007

K-C Energy Services Team
May, 2008

Global Regulatory & Scientific Affairs

Dow Jones Sustainability Indexes
October 2007/08

Work. Play. Live. Safe.

100 BEST CORPORATE CITIZENS

ENERGY STAR PARTNER

GLOBAL ENVIRONMENT, SAFETY, REGULATORY AND SCIENTIFIC AFFAIRS

OBJECTIVE

- Each quarter, every K-C facility world-wide submits fuel, energy, environmental and manufacturing data to the Sustainability Data Base (KCSDB). K-C's Energy Services Team (EST) manages and processes the data and uses it to create reports and graphs that show the global and business sectors' energy consumption in \$, BTUs and percentages. Trend graphs, showing the energy deviation from the corporate Vision 2010 program target, are also generated for each facility.
- This presentation contains graphs of interest for US facilities using up dated Q1-2008 data consumption results.
- As part of the K-C Energy Star Partner communication plan, EST will issue a quarterly report to each US facility that will include updated energy numbers and graphs generated by the KCSDB for use in tracking energy deviation on a quarterly basis.
- Included in this presentation are graphs comparing Q1-Q4 2007 and Q2,2007 –Q1,2008 data.

Improvement Opportunities - Energy Articles @K-C Corporate Intranet Web Site



The collage displays several articles from the 'aK-C News' section, all dated May 6, 2009. The central navigation menu includes: Home, News, Energy, Environmental, Safety, Quality, Compliance, and People. The articles shown are:

- Energy consumption**: A big part of Kimberly-Clark's job is to monitor oil and gas prices each day, and formulate recommendations, forecasts, and mass e-mail purchases for K-C.
- Energy initiative cuts costs**: The North Atlantic Consumer Products group is launching an initiative to reduce volume of energy in energy spending throughout their site.
- Energy best practices**: The Energy Best Practices Initiative has identified best practices in 10 categories that K-C finds can help to reduce energy costs. They include:
 - Lighting:
 - Replace or turn off lights
 - Install more efficient lights
 - Install motion detectors in office areas or install switches in halls so that lights can be turned off
 - Heating and air conditioning:
 - Make sure to get warmer in the summer and colder in the winter
 - Repair furnace controls to make a wider range of necessary
 - Make sure air conditioning fans in rooms don't spin as much as they can
 - Kitchen and office equipment:
 - Repair steam traps and ensure steam/pressure pipes are not restricted
 - Adjust controls for optimum operation
 - Make sure air conditioning fans in rooms don't spin as much as they can
 - Compressed air:
 - Inspect leaks
 - Reduce the use of compressed air using more energy efficient methods, such as painting
 - Use mechanical gates instead of compressed air
 - Modify pump valves and machines to operate at lower air pressure
 - Blowdown:
 - Use energy efficient valves for new applications or when repairs fail
 - Energy management tools:
 - Install additional meters to determine where energy is being used
 - Ensure that an energy management system is in place
- Energy costs on the rise**: The surging prices of electricity and natural gas are focusing increased attention on the importance of Kimberly-Clark's initiatives to achieve the highest levels of energy efficiency and cost savings.
- K-C's Energy Supply team addresses surging energy costs**: Five years ago, results of oil prices averaged \$70 per barrel and natural gas averaged \$3 per million British thermal units (BTUs). Today, the cost of oil has risen to more than \$140 per barrel and natural gas has climbed to \$13.25 per million BTUs.
- Kimberly gains efficiency**: In 2008, K-C's Kimberly Newsrooms staff was spending \$1.2 million a year on gas and electric energy, with utility costs projected to grow by 43 percent a year.

Improvement Opportunities - Communications



Improvement Opportunities – External Recognition



**Energy
Management
System -
Industrial Sector**



Energy Star Awards Ceremony – Washington DC, March 31st, 2009 ²³

Improvement Opportunities Internal Communications

@K-C Home - Microsoft Internet Explorer

Address: <http://www.kcc.com/>

Google Search

Internal

KMB NYSE
Price: 46.84
Change: 8.82
03/16/2009 3:44

@K-C News

Energy star
The U.S. Environmental Protection Agency is honoring Kimberly-Clark for our ongoing efforts to increase energy efficiency. [Full Story](#) 3/16/2009

Cash Generation
Learn more about the initiatives that will help strengthen our business during this economic crisis.

Team Links
• View All Team Links

Tom's Blog
By Tom Falk, CEO
Join the conversation!
Latest post: Recession Poetry

LiveWell: Depression
K-C's director of Health Services explains what you need to know about depression and what will help. [Full Story](#) 3/13/2009

"Cleaning out the garage"
K-C's Information Technology teams are saving K-C money by getting rid of the things we no longer use. [Full Story](#) 3/11/2009

Keeping tabs
K-Cers Playing to Win! Ricki Kautz and Teresa Sexton of Knoxville, Tennessee, free up \$10 million of working capital. [Full Story](#) 3/9/2009

VIVA towels tops with consumers

K-C News Briefs

- K-C partners with Students in Free Enterprise
- Bright Futures Student of the Month

Industry Watch

- NACP Industry News 3/12/2009
- K-C Health Care Industry News Feb. 2009
- KCP Industry News 3/12/2009

Wall Street & Beyond
What happened with KMB stock during the month of February?

Letters to the Editor
Readers share their thoughts on India, Tom's Blog and news from Wall Street.

People on the move

- Fernando (Ding) B Gomez
- Sergio Cruz

Awards & Recognition

- KLEENEX® brand of the year in Azerbaijan
- Alabama facility wins United Way award

K-Cers Playing to Win!
K-Cers around the world share personal stories to inspire, motivate and entertain.

- Read Wolfgang Dotzek's story.

K-C Spotlight

Business Sectors | Locations | Site Map | View Past Issues

Featured Site: Tom Falk's blog

My Favorites: Cash Generation, Corporate Organization Directory, Global Business Plan, Intranet & K-C Files Search, K-C Internet Search, Kimberly-Clark.com, @K-C Portal Direct, @K-C Portal Logon, @myHR Direct, @myHR Logon, Computer Café, Talent Management, World Clocks, K-C Wiki

ADD LINKS

Employee Resources: Code of Conduct, EAP, Harassment Policy, Health Services, Help Desk Direct, K-C Information Center, K-C Internet Sites, K-C Travel Center, KC On-Line Learning, SharePoint Central, Sustainability Matters, Training, More Links...

Business Functions & Resources

Shortcut to newsbriefs.asp

Local intranet

start | Bandeja de entrada... | Microsoft ActiveSync | Office Communicator | @K-C Home - Micro... | 4:09 PM Monday 3/16/2009

Microsoft Excel - Book1

Improvement Opportunities – External Communications

Welcome to Kimberly-Clark, the source for information on consumer tissue, and personal care pro - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Refresh Print Mail New Tab

Address http://www.kimberly-clark.com/ Go Links

Google kimberly clark Go Bookmarks 77 blocked Check AutoLink AutoFill Send to kimberly clark Settings

Kimberly-Clark COUNTRIES SEARCH GO CONTACT US

ABOUT US OUR BRANDS SUSTAINABILITY INVESTORS NEWSROOM CAREERS


K-C's Online 2008 Sustainability Report: Shaping a Healthier World
Learn more


Cooling Contingency Planning: Preparing for Catastrophic Failure
Being prepared for the unexpected is good business practice. A well-crafted, up-to-date HVAC Contingency Plan can protect inventory, minimize downtime and promote employee comfort and safety.
Learn more at kcprofessional.com



LATEST NEWS/FINANCIAL highlights

NYSE - KMB46.315 0.335 | S&P 500 788.730 18.190

Kimberly-Clark Corporation Named EPA Energy Star Partner Of The Year

Kimberly-Clark Breaks The Boundaries Of The Toilet Tissue Market With The Launch Of Andrex Shea Butter

Kleenex Facial Tissue Calls On Consumers To Vote Online For Their Favorite Hispanic Designs

Scott Brand 100% Recycled Fiber Products Receive Green Seal Certification

Kimberly-Clark Announces 3.4 Percent Dividend Increase

[View more news](#)

K-C named EPA ENERGY STAR PARTNER OF THE YEAR

Kimberly-Clark has been named a 2009 Energy Star Partner of the Year by the U.S. Environmental Protection Agency in honor of our ongoing efforts to increase energy efficiency.



Learn more

think differently THINK TOGETHER

Innovators wanted who share our passion in excellence, teamwork and original thinking.

Kimberly-Clark's 2008 ANNUAL REPORT

View our 2008 annual report to discover the ways Kimberly-Clark's brands have become "Simply Essential" for people at every stage of life.

Learn more

taking care GIVING CARE


Kimberly-Clark Raises More Than \$5.5 Million for United Way.
Learn more

(1 item remaining) Opening page www.kimberly-clark.com ...

start

Bandeja de entrada ... Energy program facts ... Energy Star POY pres ... Welcome to Kimberly-...

Internet

9:58 AM Monday 3/23/2009

Improvement Opportunities – External Communications – Sustainability Report

Kimberly-Clark COUNTRIES | SEARCH GO | CONTACT US

ABOUT US | OUR BRANDS | **SUSTAINABILITY** | INVESTORS | NEWSROOM | CAREERS

SUSTAINABILITY REPORT 2008

Operations
Energy

ENERGY

□ Operations ■ **Energy**

Energy costs are one of Kimberly-Clark's largest operating expenses. There are no easy solutions to energy issues, but we can help by increasing energy efficiency and using cost-effective renewable and alternative energy sources. This helps prepare us for a future where energy supplies may be limited.

↓ Vision 2010 goal – energy efficiency

Reduce energy consumption by achieving best-in-class energy-efficiency targets. Each facility has targets based on benchmarks for each manufacturing process. These are combined with facility production levels to create facility-specific targets.

We have a long-standing commitment to reducing our energy use. Our long-term objective is to be highly energy efficient, and we use renewable energy where practical and cost effective. This is outlined in our energy management strategy.

Our Global Energy Services Team is comprised of experienced energy engineers and other energy supply professionals. Energy management efforts include evaluating energy suppliers, negotiating supply contracts, purchasing energy, assessing alternative energy projects, energy efficiency audits and implementing technical energy solutions such as combined heat and power technology.

K-C is a member of ENERGY STAR, a joint program of the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy. ENERGY STAR helps U.S. companies to improve competitiveness by measuring energy use, setting goals, tracking savings and recognizing improvements.

ENERGY STAR embodies the need for strong and strategic corporate energy

SUSTAINABILITY

- > SUSTAINABILITY AT K-C
- > PRODUCTS
- > OPERATIONS
 - >> ENVIRONMENTAL VISION
 - >>> PERFORMANCE 2008
 - >> ENVIRONMENTAL ASSESSMENTS
 - >>> PERFORMANCE 2008
 - >> **ENERGY**
 - >>> PERFORMANCE 2008
 - >> CLIMATE CHANGE
 - >>> PERFORMANCE 2008
 - >> WASTE
 - >>> PERFORMANCE 2008
 - >> WATER
 - >>> PERFORMANCE 2008
 - >> SUPPLIER RELATIONSHIPS
 - >>> PERFORMANCE 2008
- > COMMUNITY
- > EMPLOYEES
- > PERFORMANCE 2008
- > DATA SUMMARY 2008

Improvement Opportunities – Working with suppliers

Sustainability at Kimberly-Clark



Guide for Suppliers

Benchmarking during Energy Star POY:

- Working with key suppliers to share energy best practices and encourage them to join Energy Star
- Training/performing energy audits to key suppliers
- Considering supplier's energy management system/programs during selection process/evaluation

A Message From Thomas J. Falk Chairman of the Board and Chief Executive Officer

Dear Suppliers:

Some 135 years ago, Kimberly-Clark was founded on the principles of selling quality products, providing good customer service, and dealing fairly with our employees. Over the years, these principles have served as the backbone against which our company has grown, and today they continue to guide us in all that we do.



This philosophy also drives our commitment to Sustainability – an important business principle we consider to be a critical foundation for creating innovative products and technology solutions, and for achieving our mission of enhancing the health, hygiene and well-being of people every day, everywhere.

As a supplier to our business, you play an important role in the success of Kimberly-Clark and the effectiveness of our corporate sustainability efforts. We have an ever-increasing responsibility to our customers – and to the people who use our products – to source the materials and services for the products we manufacture in an environmentally and socially responsible manner.

We base our sourcing decision on many factors, including our suppliers' environmental and social actions. The strength of Kimberly-Clark's reputation is based not only on our own conduct, but also on the behavior of those with whom we do business. For that reason, we desire to work with suppliers who share our values.

This publication is designed to educate our suppliers about K-C's approach to sustainability, our priorities and how you can contribute to our sustainability efforts and mutual success. As we continue to integrate sustainability throughout our business and products, we look to our suppliers for efficiency, innovation and leadership. From our policies on corporate governance and ethical conduct, to our stance on environmental stewardship, safety and social responsibility, we encourage you to become familiar with these areas of our business and to align your actions in ways that benefit us all. In addition to the information provided, you will find more information about our Sustainability efforts at <http://www.kimberly-clark.com/aboutus/sustainability.aspx>.

Thank you for your continued support.

Thomas J. Falk

Environmental Stewardship

Responsible Fiber Procurement

Our company has a long history of sustainable forestry practices and fiber procurement. It is the policy of Kimberly-Clark to conduct its business with a sincere and proper regard for the need to sustain natural resources used in the manufacture of our products. It is the intent of this policy to promote:

- Sustainable forest management practices by the company's wood fiber suppliers that are economically viable, environmentally responsible and socially beneficial by considering supplier performance in the selection process.
- K-C's use of environmentally responsible wood fiber in its products consistent with product performance and competitive market conditions.
- Availability of information to interested stakeholders concerning implementation of the company's fiber procurement policy.

Under this policy, K-C will continue to encourage our wood fiber suppliers (and their suppliers, if applicable) to meet the following:

- Use sustainable forest management.
- Not use illegally harvested wood fiber, which is wood fiber obtained in violation of applicable government forest management requirements or other applicable laws and regulations.
- Not use wood fiber sourced from Forest Areas Requiring Protection (as defined in the policy).
- Seek and obtain independent certification of their forest lands, forestry operations or fiber procurement activities to an internationally recognized forest certification system.

K-C will strive to maximize its use of wood fiber from certified suppliers. K-C will give preference to wood fiber certified under Forest Stewardship Council standards where it is available and meets product performance requirements and competitive market conditions.

K-C's Fiber Procurement Policy, which includes the company's definitions of Environmentally Responsible Fiber, Forest Areas Requiring Protection, and approved Forest Certification systems, is included as an appendix to K-C's 2012 Sustainability Report on K-C's corporate website: www.kimberly-clark.com/aboutus/sustainability/sustainability_2873.aspx



* For the purposes of this policy, wood fiber includes wood pulp, logs, whole log chips and sawmill residuals, including woodpiles and sawdust, but not woodchips fuel.

K-C At Its Best

When J.A. Kimberly, Charles Clark, Heilish Tabcock and Frank Shattuck founded Kimberly-Clark & Co. in 1872, they agreed that quality, service and fair dealing would be the principles upon which they would guide the company's development. Over the years our culture has evolved but the spirit of our founding principles remains. K-C at Its Best defines the most important beliefs we hold as a company.

Superior Performance

At Kimberly-Clark, we believe in creating superior products which best meet consumers' and customers' needs. We believe in developing brands that are truly meaningful to people and are respected around the world. We strive to be one of the world's most successful companies, dedicated to winning through best work and fair play.

Exceeding Expectations

We take pride in exceeding the expectations of our customers, colleagues and shareholders. We establish ambitious goals for our businesses and ourselves and then stretch to exceed them. We recognize that today's best in the benchmark we must surpass tomorrow.

Teamwork

We believe in the power of teamwork. We believe by contributing to successful teams we can become respected and trusted members of the K-C family. We value, encourage and challenge each other. We feel personally responsible for achieving both our individual and team potential. We invest in K-C and K-C invests in us. We feel proud of what we accomplish together.

Caring for Others

At K-C, it's also truly caring for the well-being of the people we work with, the people we sell to and the communities we live in, makes K-C company people want to work for and do business with around the world.



Contact Us
We welcome your comments.
Please contact us at:

Kimberly-Clark Corporation
Sourcing and Supply Management

at: West Lagoon Road
JCI, Inc.
Keweenaw, Wisconsin 54872-8930

Kimberly-Clark Corporation is an Equal Opportunity Employer
and does not discriminate on the basis of race, gender, religion, age, or national origin in the United States and Canada.

©Kimberly-Clark Corporation 2012

Forward-Looking Information
This publication may contain forward-looking information within the meaning of the U.S. federal securities laws. In light of the risks and uncertainties involved, we invite you to read the risk factors and forward-looking information sections of Kimberly-Clark's fiscal year 2012 Form 10-K at www.kimberly-clark.com/investorrelations.aspx.

©Kimberly-Clark Corporation 2012

Improvement Opportunities – Sustainability Week – Sustainability Communities of Practice

The screenshot shows a web browser window with a toolbar at the top. The main content area has a green header with the Kimberly-Clark logo and the text "2009 Sustainability Week Activities". Below the header, there are several sections of text:

- Earth Day is rapidly approaching**
- April 18, 2009**
EarthShare of Georgia – Corporate Green Day Challenge
Volunteer and show your team spirit while helping to make the Atlanta area cleaner and greener! [Click here for details.](#)
- April 20, 2009**
Tom Falk's Perspective on Sustainability
Tom Falk will talk about how sustainability is and has always been an important part of our culture and our business.
- April 21, 2009**
K-C Sustainability Going Green Trade Show
Join us in the Activities Center to hear about our environmental and social programs, how our products are becoming more "green" and how many of your fellow K-C employees are doing great things for the environment at work and at home.
- April 23, 2009**
Roswell Leadership Sustainability Discussion
As a follow up to Tom's presentation on Monday, senior leaders will talk about the role of sustainability in our businesses and operations, and answer questions you may have. Come take part in this lively conversation about sustainability on the Roswell campus.

At the bottom of the page, there is a section titled "How green are YOU?" with a call to action: "Tell us how you are making a difference at home or at work. Submit ideas at _COP, Sustainability-Roswell OR blog on the [SOURCE web site](#). You could win a prize and have an opportunity to share their sustainability successes with fellow K-Cers!"

Celebrate Earth Day "EVERY DAY" April 22



Improvement Opportunities – Sustainability Week – Sustainability Communities of Practice



Improvement Opportunities – Sustainability Week – Sustainability Matters “Small Steps”

Sustainability Matters | Kimberly-Clark

::sustainability Internal

Growing Responsibly In A World Of Finite Resources

PRODUCTS SUPPLIERS EMPLOYEES CUSTOMERS

Small Steps Can Make A Difference

Every day we are bombarded by negative media reports regarding the environment. You want to help but you think that the actions of one person won't make a difference. It's not true, you can make a difference and it all starts with one small step. For example, did you know that if every household in the United States changed five conventional light bulbs with five compact fluorescent light bulbs (CFLs) it would prevent greenhouse gases equivalent to the emissions from nearly 10 million cars?

In the spirit of celebrating the idea that small steps add up to big changes, K-C is launching the Small Steps program. All you have to do is commit to taking one small step to improve the environment. We've made it easy for you, simply choose an option from the list below or if you want to commit to something different click the "other" box and tell us what you're doing.

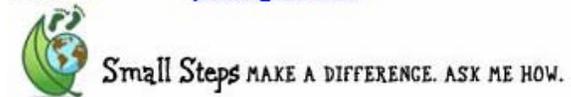
Once you've committed, you'll receive a special e-mail signature (as pictured at right) that will let everyone know that you are part of a movement dedicated to shaping a healthier world. So, take a small step for sustainability today and help transform tomorrow.

Small Steps

(Simply choose an option from the list below or if you want to commit to something different click the "other" box and tell us what you're doing.)

1. Turn off your computer every night before you go home.
In order to save energy, the [US DOE](#) recommends that individuals consider turning off:
 - the monitor if the PC won't be used for more than 20 minutes
 - both the CPU and monitor if you're not going to use your PC for more than 2 hours. Additionally, connecting the monitor, printer and other accessories to a power strip that can be shut off easily when these items are not needed can prevent them from drawing power when not in use.Reducing power use is good for the environment. All forms of electricity
6. Reduce printing.
According to the State of California, running laser printers results in several [environmental impacts](#). Laser printers can use significant amounts of energy and printer chemicals may contain toxic materials. The production of electricity and printing chemicals is associated with a range of environmental impacts, including air and water pollution and greenhouse gas emissions. Limiting printing helps to improve energy efficiency and increases replacement intervals for printing chemicals. It can also reduce the unnecessary consumption of paper, which requires energy and natural resources to produce.

Juan C. Marin
Kimberly-Clark Corp.
Energy Services Team
Office Phone : 770-587-7158
Work Mobile : 678-982-6157
PC Fax : 920-225-4025
e-mail : jmarin@kcc.com



Please consider the environment before printing this email. If you do print it, please recycle it.

Improvement Opportunities – Sustainability Week – SOURCE

SOURCE – Sustainable Organization United in Reducing Consumption Everywhere

The screenshot shows the SOURCE website home page. At the top left is the Kimberly-Clark Professional logo. To its right is the SOURCE logo with the tagline "Sustainable Organization United in Reducing Consumption Everywhere". The main content area features a green background with a stylized leaf graphic. The leaf has four sections with the following text: "What is SOURCE?", "What is Sustainability?", "Submit Your Ideas!", and "Play the SOURCE game!". On the right side, there is a "SOURCE Message Board" section with a "Click here to add blog" link. Below the message board is a "003030 SOURCE HR Counter". At the bottom, there is a footer with legal disclaimers and copyright information: "Your visit to this site and use of the information herein is subject to the terms of our Legal Statement. Please review our Privacy Policy. ©/* Trademark of Kimberly-Clark Worldwide, Inc. Marques déposées de Kimberly-Clark Worldwide, Inc. © 2008 KCWW All Rights Reserved."

The screenshot shows the SOURCE website idea submission form. At the top left is the Kimberly-Clark Professional logo. To its right is the SOURCE logo with the tagline "Sustainable Organization United in Reducing Consumption Everywhere". The main content area has a green background. At the top, there is a heading: "Please use the form below to enter your idea into the KCP Product Idea Bank. Ideas related to short and long term KCP products and systems should be entered here. [KCP IMF Process](#)". Below this are links for "Home", "Search Ideas", "Tips and Suggestions", and "FAQ". A paragraph of text reads: "Please use the form below to enter your sustainability idea into the KCP SOURCE database. As a company with the mission to enhance the health, hygiene and well-being of people every day, everywhere, we have a special obligation to meet a high standard of environmental and social responsibility." Below this is a language selection dropdown set to "English". The form fields include: "Your Info: Marin, Juan", "Functions:*" (dropdown), "Category:" (dropdown), "Your Idea:*" (text area), "Insight (why this is a good idea):*" (text area), and "Name(s) of Others Involved:" (text area). At the bottom of the form are "Send Idea" and "Clear Form" buttons. The footer contains: "Last Updated: October, 1 2007", "© 2006 Kimberly-Clark Corporation. Internal use only, all rights reserved.", and "Comments: [Deborah Price](#)".

Thanks!!!



Questions & Discussion

2009 Web Conferences



Month	Topic
June	Solar Strategies
July	Engaging Sites With Performance Data
August	Lighting Technology & Strategies
September	Our Top Energy Projects
October	Energy and GHG Management
November	Energy Management Financing Strategies
December	No web conference

Communications Webinar



HOW TO PROMOTE YOUR ORGANIZATION'S GREEN PRACTICES WITH ENERGY STAR

June 3 2009 1-2:30 PM

- The five key things you need to know about ENERGY STAR
- The most popular ways to highlight a partnership with ENERGY STAR
- Interactive and fun ways to learn about energy: videos, quizzes, checklists, Webinars, fact sheets, and more
- Free publications to help you spread the word
- EPA awards and how your organization can apply...and win
- Great ideas for getting management, employees, and your community to follow your lead and start saving energy!

Bring your communication & marketing people.

Register online at: <http://energystar.webex.com>



-
- Thank you