



The Procter & Gamble Company  
Annual Meeting of Shareholders  
October 10, 2023

## **AGENDA**

The following Items are intended to be covered during the course of the meeting (order may vary):

1. Call to Order
2. Introductions
3. Nomination and Election of Directors
4. Board Proposals
5. Shareholder Proposals
6. Report on the Business
7. Adjournment of Formal Meeting
8. Question and Comment Period
9. Conclusion of Meeting



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## **RULES OF CONDUCT**

A. Only business that is appropriate for action by the shareholders and properly brought before the meeting may be considered at the meeting. The only business matters to be conducted at the meeting are the matters set forth in the Notice of Annual Meeting of Shareholders and 2023 Proxy Statement dated August 25, 2023.

B. No one may address the meeting unless recognized by the Chairman. A shareholder who wishes to ask a question or make a comment on any of the agenda items or during the Question and Comment Period may do so by typing it into the Ask a Question field on your screen and clicking "Submit." Please identify if your question or comment is specific to an item on the agenda. There is a limit of 3 questions on any one agenda item or topic, and we may group substantially similar written questions and provide a single response to avoid repetition and allow more time for additional topics.

C. Recording the annual meeting is prohibited. A replay will be available at [www.pginvestor.com](http://www.pginvestor.com) within 24 hours of the meeting.

D. Courtesy and respect for the rights of others are standards for behavior during the meeting, and we appreciate your cooperation and understanding. The Chairman will stop any speaker who is out of order or whose comments or questions are not pertinent to meeting matters. Conduct that is not in compliance with these rules of conduct or the instructions of the Chairman or that is disruptive will not be permitted.

E. The Chairman has sole authority to preside over the meeting and make any and all determinations with respect to the conduct of the meeting. Any action taken by the Chairman at the meeting will be final.

F. The Chairman may adjourn the meeting or call a recess at any time and for any reason, including in the event of a technical malfunction or other significant problem that disrupts the meeting. In addition to the above rules, the Chairman may adopt any other rules or make rulings during the course of the meeting as they deem reasonable and advisable.

G. If you have difficulty accessing the meeting, please call 1-844-986-0822 (US) or 1-303-562-9302 (International). Technicians will be available to assist you.

**Thank you for your cooperation. Enjoy the meeting.**