



The Procter & Gamble Company
Annual Meeting of Shareholders
October 13, 2020

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. Adjournment of Formal Meeting
7. Report on the Business
8. Question and Comment Period
9. Conclusion of Meeting



The Procter & Gamble Company
Annual Meeting of Shareholders
October 13, 2020

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 2020 Proxy Statement dated August 28, 2020.

B. No one may address the meeting unless recognized by the Chairman.

1. 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. We may group substantially similar written questions and provide a single response to avoid repetition and allow more time for additional topics.
2. Alternatively, when we announce that the Question and Comment Period has begun, a shareholder wishing to speak may call 1-877-328-2502 (toll free) or 1-412-317-5419 (international), provide their control number, and be placed into the queue to ask a question. As time permits, each shareholder will be allowed one turn for a maximum of two minutes. There will be a limit of three speakers on any one subject.
3. During the presentation of the shareholder proposals, the presenters will each have three minutes to present their proposal. Each presenter should restrict their comments to the shareholder proposal being presented.

C. Recording the annual meeting is prohibited. A replay will be available at 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 he or she deems reasonable and advisable.

G. If you have difficulty accessing the meeting, please call 1-800-586-1548 (US) or 1-303-562-9288 (International). Technicians will be available to assist you.

Thank you for your cooperation. Enjoy the meeting.