



TWILIO INC.
2026 ANNUAL MEETING OF STOCKHOLDERS

RULES OF CONDUCT

We would like to welcome you to the 2026 Annual Meeting of Stockholders of Twilio Inc. (the “Annual Meeting”). In fairness to all stockholders in attendance and in the interest of an orderly meeting, we require that you honor the following rules of conduct.

General Rules

1. This is a meeting of stockholders, and only stockholders of record (or their proxy holders) as of the close of business on April 17, 2026, the record date, are entitled to submit questions and vote at the Annual Meeting. If you have already voted your shares, your vote has been received by Twilio’s inspector of election, and there is no need to vote again, unless you wish to revoke or change your vote. Stockholders that have not previously voted or that would like to change their vote may vote virtually during the meeting until the polls close. The polls will close following the Q&A portion of the meeting.
2. The only business to be conducted at the Annual Meeting are the matters set forth in the 2026 Notice of Annual Meeting of Stockholders and proxy statement. The Annual Meeting will follow the agenda available on the virtual meeting platform.
3. Recording or rebroadcast of the Annual Meeting in any format is prohibited.
4. In the event of technical malfunctions or other significant problems that disrupt the Annual Meeting, the Chair may adjourn, recess, or expedite the Annual Meeting, or take other action that the Chair determines is appropriate in light of the circumstances.

Questions and Conduct

5. We may in our sole discretion have dedicated times for questions. Please submit your questions in the field provided in the annual meeting website portal for consideration. We will review submissions, and we reserve the right in our sole discretion to exclude any that do not comply with these rules. As further discussed below, only questions that are relevant to an agenda item to be voted on by stockholders at the Annual Meeting will be answered.
6. In the interest of having sufficient time to respond to as many questions as possible in the time allotted, we may summarize the questions and aggregate questions and our responses by topic. We will also seek to take questions from a variety of stockholders in order to be responsive to the interests of as many stockholders as possible.

7. The purpose of the Annual Meeting must be observed, and the Chair or Secretary will not address questions that are:
 - irrelevant to an agenda item to be voted on by stockholders at the Annual Meeting;
 - related to pending or threatened litigation;
 - derogatory references that are not in good taste;
 - unduly prolonged;
 - repetitive of other questions already addressed or statements made by other stockholders;
 - relate to personnel matters or doing business with Twilio; or
 - discussions related to personal grievances.

8. Please note that proposals cannot be properly brought before the Annual Meeting unless they were submitted in accordance with the advance notice procedures of our bylaws. No additional proposals may be submitted for consideration at this meeting.

These rules of conduct are intended to benefit all stockholders and proxies in attendance. The Chair has sole authority to preside over the Annual Meeting and make any and all binding determinations regarding the conduct of the Annual Meeting, including the administration and interpretation of these rules of conduct. Any action taken by the Chair at the Annual Meeting will be final, conclusive and binding on all persons.