

Agenda

April 28, 2022

- Welcome
- 2021 Business Review
- Call to Order
- Item 1: Election of Directors
- Item 2: Advisory Vote to Approve Named Executive Officer Compensation
- Item 3: Approval of the Company's 2022 Long-Term Incentive Plan
- Item 4: Ratification of Appointment of PricewaterhouseCoopers LLP as the Independent Registered Public Accounting Firm for 2022
- Item 5: Proposal Withdrawn
- Item 6: Shareholder Proposal—Civil Rights, Equity, Diversity & Inclusion Audit Proposal
- Item 7: Shareholder Proposal—Third Party Racial Justice Audit
- Item 8: Shareholder Proposal—Report on Government Financial Support and Access to COVID-19 Vaccines and Therapeutics
- Item 9: Shareholder Proposal—Report on Public Health Costs and Protecting Vaccine Technology
- Item 10: Shareholder Proposal—Discontinue Global Sales of Baby Powder Containing Talc
- Item 11: Shareholder Proposal—Request for Charitable Donations Disclosure
- Item 12: Shareholder Proposal—Third Party Review and Report on Lobbying Activities Alignment with Position on Universal Health Coverage
- Item 13: Shareholder Proposal—Adopt Policy to Include Legal and Compliance Costs in Incentive Compensation Metrics
- Item 14: Shareholder Proposal—CEO Compensation to Weigh Workforce Pay and Ownership
- Announcement of Preliminary Voting Results
- Adjournment of Official Business
- Question and Answer Period