



H&R Block, Inc.
Annual Meeting of Shareholders
September 9, 2021, 8:00 a.m. Central Time

RULES FOR CONDUCT OF MEETING

Welcome to the 2021 Annual Meeting of Shareholders (the “Annual Meeting”) of H&R Block, Inc. (the “Company”). In the interest of a productive and orderly meeting, we ask for your cooperation in observing the following rules and procedures:

1. The only business matters to be conducted at the Annual Meeting are the matters set forth in the Notice of Annual Meeting of Shareholders and Proxy Statement dated July 29, 2021.
2. Only shareholders of record as of the close of business on July 9, 2021, the record date, or their duly authorized proxies, are entitled to submit questions and vote at the Annual Meeting.
3. If you have submitted your proxy prior to the start of the Annual Meeting, your vote has been received by the Inspector of Election, and there is no need to vote those shares again during the meeting, unless you wish to revoke or change your vote.
4. Following the adjournment of the formal business of the meeting, a Question and Answer period will be held during which we intend to answer questions submitted in advance of and during this meeting in accordance with these rules, as time permits.
5. If you are a shareholder of record as of the close of business on the record date or a duly authorized proxy and wish to submit a question to be answered during the Question and Answer period, type your question in English into the “Ask a Question” box and click “Submit” on the virtual meeting website.
6. To allow us to answer questions from as many shareholders as possible, we will limit each shareholder to two questions.
7. Questions from all eligible shareholders or their duly authorized proxies are welcome. However, the purpose of the meeting will be observed, and questions of general interest relating to the Company’s business, as reasonably determined by the Chairman, will be considered. We will not answer questions that are:
 - a. Irrelevant to the Annual Meeting or the business of the Company;
 - b. Related to material non-public information of the Company;
 - c. Related to personal grievances;
 - d. Repetitious of statements made by, or questions asked by, other persons;
 - e. Offensive or otherwise contain inappropriate language;
 - f. Derogatory references to individuals or statements that are otherwise in bad taste;

- g. Related to pending or threatened litigation; or
 - h. A matter of individual concern that is not a matter of interest to shareholders generally.
8. Due to time limitations, we cannot assure that every shareholder question will be answered. A document will be posted to our Investor Relations website after the meeting that summarizes and answers the questions received. If multiple questions raise the same topic, we will provide one answer to those questions in the meeting, and representative examples in the summary document. If a question violates these rules of conduct, it will not be summarized or answered.
 9. In the event of technical malfunction or other significant problem that disrupts the Annual Meeting, the Chair may adjourn, recess, or expedite the Annual Meeting, or take such other action that the Chair determines is appropriate in light of the circumstances.
 10. Recording of the Annual Meeting is prohibited.

If you have difficulties accessing the Annual Meeting, please call 1-844-986-0822 (toll free) or 303-562-9302 (international). Technicians will be available to assist you.

We appreciate your participation. Your fellow shareholders will appreciate your courtesy in observing these procedures.