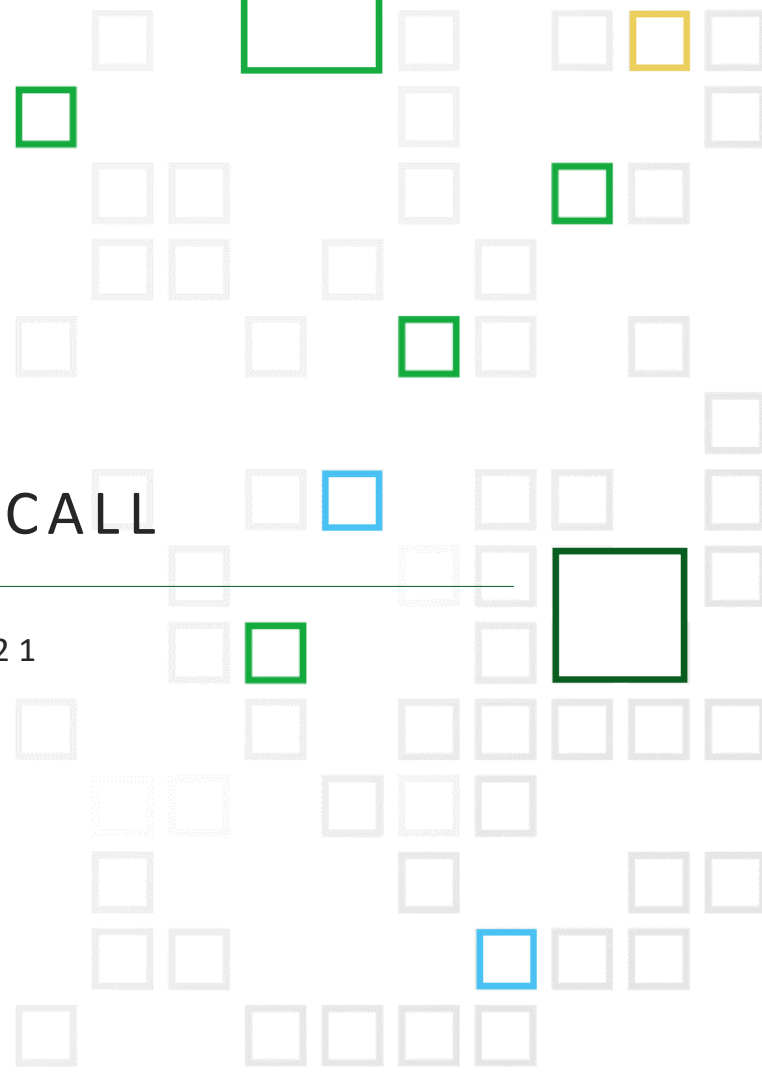




Q1 FISCAL 2022

EARNINGS CALL

November 2, 2021



Safe Harbor Statement

Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of the securities laws. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts. They often include words or variation of words such as "expects," "anticipates," "intends," "plans," "believes," "commits," "seeks," "estimates," "projects," "forecasts," "targets," "would," "will," "should," "goal," "could," "may," or other similar expressions. Forward-looking statements provide management's current expectations or predictions of future conditions, events or results. All statements that address operating performance, events or developments that we expect or anticipate will occur in the future are forward-looking statements. They may include estimates of revenues, client trajectory, income, effective tax rate, earnings per share, cost savings, capital expenditures, dividends, share repurchases, liquidity, capital structure, market share, industry volumes, or other financial items, descriptions of management's plans or objectives for future operations, products or services, or descriptions of assumptions underlying any of the above. They also include the expected impact of the coronavirus (COVID-19) pandemic, including, without limitation, the impact on economic and financial markets, the Company's capital resources and financial condition, the expected use of proceeds under the Company's revolving credit facility, future expenditures, potential regulatory actions, such as extensions of tax filing deadlines or other related relief, changes in consumer behaviors and modifications to the Company's operations related thereto. All forward-looking statements speak only as of the date they are made and reflect the Company's good faith beliefs, assumptions and expectations, but they are not guarantees of future performance or events. Furthermore, the company disclaims any obligation to publicly update or revise any forward-looking statement to reflect changes in underlying assumptions, factors, or expectations, new information, data or methods, future events or other changes, except as required by law. By their nature, forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those suggested by the forward-looking statements. Factors that might cause such differences include, but are not limited to a variety of economic, competitive, and regulatory factors, many of which are beyond the Company's control, that are described in our Annual Report on Form 10-K for the most recently completed fiscal year in the section entitled "Risk Factors" and additional factors we may describe from time to time in other filings with the Securities and Exchange Commission. You may get such filings for free at our website at <http://investors.hrblock.com>. In addition, factors that may cause the Company's actual effective tax rate to differ from estimates include the Company's actual results from operations compared to current estimates, future discrete items, changes in interpretations and assumptions the Company has made, future actions of the Company, and increases in applicable tax rates in jurisdictions where the Company operates. You should understand that it is not possible to predict or identify all such factors and, consequently, you should not consider any such list to be a complete set of all potential risks or uncertainties.

Safe Harbor Statement

Non-GAAP Measures

We refer to certain Non-GAAP financial measures in this presentation, including earnings before interest, taxes, depreciation, and amortization (“EBITDA”), free cash flow, adjusted diluted earnings per share, normalized revenue, normalized net income, adjusted normalized net income, normalized EBITDA, and normalized adjusted diluted earnings per share. All non-GAAP financial measures in this presentation are from continuing operations. The normalized measures are intended to provide additional context around our results for the year ended June 30, 2021 by showing the impacts of the extended 2020 tax season. Non-GAAP financial measures should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with accounting principles generally accepted in the United States (GAAP). Because these measures are not measures of financial performance under GAAP and are susceptible to varying calculations, they may not be comparable to similarly titled measures for other companies. For a description of these non-GAAP financial measures, including the reasons management uses each measure, and reconciliations of these non-GAAP financial measures to the most directly comparable financial measures prepared in accordance with GAAP, please refer to previously filed press releases posted on our investor relations website at <https://investors.hrblock.com> and the reconciliations contained in this presentation.

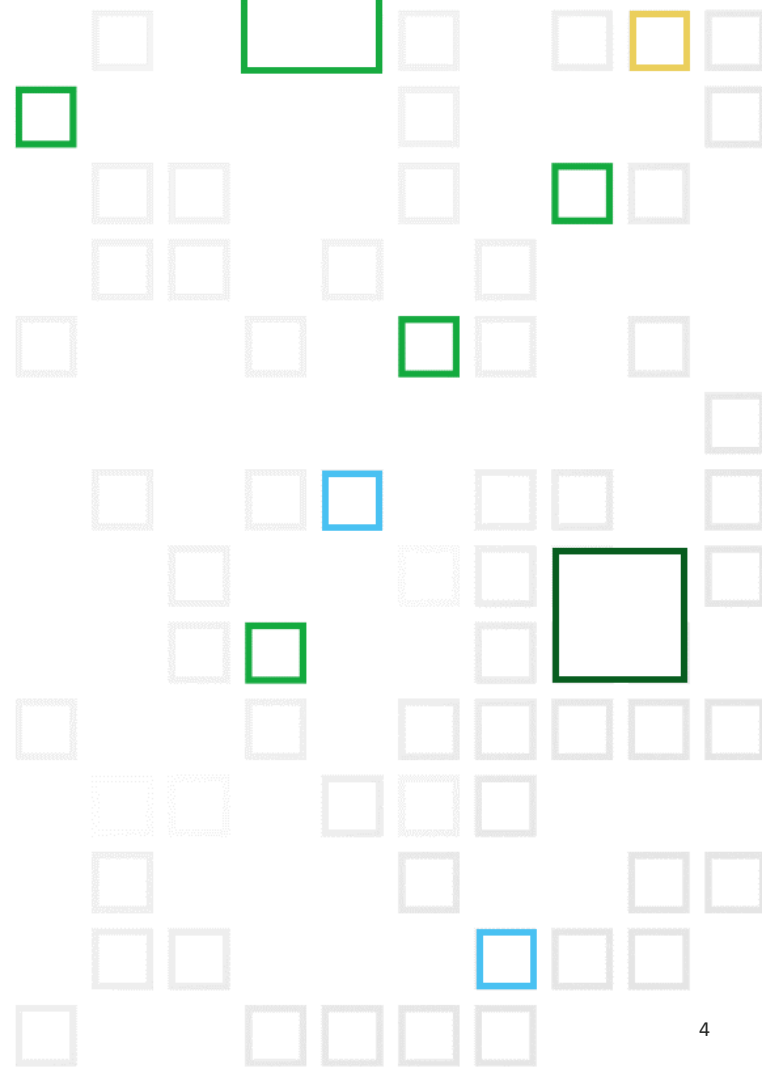
Market and Industry Data

The data included in this presentation regarding the tax preparation services industry, including trends in the market and the company's position and the position of its competitors within this industry, are based on the company's estimates, which have been derived from management's knowledge and experience in the industry, and information obtained from customers, trade and business organizations, internal research, publicly available information, industry publications and surveys and other contacts in the industry. The company has also cited information compiled by industry publications, governmental agencies and publicly available sources. Although the company believes these third-party sources to be reliable, it has not independently verified the data obtained from these sources and it cannot assure you of the accuracy or completeness of the data. Estimates of market size and relative positions in a market are difficult to develop and inherently uncertain and the company cannot assure you that it is accurate. Accordingly, you should not place undue weight on the industry and market share data presented in this presentation.



Jeff Jones

President and Chief Executive Officer



Continued Momentum in FY22

First Quarter Results

FY22 off to
a great start

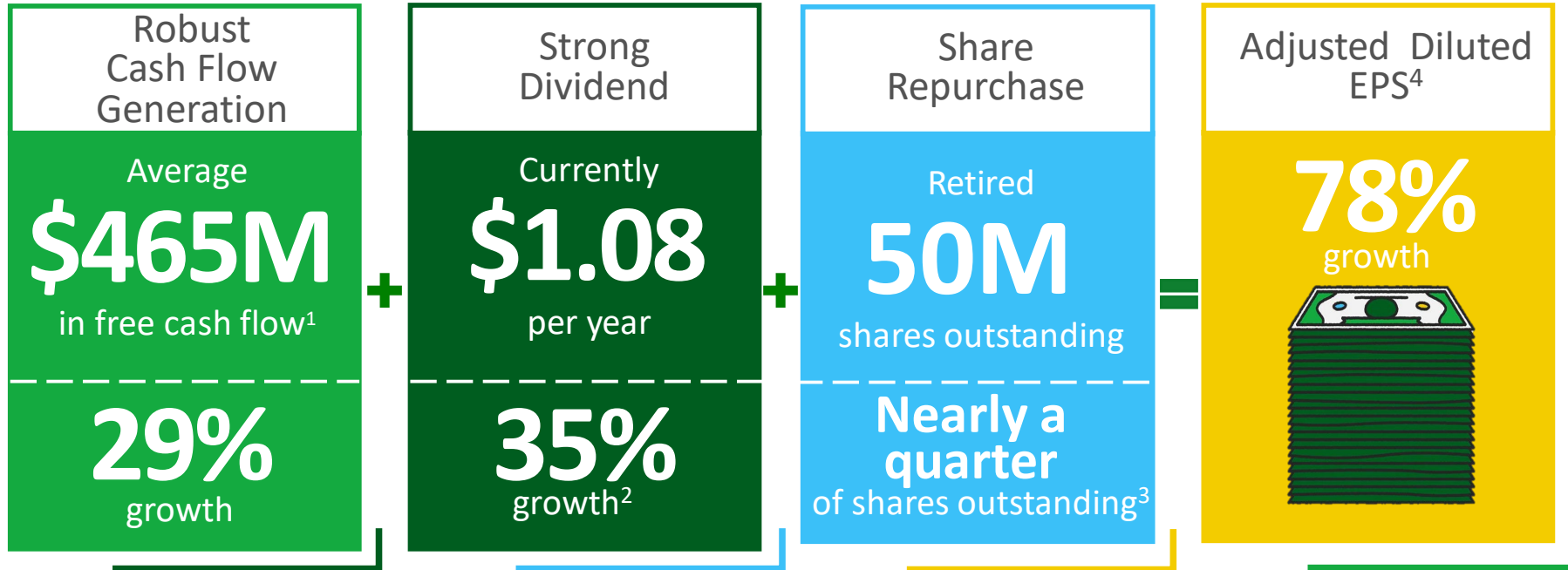
Disciplined
expense
management
+ investment

Repurchased
4% of float

Well-
positioned
for FY22 tax
season

Record of Returning Capital to Shareholders

Since 2016



¹ Free Cash Flow is a non-GAAP financial measure; a reconciliation of Free Cash Flow to its most comparable GAAP measure can be found at the end of this presentation.

² Dividend growth is calculated as percentage growth from our April 2016 dividend to our July 2021 dividend.

³ Represents shares repurchased from April 30, 2016 to present; shares outstanding calculated as of April 30, 2016.

⁴ Adjusted Diluted EPS is a non-GAAP financial measure; a reconciliation of Adjusted Diluted EPS to its most comparable GAAP measure can be found at the end of this presentation.

Multiple Levers to Reach

Long-term Revenue Growth Target 3-6%



~1%
Consumer Tax
Industry

1-3%
Pricing

~1%
Franchise
Acquisitions

~1%
Wave

Upside
Block Horizons
2025

- Supported by Block Experience

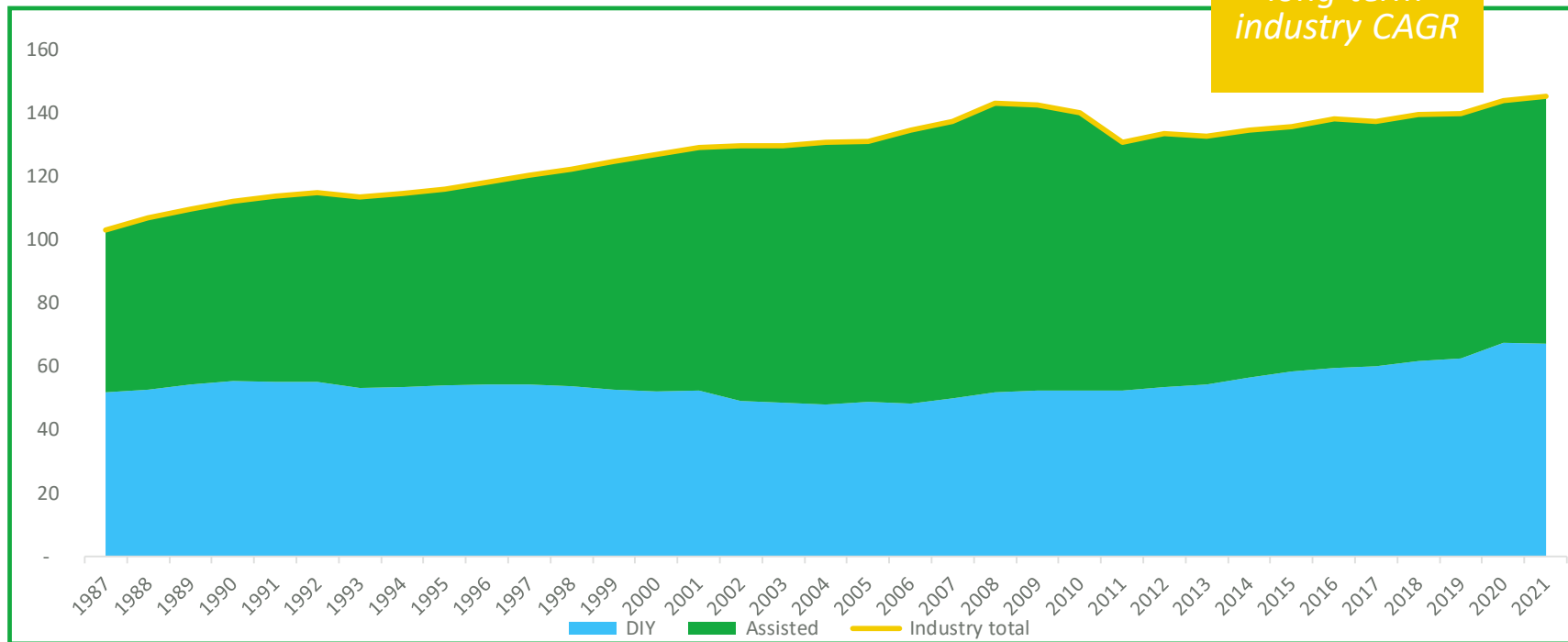
- Small Business
- Financial Products

Stable, Predictable Industry Growth

Consumer Tax Industry: ~1% Annually



1% Historical long-term industry CAGR



Source: IRS data; DIY online category comprised of online, Free File and mobile.

Pricing

Opportunity for Modest Annual Increases



Assisted

~1 - 3%



DIY

Opportunistic vs.
competition

- Upfront Transparent Pricing model implemented in 2018
- Significant product and experience improvement; will continue to enhance via Block Experience

Long Track Record of Acquiring Franchisees

Contributes ~1 Point of Growth Annually



Acquire

~125

locations annually



- Good use of capital given attractive EBITDA multiples
- Quickly leverage the revenue stream vs. collecting royalty

Block Horizons 2025 Strategic Imperatives



Block Experience

Make tax easier, faster and more personalized by blending digital tools with human expertise and care

Small Business

Build direct, valuable relationships with small business owners through Block Advisors and Wave

Financial Products

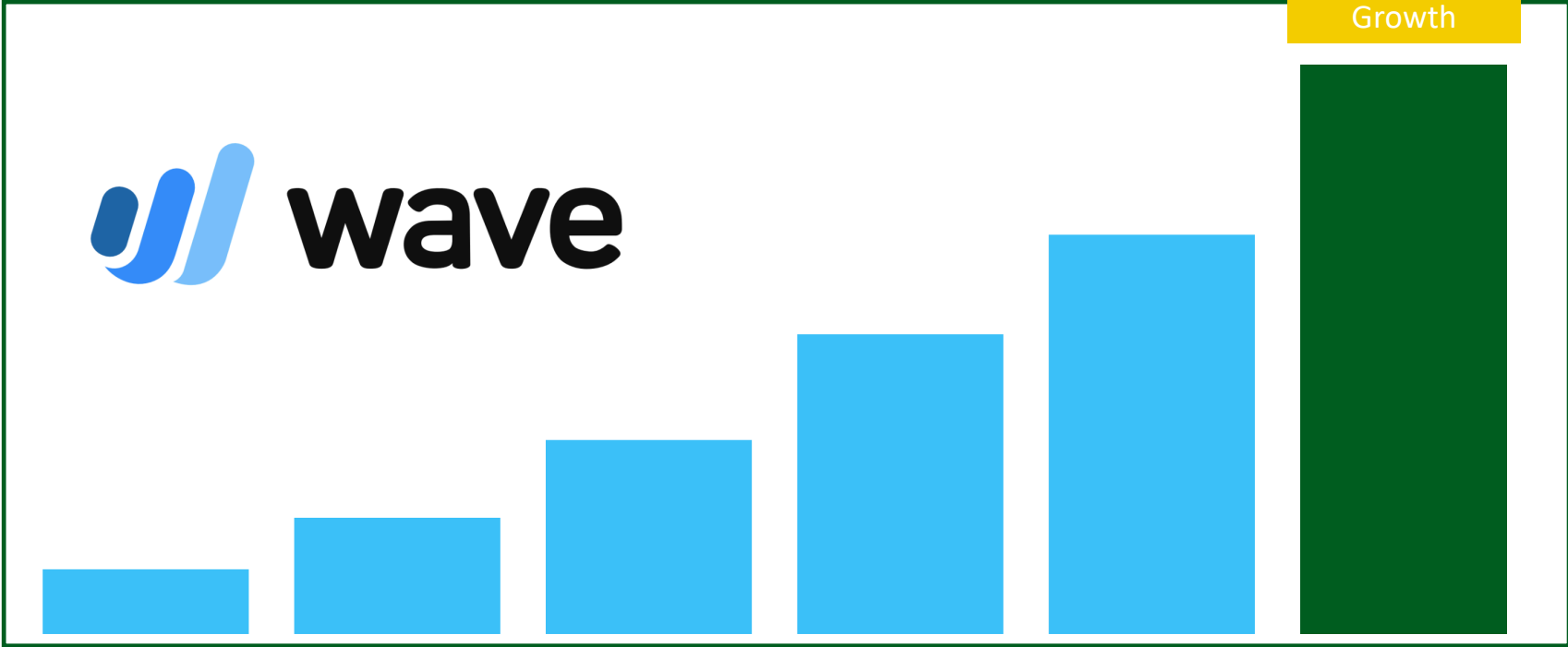
Evolve the Emerald Card into a customer-centric, mobile-first solution for the underbanked

Wave

Contributes ~1 Point of Growth Annually



Q1 FY22:
>30%
YoY Revenue
Growth



Data ranging from FY16 – FY21. Wave acquired in 2019.

Mobile Banking Product

Upside Opportunity



PRODUCT ENHANCEMENTS - Throughout 2022

Continued innovation and new product features

PRODUCT TO MARKET- Early 2022

Limited launch with focus on existing DIY clients

BETA PHASE - Fall 2021

Launched internally

Multiple Levers to Reach

Long-term Revenue Growth Target of 3-6%



~1%
Consumer Tax Industry

- Long-term historical CAGR of 1% growth
- At a minimum, maintain market share
- Supported by **Block Experience**

1-3%
Pricing

- Upfront Transparent Pricing in 2018
- Significant product and experience improvements
- Will continue to enhance via **Block Experience**

~1%
Franchise Acquisitions

- Acquire ~125 locations annually at attractive multiples

~1%
Wave

- Continued, strong revenue growth from increasing the value of the existing customer base and acquiring new clients

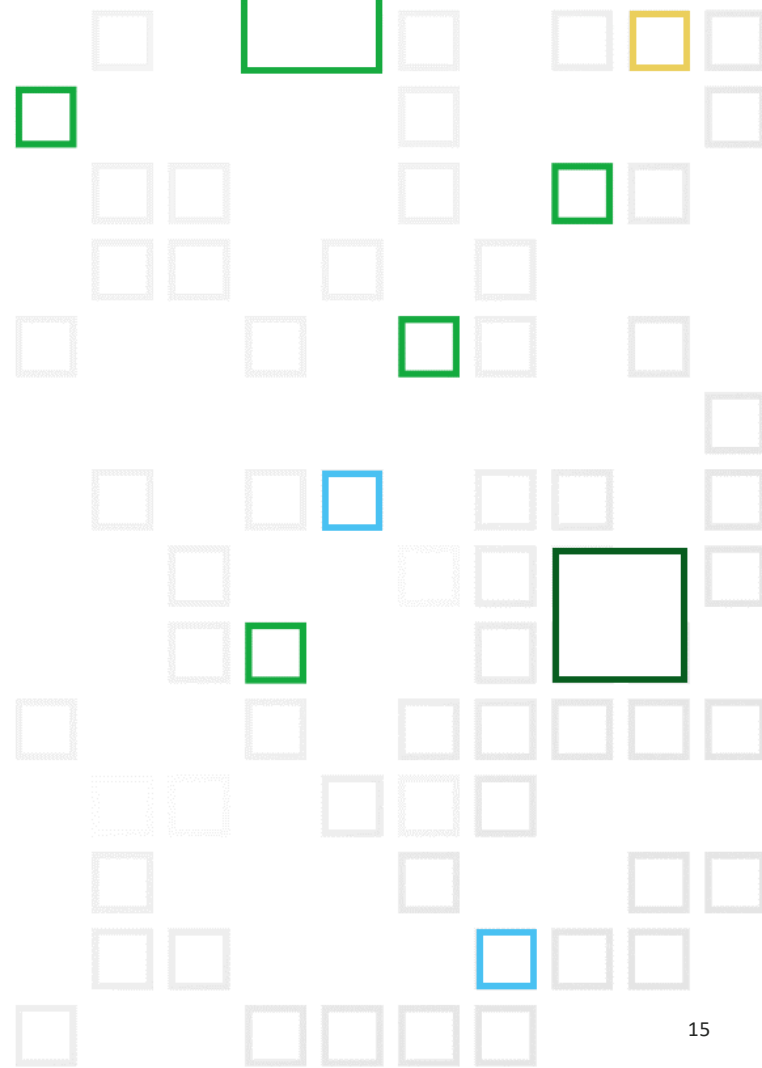
Upside
Block Horizons 2025

- **Small Business**
- **Financial Products** – Mobile banking solution launching early next tax season



Jeff Jones

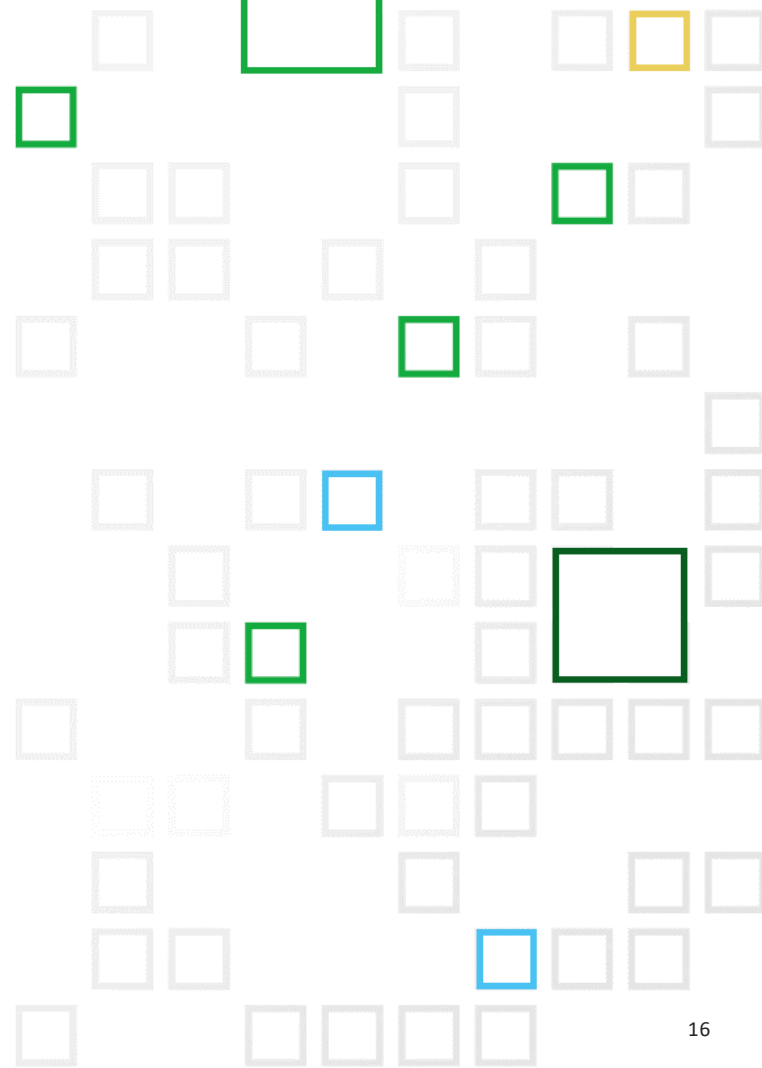
President and Chief Executive Officer





Tony Bowen

Chief Financial Officer



Q1 Financial Results

For the three months ended September 30, <i>in millions, except per share amounts</i>	2021	2020	Change
Revenue	\$192.6	\$417.3	\$(224.7)
Pretax Loss	\$(197.3)	\$(32.9)	\$(164.4)
Net Loss	\$(151.6)	\$(62.3)	\$(89.3)
Weighted-Avg. Shares – Diluted	178.1	192.3	(14.2)
EPS ¹	\$(0.84)	\$(0.32)	\$(0.52)
Adjusted EPS ^{1,2}	\$(0.78)	\$(0.24)	\$(0.54)

Note: All amounts are unaudited and represent results from continuing operations.

¹ All per share amounts are based on weighted average fully diluted shares over the corresponding period.

² Adjusted EPS is a non-GAAP financial measure. Please see the Safe Harbor Statement at the beginning of this presentation for information on non-GAAP financial measures.

Creating Value

THEN

Significant, foundational actions:

- Major investments in technology
- Pricing reset
- Operational improvements

NOW

Robust results:

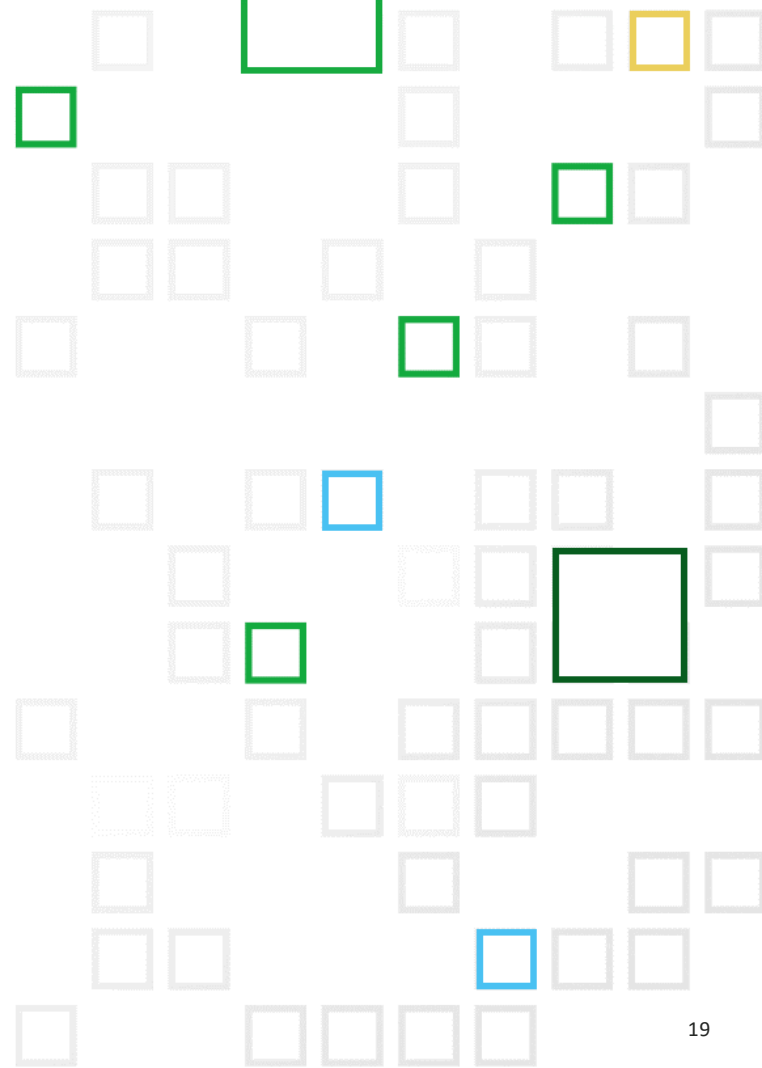
- '21 best tax season in over a decade
- **Since 2016:**
 - **Grew dividend 35%**
 - **Significantly reduced effective tax rate and borrowing costs**
 - **Repurchased nearly a quarter of shares outstanding**
 - **Grew Adjusted Diluted EPS¹ 78%**
 - **Returned nearly \$2B to shareholders**
- De-risked the business
- Created upside with Block Horizons

¹Adjusted Diluted EPS is a non-GAAP financial measure; a reconciliation of Adjusted Diluted EPS to its most comparable GAAP measure can be found at the end of this presentation.



Jeff Jones

President and Chief Executive Officer





Q&A



Appendix

FY22 Outlook

Revenue	\$3.25B - \$3.35B
EBITDA	\$765M - \$815M
Effective Tax Rate	16% - 18%
Depreciation & Amortization	\$150M - \$160M
Interest Expense	\$90M - \$100M

Note: EBITDA is a non-GAAP financial measure. Specific quantifications of the amounts that would be required to reconcile the company's EBITDA outlook for FY22 to net income, the most directly comparable GAAP metric, are not available. Because of the variability of these and other items as well as the impact of future events on these items, management is unable to reconcile without unreasonable effort the expected range of EBITDA for FY22 to a comparable GAAP range.

Non-GAAP Measures: Normalized Revenues and EBITDA

The following are reconciliations of normalized revenue and EBITDA, which are non-GAAP financial measures:

Non-GAAP Measure - EBITDA		(in 000s)
		Year Ended June 30, 2021
Net income - as reported		\$ 683,949
Discontinued operations, net – as reported		(6,509)
Net income from continuing operations – as reported		690,548
Add back:		
Income taxes		106,675
Interest expense		99,491
Depreciation and amortization		154,818
		360,984
EBITDA from continuing operations		\$ 1,051,442

Non-GAAP Measure – Normalized Revenue and EBITDA			(in 000s)
			Year Ended June 30, 2021
		Revenues	EBITDA
As reported ⁽¹⁾		\$ 3,558,645	\$ 1,051,442
Adjustments - normalization:			
Impacts of Emerald Card® Stimulus and pandemic related sick pay and supplies		(44,346)	(32,546)
Tax Season 20 impacts recognized in July 2020		(246,250)	(204,060)
		(290,596)	(236,606)
Normalized		\$ 3,298,049	\$ 814,836

(1) The “as reported” totals for the year ended June 30, 2021 are included in the Form 8-K furnished on August 9, 2021.

Non-GAAP Measure: Free Cash Flow

The following is a reconciliation of free cash flow, which is a non-GAAP financial measure:

Non-GAAP Measure - Free Cash Flow									(in 000s)
	Year Ended April 30,					5 Year Total	5 Year Average	Year Ended April 30, 2016	Increase since FY 16
	2021	2020	2019	2018	2017				
Cash flow from operations	\$ 625,928	\$ 108,961	\$ 606,538	\$ 850,003	\$ 552,197	\$ 2,743,627		\$ 544,553	
Capital expenditures	(52,792)	(81,865)	(95,490)	(98,583)	(89,255)	(417,985)		(99,923)	
Free cash flow	\$ 573,136	\$ 27,096	\$ 511,048	\$ 751,420	\$ 462,942	\$ 2,325,642	\$ 465,128	\$ 444,630	29%
Share repurchases	\$ 191,294	\$ 256,214	\$ 189,912	\$ 9,147	\$ 322,850	\$ 969,417			
Dividends	195,068	204,870	205,461	200,469	187,115	992,983			
Total return to shareholders	\$ 386,362	\$ 461,084	\$ 395,373	\$ 209,616	\$ 509,965	\$ 1,962,400			
Percentage of free cash flow									84.4%

Non-GAAP Measures: Normalized Net Income and Adjusted Normalized Diluted EPS

The following are reconciliations of normalized net income and adjusted normalized diluted EPS, which are non-GAAP financial measures:

Non-GAAP Financial Measure	(in 000s, except for per share amounts)		
	Year Ended June 30, 2021 ⁽¹⁾	Year Ended April 30, 2016	Change %
Net income - as reported	\$ 683,949	\$ 374,267	
Net loss from discontinued operations – as reported	(6,509)	(9,286)	
Net income from continuing operations – as reported	690,458	383,553	
Adjustments to net income from continuing operations - normalization:			
Impacts of Emerald Card® stimulus and pandemic related sick pay and supplies (pretax)	(32,546)	-	
Tax Season 20 impacts recognized in July 2020 (pretax)	(204,060)	-	
Tax effect of adjustments ⁽²⁾	55,023	-	
	(181,583)	-	
Net income from continuing operations - normalized	508,876	383,553	
Adjustments to normalized net income from continuing operations:			
Amortization of intangibles related to acquisitions (pretax)	66,246	57,690	
Tax effect of adjustments ⁽²⁾	(16,237)	(22,530)	
Adjusted normalized net income from continuing operations	\$ 558,885	\$ 418,713	
Diluted loss per share from continuing operations - as reported	\$ 3.67	\$ 1.53	
Adjustments to normalize net income, net of tax	(0.97)	-	
Adjustments to remove amortization of intangibles, net of tax	0.27	0.14	
Adjusted normalized diluted loss per share from continuing operations	\$ 2.97	\$ 1.67	77.8%

(1) The “as reported” totals for the year ended June 30, 2021 are included in the Form 8-K furnished on August 9, 2021.

(2) Tax effect of adjustments is the difference between the tax provision calculated on a GAAP basis and on an adjusted non-GAAP basis.