

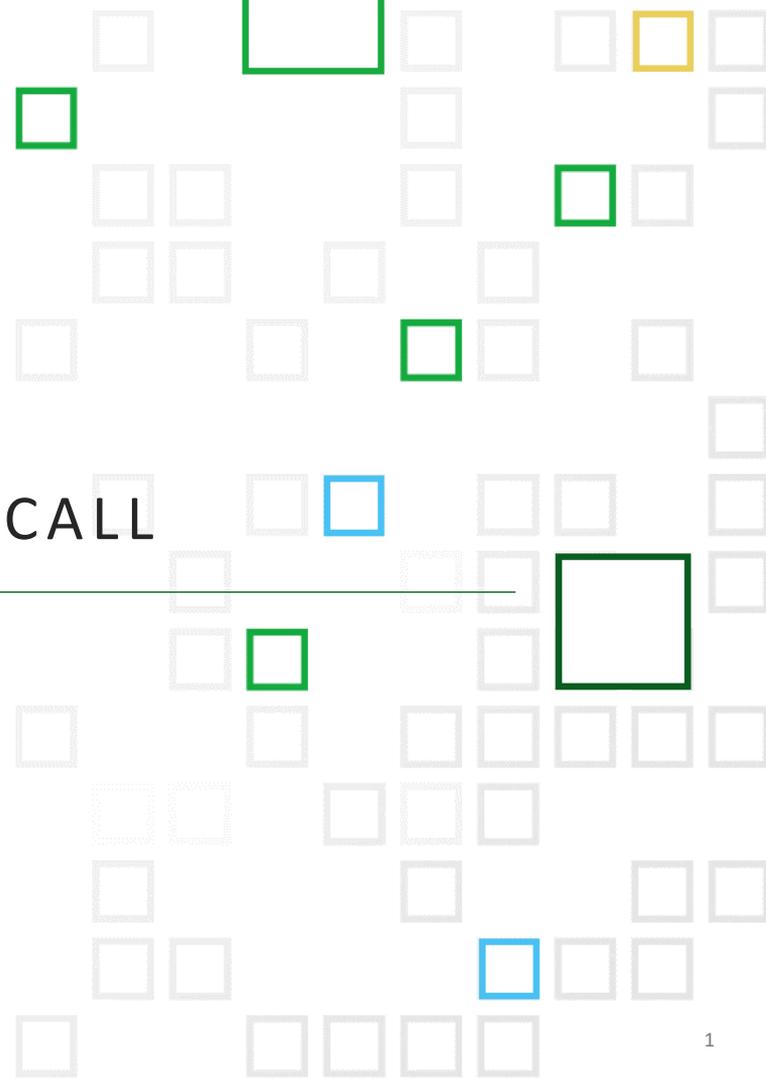


Q3 FISCAL 2022

# EARNINGS CALL

---

May 10, 2022



# 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 adjusted earnings per share, earnings before interest, taxes, depreciation, and amortization (EBITDA), free cash flow, and free cash flow yield, which management believes provide additional meaningful information regarding the Company's performance and financial strength. All non-GAAP financial measures in this presentation are from continuing operations. 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 the tables accompanying this presentation and previously filed press releases posted on our investor relations website at <https://investors.hrblock.com>.

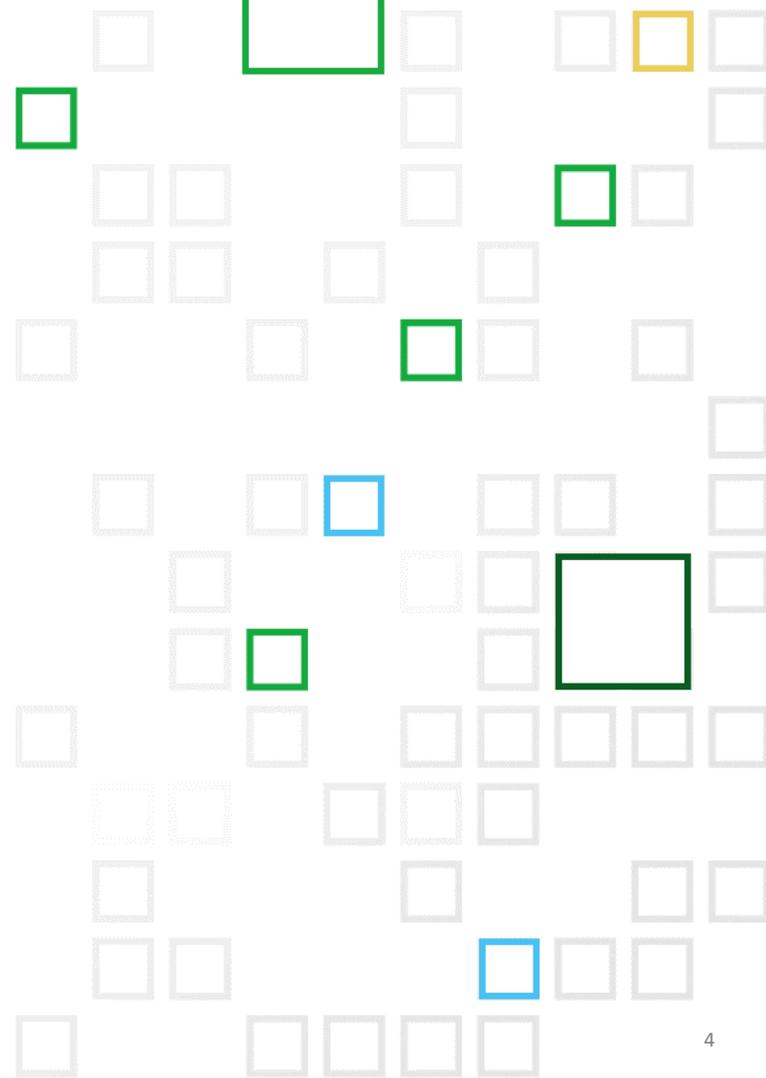
## Market and Industry Data

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.

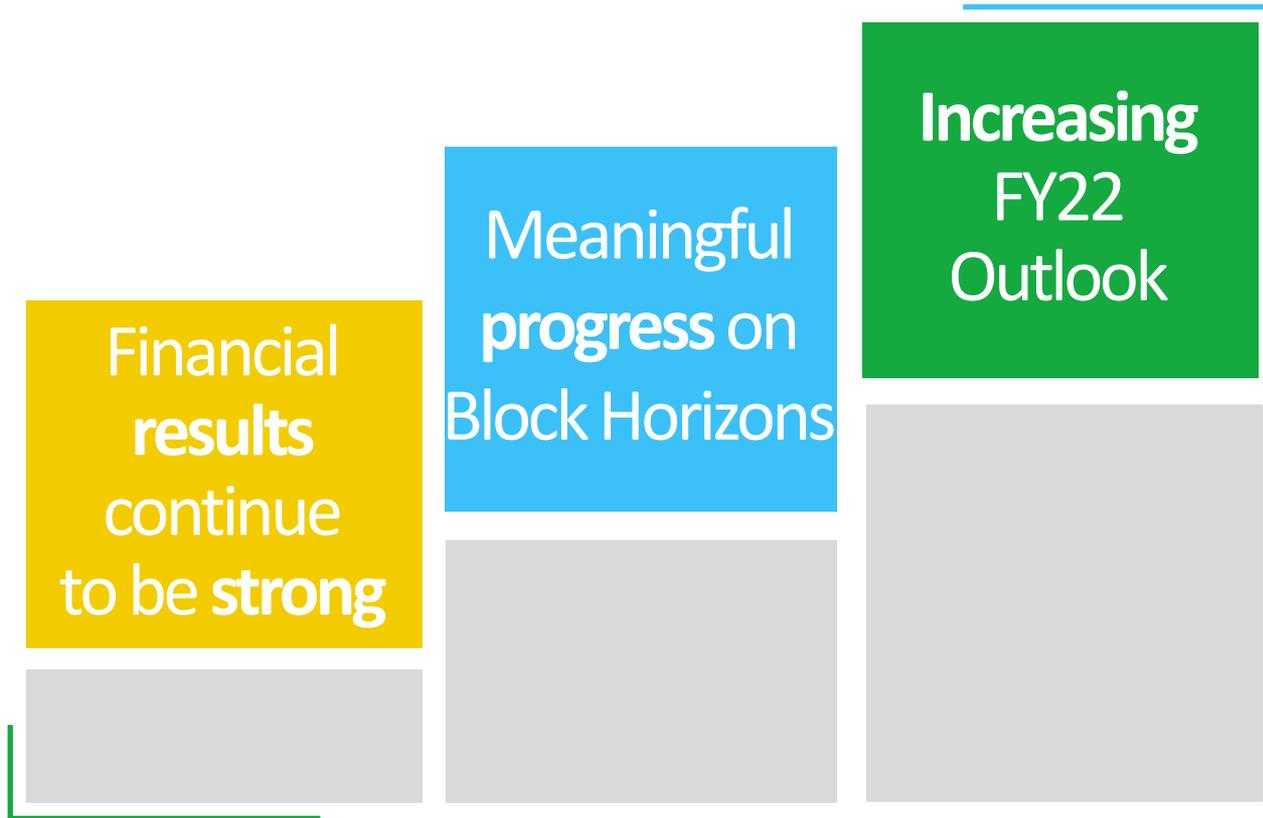


# Jeff Jones

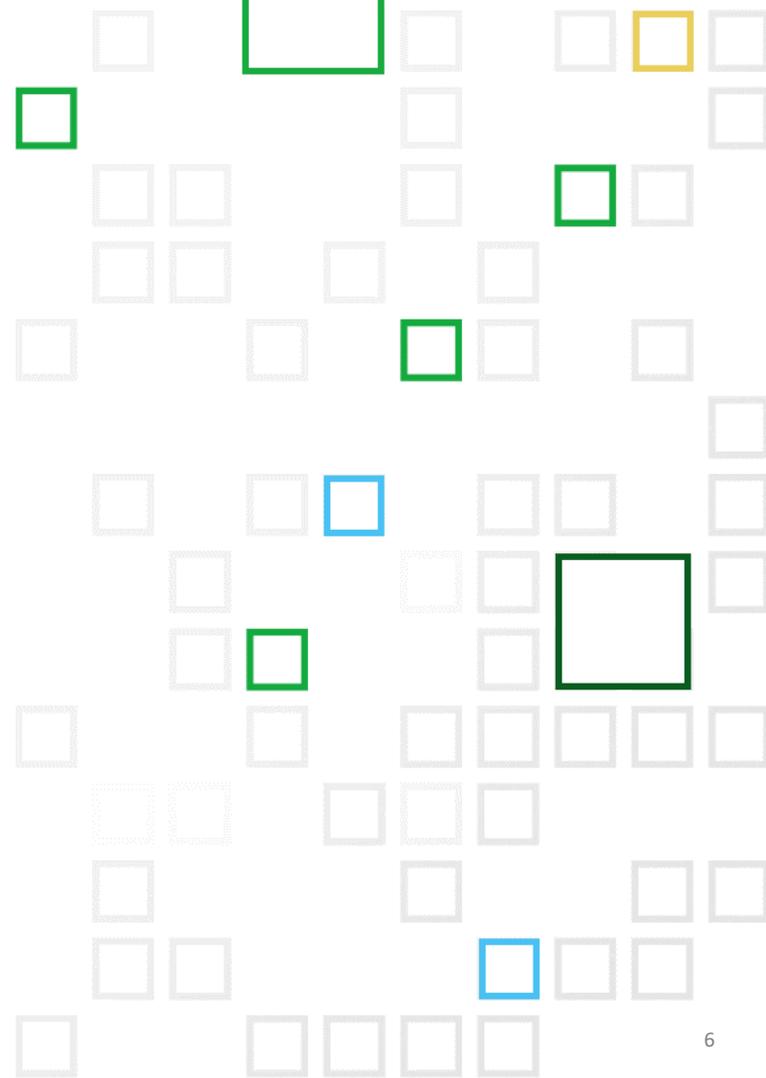
President and Chief Executive Officer



# Ongoing Business Momentum

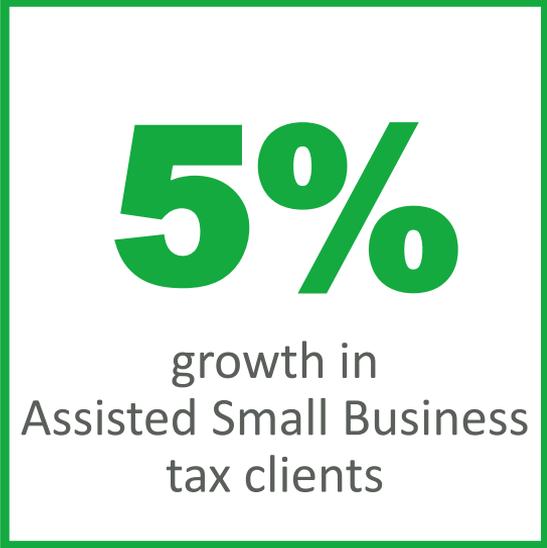


# Block Horizons



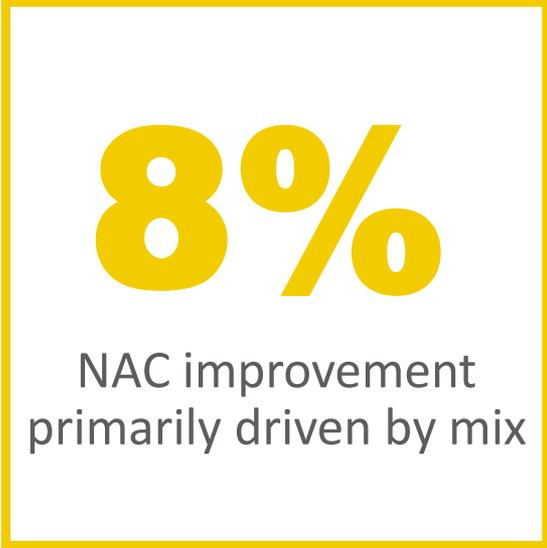
# Small Business

## Strong Performance

A green-bordered box containing the text "5% growth in Assisted Small Business tax clients". The percentage "5%" is significantly larger than the rest of the text. A blue L-shaped line is positioned at the top-left corner of the box.

**5%**

growth in  
Assisted Small Business  
tax clients

A yellow-bordered box containing the text "8% NAC improvement primarily driven by mix". The percentage "8%" is significantly larger than the rest of the text. A blue L-shaped line is positioned at the bottom-right corner of the box.

**8%**

NAC improvement  
primarily driven by mix

**25%**  
revenue  
growth in Q3

Accelerating YoY  
growth trends for  
ARPU and average  
invoicing volume



## Client Testimonial

With each level I've grown, Wave has been with me along the way. In the beginning I was boot-strapped, and we needed accounting software: it was free. Then I started getting multiple clients, and I needed invoicing. Then we integrated our clients to pay with credit cards, and filing a 1099 with our contract workers, and that's been completely seamless. **If I didn't have Wave, I don't know where I'd be.**

-Lauren Befus

Founder and Chief Historian of Memory Lane Jane



# Spruce

New mobile banking platform launched in January

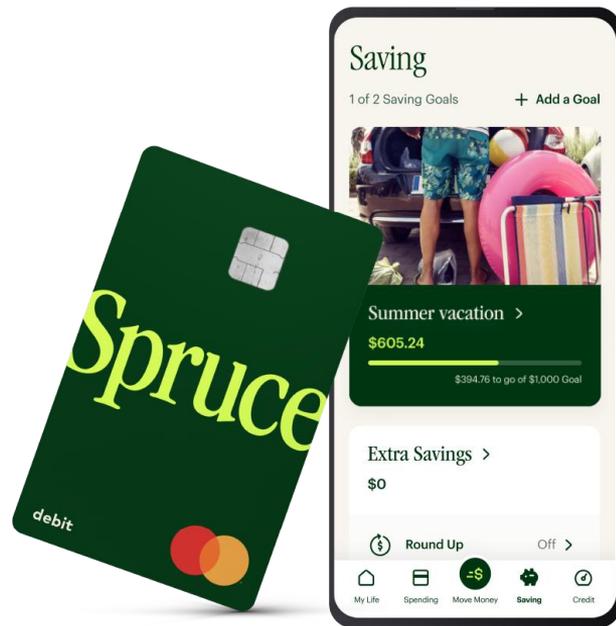
As of April 30:

**150K** signups

**\$60M** customer deposits

*Greater than expected:*

- Dollars spent at merchants
- Out of network ATM withdrawals



# Block Experience

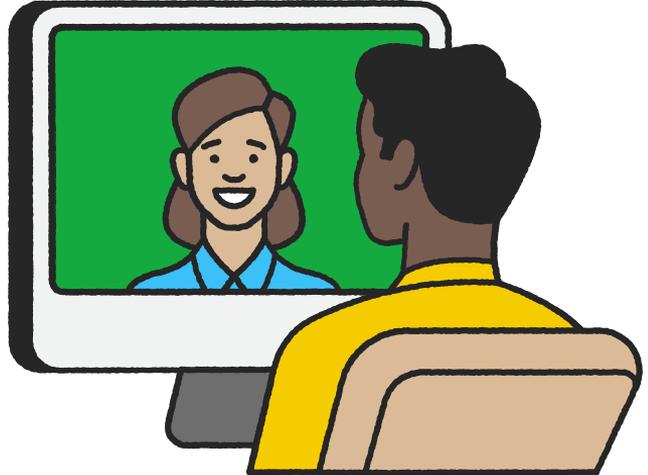
Blending technology and digital tools with human expertise

**25%**

clients using at least one virtual tool

**>3x**

increase in virtual engagement



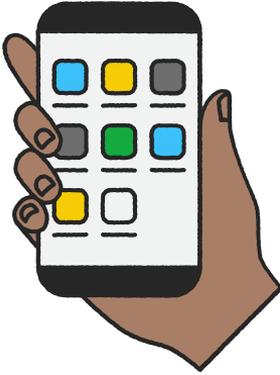
Metrics calculated with date ranges January 1 – April 30, 2022 vs. January 1 – May 18, 2021

# Block Experience

Blending technology and digital tools with human expertise



**Fulfillment  
Network**



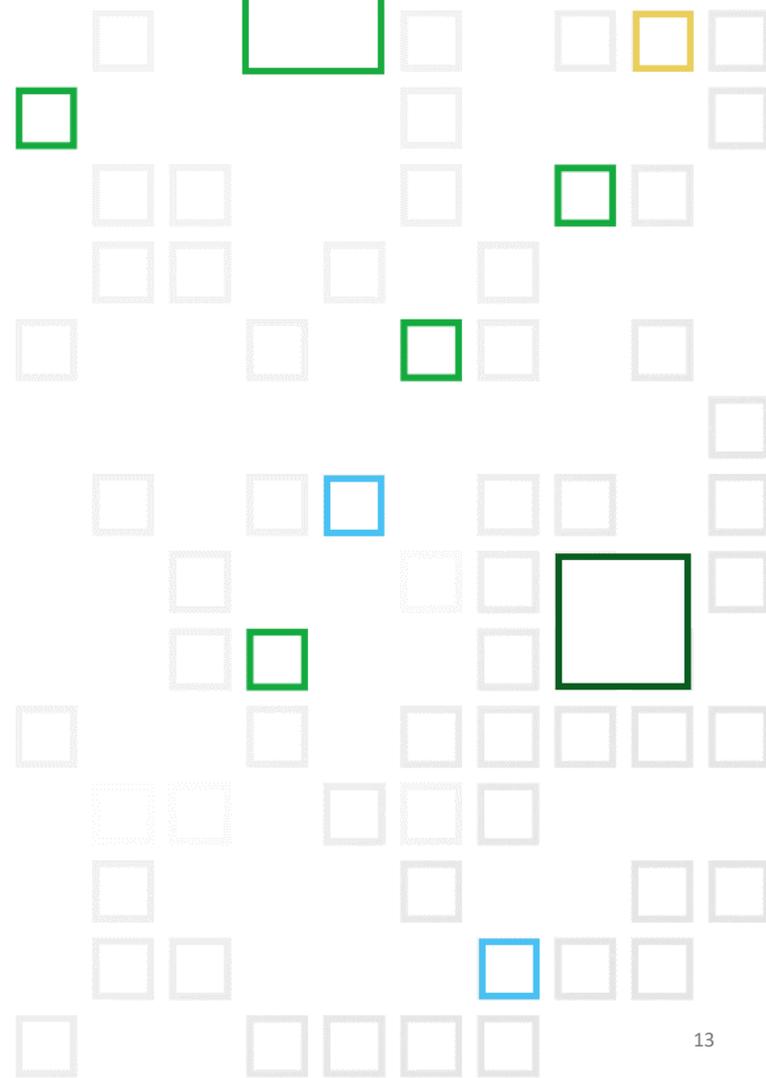
**MyBlock**



*Opportunity for*  
**Labor &  
footprint  
efficiency**

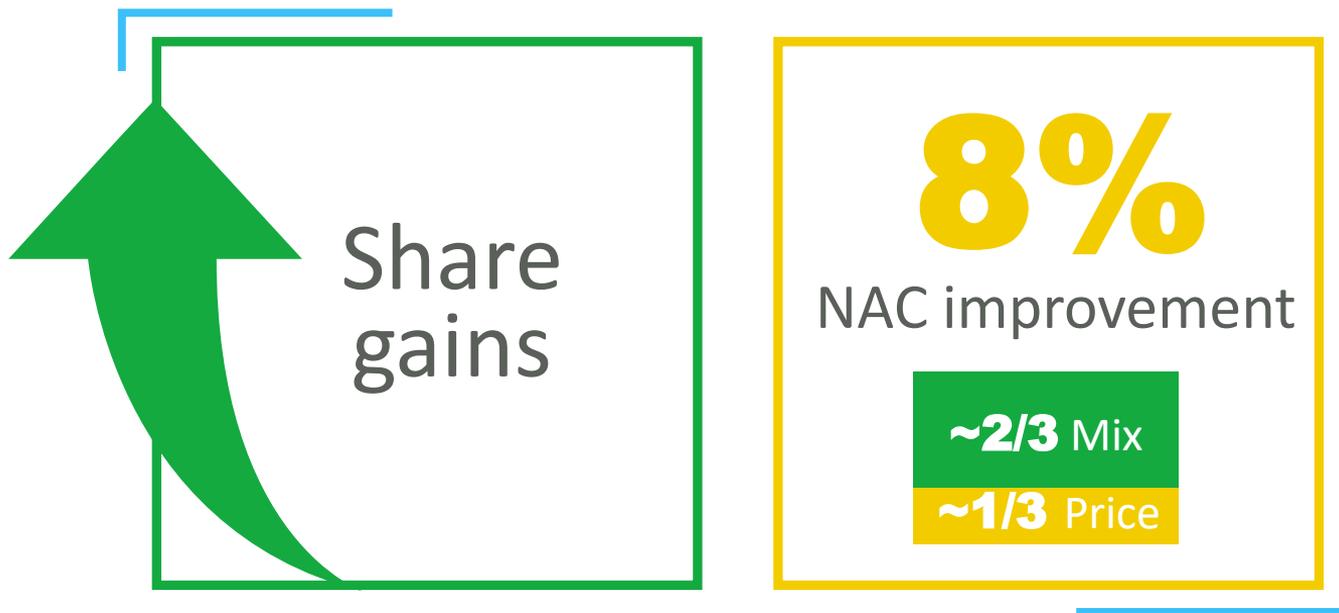


# 2022 Tax Season



# Assisted Results

Another solid year demonstrating people's need for help



# Assisted Results

The key takeaway

*Over the last two years:*

Grew  
market  
share

+

Grew  
**300K**  
clients

+

Grew  
NAC  
**5%**

=

**10%**  
Revenue  
growth

# DIY Online Revenue

Significant value driven over the prior two years

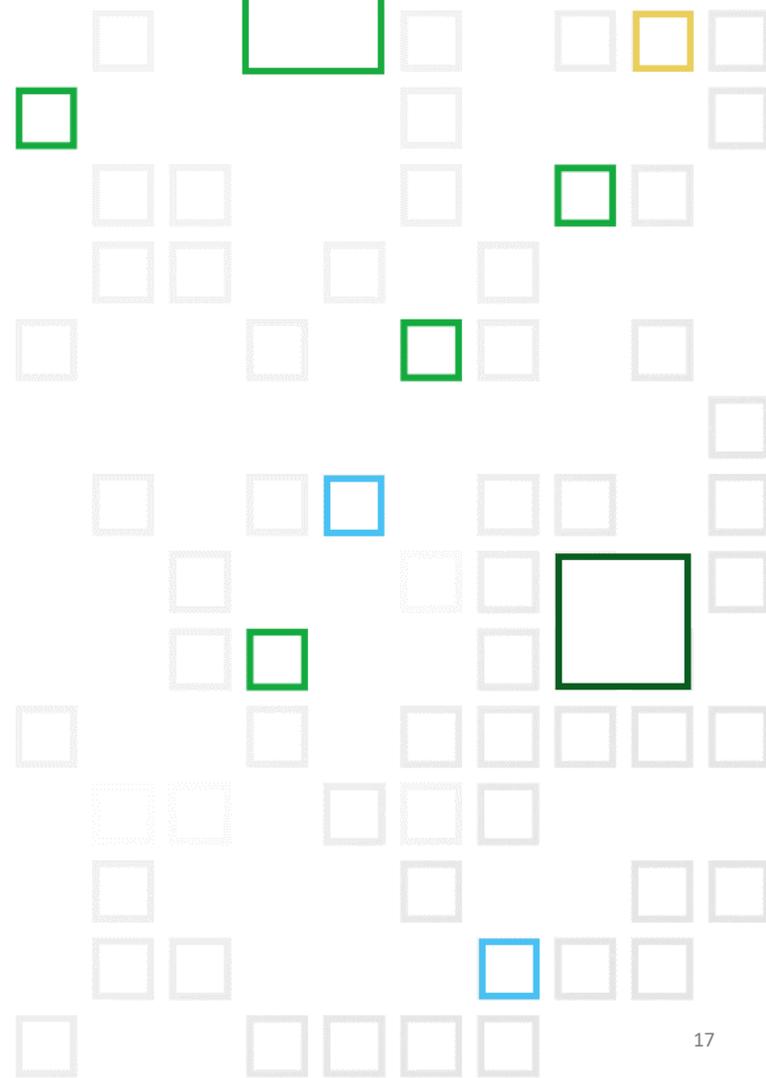


Metrics calculated with date ranges January 1 – April 30, 2022 vs. January 1 – July 17, 2020  
Additional information on company filing volumes can be found in the appendix



# Jeff Jones

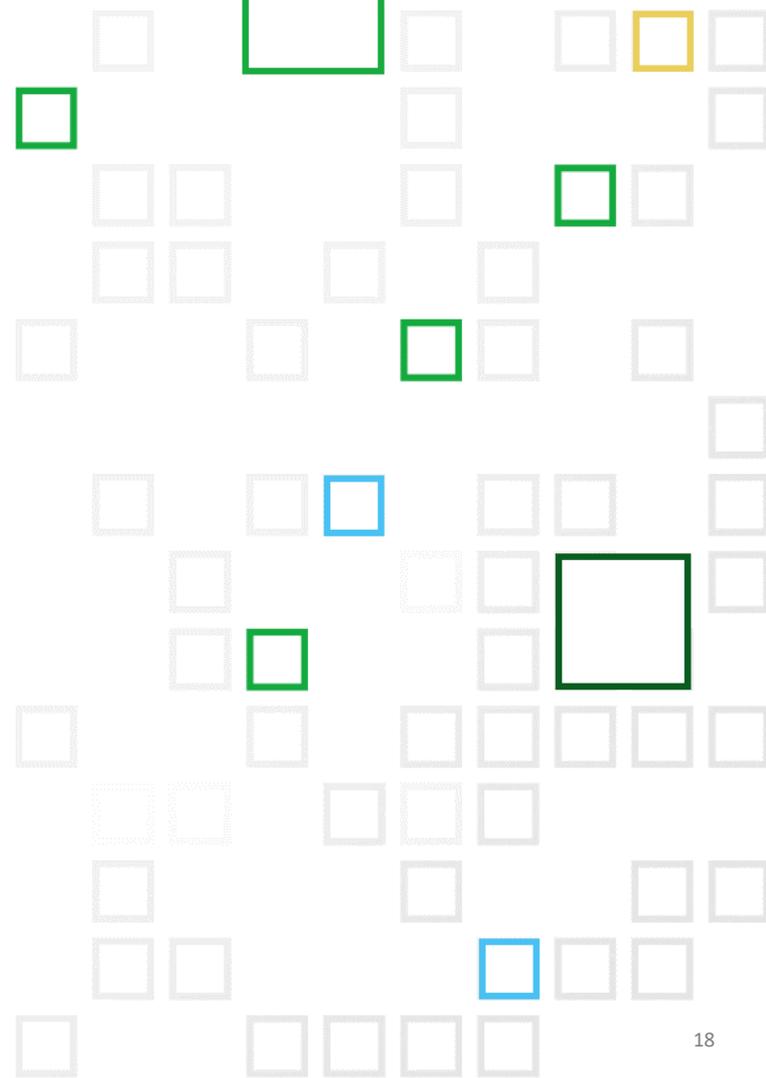
President and Chief Executive Officer





# Tony Bowen

Chief Financial Officer



# Q3 Financial Results

| For the three months ended March 31,<br><i>in millions, except per share amounts</i> | 2022      | 2021      | Change  |
|--|-----------|-----------|---------|
| Revenue  | \$2,062.0 | \$1,984.0 | 3.9%    |
| Pretax Income  | \$861.9   | \$829.2   | 3.9%    |
| Net Income   | \$673.2   | \$758.2   | (11.2%) |
| Weighted-Avg. Shares – Diluted   | 165.6     | 184.9     | (10.4%) |
| EPS <sup>1</sup>   | \$4.06    | \$4.09    | (0.7%)  |
| Adjusted EPS <sup>1,2</sup>  | \$4.11    | \$4.11    | -       |

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

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

<sup>2</sup> 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.

# Continued Share Repurchase

Core element of capital allocation strategy

~ **10M**

shares  
repurchased  
in Q3 FY22

**\$550M**

or **13%**  
of shares  
repurchased in  
FY22

**Since 2016:**

Returned over **\$2.6B**  
to shareholders<sup>1</sup>

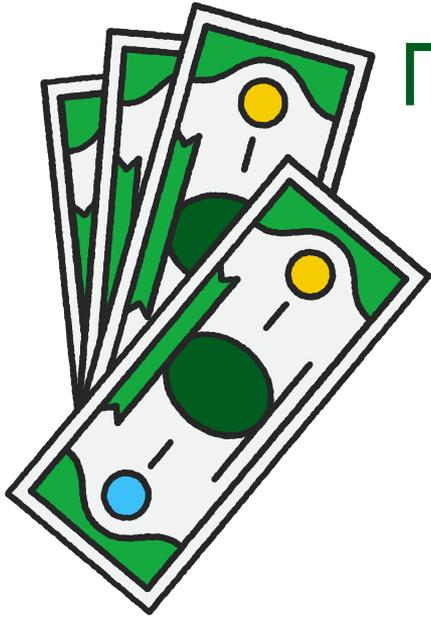
Retired nearly **one  
third of shares  
outstanding<sup>1</sup>**

All amounts are unaudited and represent results from continuing operations

<sup>1</sup> Metrics are calculated since May 1, 2016; value returned to shareholders calculated as dividends plus share repurchases

# Strong Free Cash Flow Yield<sup>1</sup>

Highlights the value of H&R Block



HRB FCF Yield averaged

**11%**

over last five years

**2x**

Free Cash Flow Yield  
compared to the S&P500

<sup>1</sup>Free Cash Flow Yield is a non-GAAP financial measure. Free Cash Flow Yield is defined as free cash flow divided by the market value of equity (market capitalization). Free cash flow is defined as net cash provided by operating activities less capital expenditures. The Company believes Free Cash Flow Yield is useful to investors as an indication of the strength of the Company and its ability to generate cash and to evaluate the Company's cash generation ability relative to competitors. It should not be inferred that the entire free cash flow amount is available for discretionary expenditures. A reconciliation of Free Cash Flow Yield to Cash Flow from Operating Activities can be found in the appendix.

# Improved Outlook for FY22

Raising and narrowing Revenue and EBITDA guidance

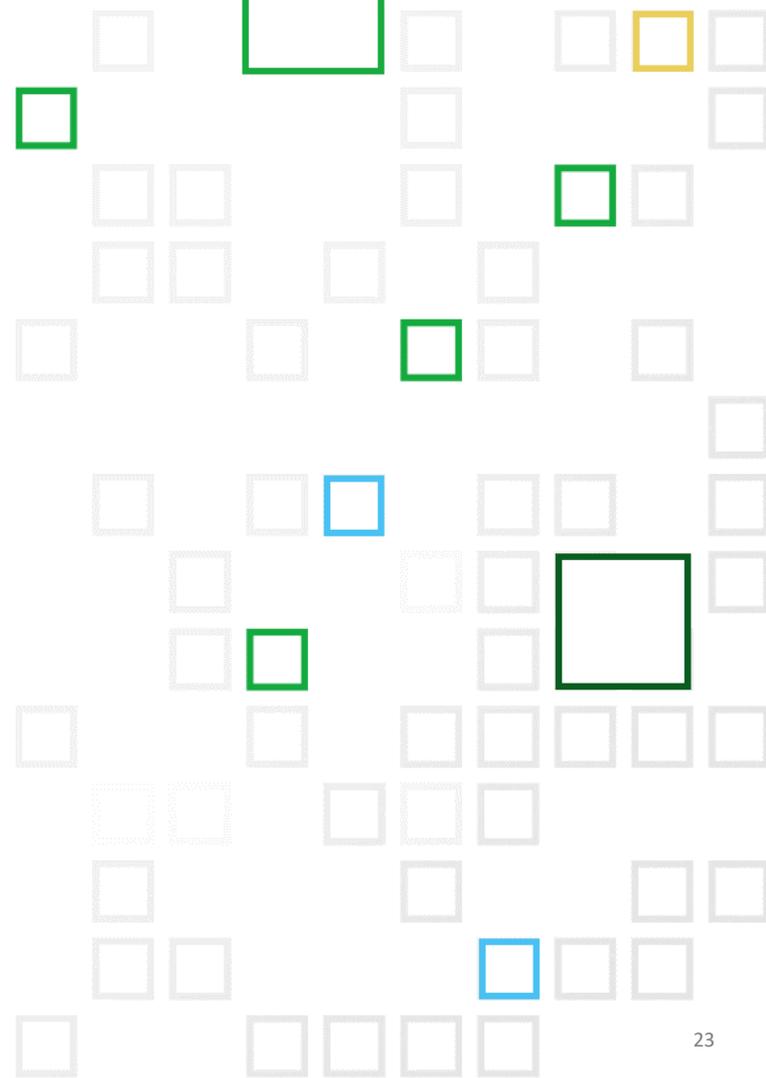
| <b>FY22</b>                 | <b>Prior Outlook</b> | <b>Updated Outlook</b> |
|-----------------------------|----------------------|------------------------|
| Revenue                     | \$3.25B - \$3.35B    | \$3.375B - \$3.425B    |
| EBITDA <sup>1</sup>         | \$765M - \$815M      | \$850M - \$875M        |
| Depreciation & Amortization | \$150M - \$160M      | <i>Low end</i>         |
| Interest Expense            | \$90M - \$100M       | <i>Low end</i>         |
| Effective Tax Rate          | 16% - 18%            | 14% - 16%              |

<sup>1</sup> 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.



# Tony Bowen

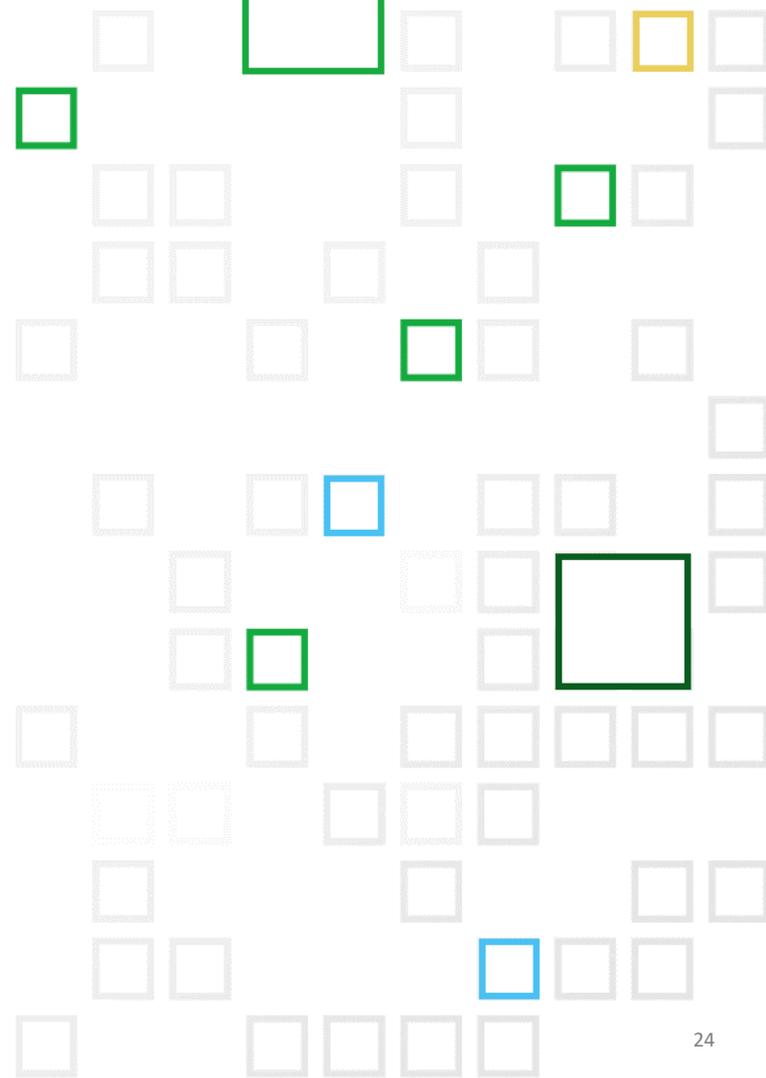
Chief Financial Officer



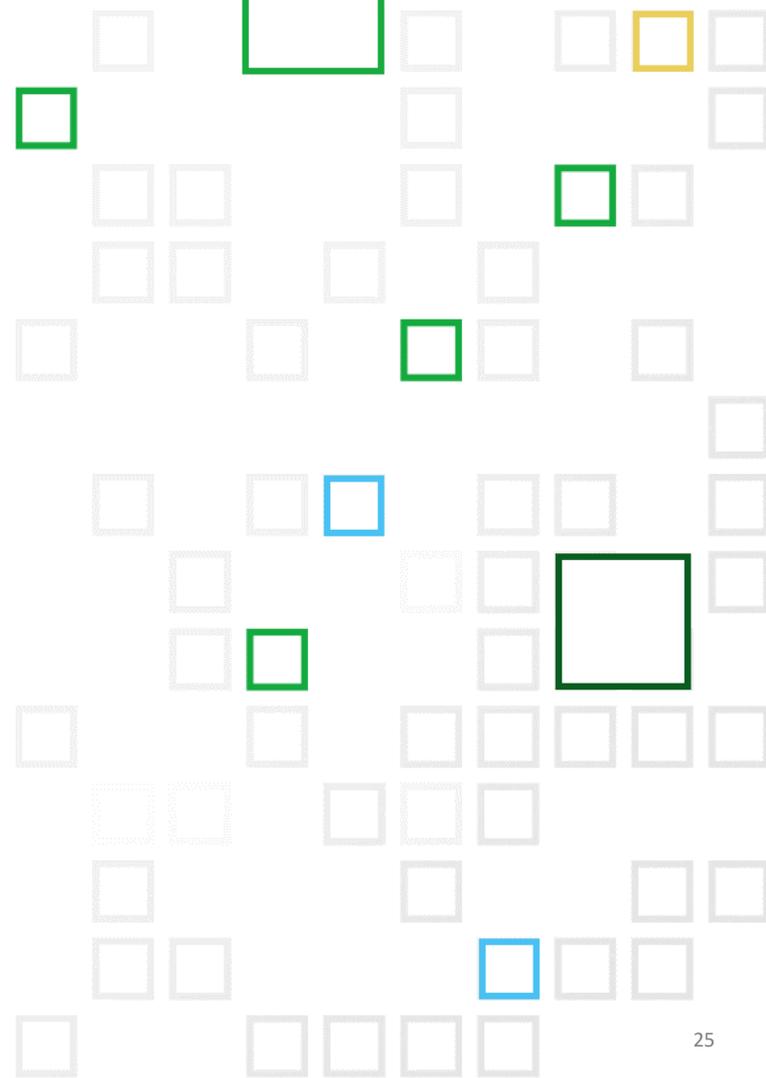


# Jeff Jones

President and Chief Executive Officer



# Q&A



# H&R Block Filing Volumes

## U.S. Tax Operating Data

| As of<br>(in millions)     | January 1 –<br>April 30, 2022 | January 1 –<br>May 18, 2021 | January 1 –<br>July 17, 2020 |
|----------------------------|-------------------------------|-----------------------------|------------------------------|
| Company-owned              | 8,310                         | 8,379                       | 7,821                        |
| Franchise Operations       | 2,958                         | 3,216                       | 3,151                        |
| <b>Total Assisted</b>      | <b>11,268</b>                 | <b>11,595</b>               | <b>10,972</b>                |
| Desktop                    | 1,813                         | 1,913                       | 1,933                        |
| Online                     | 6,396                         | 6,754                       | 6,602                        |
| <b>Total DIY</b>           | <b>8,209</b>                  | <b>8,667</b>                | <b>8,535</b>                 |
| <b>Total H&amp;R Block</b> | <b>19,477</b>                 | <b>20,262</b>               | <b>19,507</b>                |

An assisted tax return is defined as a current or prior year individual or business tax return that has been accepted by the client. A DIY online return is defined as a current year individual or business tax return that has been accepted by the client. A DIY desktop return is defined as a current year individual or business tax return that has been electronically submitted to the IRS.

# Reconciliation of Cash Flow from Operations to Free Cash Flow and Free Cash Flow Yield

The following is a reconciliation of Free Cash Flow and Free Cash Flow Yield, which are non-GAAP financial measures:

| Free Cash Flow and Free Cash Flow Yield<br><small>(in 000's except for amounts per share)</small> | Year Ended April 30, |                 |                  |                  |                  | 5 Year<br>Average  |
|---|----------------------|-----------------|------------------|------------------|------------------|--------------------|
|   | 2021                 | 2020            | 2019             | 2018             | 2017             |                    |
| Operating cash flow - as reported   | \$625,928            | \$108,961       | \$606,538        | \$850,003        | \$552,197        |                    |
| Less: Capital expenditures – as reported  | (52,792)             | (81,685)        | (95,490)         | (98,583)         | (89,255)         |                    |
| <b>Free cash flow</b>   | <b>\$573,136</b>     | <b>\$27,276</b> | <b>\$511,048</b> | <b>\$751,420</b> | <b>\$462,942</b> | <b>\$465,164</b>   |
| Market price - March 31, 2022   |                      |                 |                  |                  |                  | \$26.04            |
| Shares outstanding - March 31, 2022   |                      |                 |                  |                  |                  | 159,592            |
| <b>Market capitalization</b>  |                      |                 |                  |                  |                  | <b>\$4,155,776</b> |
| <b>Free cash flow yield<sup>1</sup></b>   |                      |                 |                  |                  |                  | <b>11.2%</b>       |

<sup>1</sup> Represents free cash flow divided by market value of equity (Market capitalization)