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 may also include the expected impact of external events beyond the Company's control, such as outbreaks of infectious disease (including the COVID-19 pandemic), severe weather events, natural or manmade disasters, or changes in the regulatory environment in which we operate. 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 (EPS), 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, Industry, and Operational Tax 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.
Table of Contents

1. H&R Block Overview
2. Industry Summary
3. Block Horizons 2025
4. Financials
5. ESG
H&R Block Overview
Who We Are

**H&R Block (NYSE: HRB)** provides tax preparation, financial services, and small business solutions in the United States, Canada, and Australia

- A leading Assisted and DIY tax software provider with >20M returns prepared annually in the US
- Operates under H&R Block, Block Advisors, Wave, and Spruce brands
- Offers other banking products such as: Emerald Card® (a prepaid Debit Mastercard®), Emerald Advance℠ (a loan product), and Spruce (mobile banking solution)

**Strong Capital Allocation Practice**

- Robust history of generating strong free cash flow, paying a growing dividend, and repurchasing shares
- Over the last five years, HRB has returned 102% of free cash flow\(^1\) to shareholders through share repurchases and dividends

**Financial Algorithm**

- Revenue growth, EBITDA\(^1\) that outpaces revenue, and adjusted EPS\(^1\) that grows even faster

---

\(^1\) Free cash flow, EBITDA, and adjusted EPS are non-GAAP financial measures. Please see the safe harbor statement at the beginning of this presentation and the Appendix for information on non-GAAP financial measures.
Strong Capital Allocation Practice
Over the last five years:

Robust free cash flow\(^1\) generation

Strong and reliable dividend

Significant share repurchase

Meaningful Adj EPS\(^1\) growth

102% of FCF\(^1\) returned to shareholders

Currently

$1.28 per year

Retired

>65M shares

Delivered

60% growth

\(^1\)Free cash flow and adjusted EPS are non-GAAP financial measures. Free cash flow is defined as net cash provided by operating activities less capital expenditures. The Company believes free cash flow is useful 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 these non-GAAP financial measures to the most comparable GAAP measures can be found in the Appendix.

\(^2\)Dividend growth is calculated as percentage growth from our March 2019 dividend to our September 2023 dividend.
Industry Summary
Stable, Predictable Industry Growth
Consumer tax: historical industry CAGR of ~1%

Industry is highly correlated to employment

Source: IRS tax season data
The United States Tax Filing System is Complex

- The **US tax code is nearly 7,000 pages long** and when including all of the regulations and guidance, is ~75,0000¹
- Tax law **changes drive complexity and uncertainty among filers**
- In addition to the Federal tax return, **43 (out of 50) states require their residents to file a state tax return**
- **>150M filers** in the US annually, split between Assisted (54%) and DIY (46%)²

²Derived from the IRS Filing Season Statistics by Year data at https://www.irs.gov/newsroom/filing-season-statistics-by-year
Most Americans are motivated to file a tax return

On average, ~75% of filers receive a refund from the IRS\(^1\)

The typical refund size is ~$2,800\(^2\)

For many Americans, the tax refund is the largest financial transaction of the year

---


\(^2\)Derived from the IRS Filing Season Statistics by Year data at https://www.irs.gov/newsroom/filingseason-statistics-by-year, cumulative statistics comparing May 13, 2022, and May 12, 2023
Block Horizons 2025
Block Horizons 2025 Long Term Growth Strategy
Three Strategic Imperatives:

1. Small Business
   Build direct, valuable relationships with small business owners through Block Advisors and Wave; as well as by providing services such as bookkeeping and payroll

2. Financial Products
   New solutions and experiences to create confidence and help ease the financial burden, such as our mobile banking platform, Spruce

3. Block Experience
   Blending technology and digital tools with human expertise and care to serve clients however they want to be served: fully in person to fully online and everything in between
Small Business
Continued to be a growth driver in FY23

- **+6%** YoY small business assisted tax revenue growth; **5%** NAC increase
- Bookkeeping and payroll services gaining traction
- Business formation tool launched
- Significant opportunity ahead

---

Two priorities:
1. Driving revenue growth
2. Improving profitability

- **+12% revenue growth** YoY
Financial Products
Driving innovation with mobile banking platform, Spruce

Spruce combines leading technology and features with H&R Block’s trusted brand and established financial relationships

- Launched in DIY in ‘22, Assisted in ‘23
- Feedback indicates that our platform gives users the visibility and control they have been missing

Since launch through June 30, 2023:

300K sign ups

$334M in customer deposits

Note: Banking products offered by Pathward®, N.A., Member FDIC.
Block Experience
Blending digital tools with human expertise

H&R Block empowers clients to complete their tax return however they want to be served: fully in person to fully virtual, and everything in-between

**Assisted**
*Fully in-person*
File with a tax professional at one of H&R Block’s ~9,000 office locations

**Blended**
*Everything in-between*
- Virtual Assisted – Fully Assisted tax preparation done virtually without an office visit
- Online Assist – DIY tax preparation with tax professional advice along the way
- Tax Pro Review – DIY tax preparation reviewed and completed by a tax professional

**DIY**
*Do It Yourself*
File your own taxes online using H&R Block’s website, or with a boxed software product
Block Experience
Blending digital tools with human expertise

In the **DIY** channel in FY23:

- Increased **awareness**
- Improved **product**
- Made it **easier to switch**

Multifaceted **strategy worked**, resulting in **meaningful DIY share gains**

---

¹Through April 30, 2023.
Block Experience
Blending digital tools with human expertise

In the **Assisted** channel in FY23:

- **+4% NAC increase** alongside strong customer satisfaction metrics
- **Attracted higher income clients**
  - 10% growth in clients with >$100K of income
- **Continued progress** in the adoption of virtual tools

Note: Assisted NAC includes Company offices; metrics through April 30, 2023.
Announced Industry Leading Partnership with Microsoft Azure OpenAI and genAI can further accelerate progress

These technologies create significant opportunity to serve our clients better and more efficient

Two initial focus areas:

1. Reduce expenses and increase productivity
2. Deliver enhanced customer experiences
Financials
| **Total Shareholder Return**  
**Where we are going** |  |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>3 - 6%</td>
</tr>
<tr>
<td><strong>EBITDA</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td>Can grow up to ~1.5x revenue</td>
</tr>
<tr>
<td><strong>Share Repurchase</strong></td>
<td>$1.25B authorization through 2025</td>
</tr>
<tr>
<td><strong>Adjusted EPS</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td>Double digit growth</td>
</tr>
<tr>
<td><strong>Dividend</strong></td>
<td>$0.32/share quarterly</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td>&gt;100% FCF generation relative to net income</td>
</tr>
</tbody>
</table>

<sup>1</sup> EBITDA, Adjusted EPS, and Free Cash Flow are non-GAAP financial measures. Future period non-GAAP outlook includes adjustments for items not indicative of our core operations, which may include, without limitation, items described in the Appendix. Such adjustments may be affected by changes in ongoing assumptions and judgments, as well as nonrecurring, unusual, or unanticipated changes, expenses or gains, or other items that may not directly correlate to the underlying performance of our business operations. The exact amounts of these adjustments are not currently determinable but may be significant. It is therefore not practicable to provide the comparable GAAP measures or to reconcile this non-GAAP outlook to the most comparable GAAP measures. Please see the safe harbor statement at the beginning of this presentation for information on non-GAAP financial measures.

<sup>2</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.
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

- **Wave**
  - 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 platform, Spruce, launched in DIY in TS22, and in Assisted in TS23
## Track Record of Delivering Earnings Growth

Our financial algorithm in action

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY23</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$3,095</td>
<td>$3,472</td>
<td>12%</td>
</tr>
<tr>
<td>EBITDA&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$799</td>
<td>$915</td>
<td>15%</td>
</tr>
<tr>
<td>EPS</td>
<td>$2.15</td>
<td>$3.56</td>
<td>66%</td>
</tr>
<tr>
<td>Adjusted EPS&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$2.39</td>
<td>$3.82</td>
<td>60%</td>
</tr>
</tbody>
</table>

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

<sup>1</sup>EBITDA and adjusted EPS are non-GAAP financial measures. Please see the safe harbor statement at the beginning of this presentation for information on non-GAAP financial measures. A reconciliation of these non-GAAP financial measures to the most comparable GAAP measures can be found in the Appendix.
Robust Free Cash Flow Generation
Returned >100% of free cash flow over the last five years

In FY23:

>$700M free cash flow generated

>16% free cash flow yield, which is >3x the S&P 500

¹Free cash flow and free cash flow yield are non-GAAP financial measures. Free cash flow is defined as net cash provided by operating activities less capital expenditures. Free cash flow yield is defined as free cash flow divided by the market value of equity (market capitalization). The Company believes free cash flow and free cash flow yield are 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 these non-GAAP financial measures to the most comparable GAAP measures can be found in the Appendix.
Capital Allocation Story is Strong
Long track record of share repurchase & dividend increases

Share Repurchase

209.3
$184.8 $246.8 $188.2 $550.3 $550.2
FY19 FY20 FY21 FY22 FY23

Dividend

$1.00
$205.5 $204.9 $195.1 $186.5 $177.9
FY19 FY20 FY21 FY22 FY23

Reduced shares outstanding by ~32% in five years; continue to believe this is a great use of capital

Announced 10% increase resulting in annualized dividend of $1.28

Note: In millions except for per share amounts. FY19, FY20, and FY21 represent the fiscal period ended April 30. FY22 and FY23 represent the fiscal period ended June 30. 209.3M shares outstanding as of May 1, 2018.
FY24
Revenue growth, EBITDA that outpaces revenue, EPS that grows even faster

Assumptions:
- Return to typical industry growth of -1%
- Maintain market share
- Low single digit pricing
- Ongoing franchise acquisitions
- Opportunistic share repurchase

<table>
<thead>
<tr>
<th></th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$3,530 - $3,585M</td>
</tr>
<tr>
<td>EBITDA(^1)</td>
<td>$930 - $965M</td>
</tr>
<tr>
<td>Effective Tax Rate</td>
<td>~23%</td>
</tr>
<tr>
<td>Adjusted EPS(^1)</td>
<td>$4.10 - $4.30</td>
</tr>
</tbody>
</table>

\(^1\)EBITDA and adjusted EPS from continuing operations are non-GAAP financial measures. Future period non-GAAP outlook includes adjustments for items not indicative of our core operations, which may include, without limitation, items described in the Appendix. Such adjustments may be affected by changes in ongoing assumptions and judgments, as well as nonrecurring, unusual, or unanticipated charges, expenses or gains, or other items that may not directly correlate to the underlying performance of our business operations. The exact amounts of these adjustments are not currently determinable but may be significant. It is therefore not practicable to provide the comparable GAAP measures or reconcile this non-GAAP outlook to the most comparable GAAP measures. Please see the safe harbor statement at the beginning of this presentation for information on non-GAAP financial measures.
Environmental, Social, & Governance (ESG)
Committed to demonstrating ongoing progress

Our Purpose is to provide help and inspire confidence in our clients and communities everywhere. As part of this, we believe in doing our part to be a responsible corporate citizen, which has been a part of our culture and aspirations from the very beginning.

**Environmental**
Committed to reducing consumption and waste

**Social**
Remain committed to our associates’ total well-being across operations

**Governance**
Proactive, sound, and ethical corporate governance practices
Annual ESG Report
FY23 Report to be released in September 2023

Read more about our comprehensive efforts in the FY22 report here
Non-GAAP Measure: EBITDA

The following is a reconciliation of EBITDA, which is a non-GAAP financial measure:

<table>
<thead>
<tr>
<th></th>
<th>Year ended June 30, 2023</th>
<th>Year ended April 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income - as reported</td>
<td>$553,700</td>
<td>$422,509</td>
</tr>
<tr>
<td>Discontinued operations, net</td>
<td>8,100</td>
<td>22,747</td>
</tr>
<tr>
<td>Net income from continuing operations – as reported</td>
<td>561,800</td>
<td>445,256</td>
</tr>
</tbody>
</table>

Add back:

<table>
<thead>
<tr>
<th></th>
<th>Year ended June 30, 2023</th>
<th>Year ended April 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income taxes</td>
<td>149,412</td>
<td>99,904</td>
</tr>
<tr>
<td>Interest expense</td>
<td>72,978</td>
<td>87,051</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>130,501</td>
<td>166,695</td>
</tr>
<tr>
<td>EBITDA from continuing operations</td>
<td>352,891</td>
<td>353,650</td>
</tr>
<tr>
<td>EBITDA</td>
<td>$914,691</td>
<td>$798,906</td>
</tr>
</tbody>
</table>
Non-GAAP Measure: Adjusted EPS

The following is a reconciliation of Adjusted EPS, which is a non-GAAP financial measure:

<table>
<thead>
<tr>
<th>Adjusted EPS</th>
<th>Year ended June 30, 2023</th>
<th>Year ended April 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income from continuing operations – as reported</td>
<td>$561,800</td>
<td>$445,256</td>
</tr>
<tr>
<td>Adjustments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of intangibles related to acquisitions (pretax)</td>
<td>51,411</td>
<td>62,751</td>
</tr>
<tr>
<td>Tax effect of adjustments¹</td>
<td>(10,797)</td>
<td>(14,891)</td>
</tr>
<tr>
<td>Adjusted net income from continuing operations</td>
<td>$602,414</td>
<td>$493,116</td>
</tr>
<tr>
<td>Diluted earnings per share from continuing operations – as reported</td>
<td>$3.56</td>
<td>$2.15</td>
</tr>
<tr>
<td>Adjustments, net of tax</td>
<td>0.26</td>
<td>0.24</td>
</tr>
<tr>
<td>Adjusted diluted earnings per share from continuing operations</td>
<td>$3.82</td>
<td>$2.39</td>
</tr>
</tbody>
</table>

¹ Tax effect of adjustments is the difference between the tax provision calculated on a GAAP basis and on an adjusted non-GAAP basis.
Non-GAAP Measure: Free Cash Flow Returned to Shareholders

The following is a reconciliation of free cash flow, which is a non-GAAP financial measure and the percentage of free cash flow returned to shareholders:

<table>
<thead>
<tr>
<th></th>
<th>Year ended June 30,</th>
<th>Two months ended June 30</th>
<th>Year ended April 30,</th>
<th>Five year total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2023</td>
<td>2022</td>
<td>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Share repurchases</td>
<td>$550,218</td>
<td>$550,346</td>
<td>-</td>
<td>$188,213</td>
</tr>
<tr>
<td>Dividends</td>
<td>177,925</td>
<td>186,476</td>
<td>-</td>
<td>195,068</td>
</tr>
<tr>
<td>Total dollars returned to shareholders</td>
<td>728,143</td>
<td>736,822</td>
<td>-</td>
<td>383,281</td>
</tr>
</tbody>
</table>

Operating cash flow – as reported

|                      | 821,841             | 808,537                  | 34,826               | 625,928         | 108,961         | 606,538         | 3,006,631       |
| Less: capital expenditures | (69,698)           | (61,955)                 | (5,188)              | (52,792)        | (81,685)        | (95,490)        | (366,808)       |
| Free cash flow        | $752,143            | $746,582                 | $29,638              | $573,136        | $27,276         | $511,048        | $2,639,823      |

Percentage of free cash flow returned to shareholders

102%
## Non-GAAP Measures: 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:

(in 000's except for amounts per share)

<table>
<thead>
<tr>
<th>Free Cash Flow Yield</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flow - as reported</td>
<td>$821,841</td>
</tr>
<tr>
<td>Less: Capital expenditures</td>
<td>(69,698)</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>$752,143</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Market price at June 30, 2023</td>
<td>$31.87</td>
</tr>
<tr>
<td>Shares outstanding</td>
<td>146,150</td>
</tr>
<tr>
<td>Market capitalization</td>
<td>$4,657,801</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Free cash flow yield</td>
<td>16.1%</td>
</tr>
</tbody>
</table>
## H&R Block Filing Volumes
### U.S Tax Operating Data

<table>
<thead>
<tr>
<th>Tax Returns Prepared&lt;sup&gt;1&lt;/sup&gt;</th>
<th>July 1, 2022 – June 30, 2023</th>
<th>July 1, 2021 – June 30, 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company-owned</td>
<td>8,721</td>
<td>8,769</td>
<td>(0.5%)</td>
</tr>
<tr>
<td>Franchise Operations&lt;sup&gt;2&lt;/sup&gt;</td>
<td>2,847</td>
<td>3,185</td>
<td>(10.6%)</td>
</tr>
<tr>
<td><strong>Total Assisted</strong></td>
<td><strong>11,568</strong></td>
<td><strong>11,954</strong></td>
<td><strong>(3.2%)</strong></td>
</tr>
<tr>
<td>Desktop</td>
<td>1,795</td>
<td>1,868</td>
<td>(3.9%)</td>
</tr>
<tr>
<td>Online</td>
<td>6,775</td>
<td>6,661</td>
<td>1.7%</td>
</tr>
<tr>
<td><strong>Total DIY</strong></td>
<td><strong>8,570</strong></td>
<td><strong>8,529</strong></td>
<td><strong>0.5%</strong></td>
</tr>
<tr>
<td>Total H&amp;R Block</td>
<td><strong>20,138</strong></td>
<td><strong>20,483</strong></td>
<td><strong>(1.7%)</strong></td>
</tr>
</tbody>
</table>

<sup>1</sup> 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.

<sup>2</sup> Franchise Operations returns include assisted returns prepared in a franchise office in the reported year. Following the Company’s acquisition of a franchise office, returns from such office are included in the Company-owned line for that year; prior years are not recharacterized.
## H&R Block Net Average Charge

<table>
<thead>
<tr>
<th>Net Average Charge (U.S. Only)¹</th>
<th>Year-ended June 30, 2023</th>
<th>Year-ended June 30, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company-owned operations</td>
<td>$248.50</td>
<td>$238.87</td>
</tr>
<tr>
<td>Franchise operations²</td>
<td>$238.04</td>
<td>$230.58</td>
</tr>
<tr>
<td>Online</td>
<td>$38.02</td>
<td>$37.87</td>
</tr>
</tbody>
</table>

¹ Net average charge is calculated as total tax preparation fees divided by tax returns prepared. Our definition of Net Average Charge may not be comparable to similarly titled measures of other companies.

² Net average charge related to H&R Block Franchise operations represents tax preparation fees collected by H&R Block franchisees divided by returns prepared in franchise offices. H&R Block will recognize a portion of franchise revenues as franchise royalties based on the terms of franchise agreements.
# H&R Block Tax Offices

**Tax Offices (as of March 31)**

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S. offices:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company-owned offices</td>
<td>6,582</td>
<td>6,492</td>
</tr>
<tr>
<td>Franchise offices</td>
<td>2,367</td>
<td>2,605</td>
</tr>
<tr>
<td><strong>Total U.S. offices</strong></td>
<td><strong>8,949</strong></td>
<td><strong>9,097</strong></td>
</tr>
<tr>
<td><strong>International offices:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>961</td>
<td>987</td>
</tr>
<tr>
<td>Australia</td>
<td>394</td>
<td>404</td>
</tr>
<tr>
<td><strong>Total international offices</strong></td>
<td><strong>1,355</strong></td>
<td><strong>1,391</strong></td>
</tr>
<tr>
<td><strong>Tax offices worldwide</strong></td>
<td><strong>10,304</strong></td>
<td><strong>10,488</strong></td>
</tr>
</tbody>
</table>