August 2026

Investor Presentation

Notice to Investors

Certain statements made herein or else whereby, or on behalf of, the Company that are not historical facts are intended to be forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements are based on assumptions that the Company believes are reasonable; however, many important factors, as discussed under “Risk Factors” and “Forward-Looking Statements” in the Company’s Annual Report on Form 10-K for the year ended December 31, 2025, and in other filings with the SEC could cause the Company’s results in the future to differ materially from the forward-looking statements made herein and in any other documents or oral presentations made by, or on behalf of, the Company.

This presentation constitutes the views of the Company at the time they were generated. Any past performance information presented herein is not a guarantee or indication of future results and should not be relied upon for such reason. Forward-looking statements contained herein include any statements regarding any expectations and projections of earnings, revenue, cash flow, adjusted EBITDA, investment returns, capital allocation, debt levels, equity performance, death rates, market share growth, cost inflation, overhead, preneed sales or other financial items. Forward-looking statements contained herein also include any statements of the plans, strategies, objectives, expectations and timing of management for future operations or financing activities, including, but not limited to, capital allocation, organizational performance, execution of our strategic objectives and growth plan, planned acquisitions and divestitures, technology improvements, product development, the ability to obtain credit or financing, anticipated integration, performance and other benefits of recently completed acquisitions, and cost management and debt reductions. We can provide no assurances that these planned activities and objectives will be successfully implemented nor can we provide any assurances that we will generate the revenue growth, free cash flow, market share growth and operational performance referenced herein. We can provide no assurances that our strategic objectives and growth plans will be successfully executed nor can we provide any assurances that we will meet the timing, objectives and expectations related to our capital allocation framework, including our forecasted rates of return, leverage ratio targets, planned uses of free cash flow and future capital allocation, including potential strategic acquisitions, divestiture transactions, internal growth projects, technology improvements, product development, or debt reduction plans. We can provide no assurance that we will meet the expectations related to our ability to generate preneed sales, including implementing our cemetery portfolio sales strategy, product development and optimization plans. We can provide no assurance that we will meet the expectations, timing and plans, if at all, related to the ATM Program, including any potential future sales thereunder, and the expected use of proceeds thereof. These statements are not facts and are made based upon such expectations, assumptions and views as they exist as of the date of this presentation. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks, contingencies and changes in circumstances that are difficult to predict, many of which are beyond the Company’s control. The Company’s actual results may differ materially from those contemplated by the forward-looking statements. There is no assurance that such views are correct or will prove, with the passage of time, to be correct. Caution should be taken with respect to such statements and recipients should not place undue reliance on any such statements. The Company assumes no obligation to publicly update or revise any forward-looking statements made herein or any other forward-looking statements after the date they are made, whether as a result of new information, future events or otherwise. In this presentation, the Company relies on and refers to certain information and statistics from third-party sources which they believe to be reliable. The Company has not independently verified the accuracy or completeness of any such third-party information.

This presentation uses Non-GAAP financial measures to present the financial performance of the Company. Non-GAAP financial measures should be viewed in addition to, and not as an alternative for, the Company’s reported operating results or cash flow from operations or any other measure of performance as determined in accordance with GAAP. We believe the Non-GAAP measures are useful to investors because it allows investors to compare our results to previous periods and provide insights into underlying trends in our business. In addition, the Company’s presentation of these measures may not be comparable to similarly titled measures of other companies. Pursuant to the requirements of Regulation G, the Company has provided quantitative reconciliations of the non-GAAP financial measures to the most directly comparable GAAP financial measures within the most current press release and on our Investor Relations page of the website.

A copy of the Company’s Annual Report on Form 10-K for the year ended December 31, 2025, our Quarterly Reports on Form 10-Q, and other public filings and news releases, are available at www.carriageservices.com carriage

Our Long-Term Strategic Framework

Disciplined Capital Allocation

- **3.5x - 4.0x** long-term leverage target range
- Targeted **15 - 20%** Return on Invested Capital

Purposeful Growth

- **10 - 20%** targeted CAGR in preneed sales, enabling a stronger pre-need backlog
- **Active M&A strategy** with complimentary assets

Relentless Improvement

- **Coreline and Packages** streamline offerings that improve margins and the family experience
- Expanding **Passion for Service** to align organizational culture and elevate the experience for every family we serve

Note: "CAGR" defined as compounded annual growth rate.

CSV Q2 2026 Execution Highlights

Funeral

- **1.1% growth** in comparable average revenue per contract[1] in Q2 2026 vs. Q2 2025
- **37.0% growth** in Funeral Financial Revenue driven by a 21.1% increase in consolidated Preneed Insurance contracts in Q2 2026 vs Q2 2025

Cemetery

- **1.4% growth** in Q2 2026 vs. Q2 2025 comparable cemetery preneed revenue driven by a higher preneed recognition rate
- **17.3% growth** in the consolidated average price per preneed interment right (property) sold in Q2 2026 vs Q2 2025

Other

- **Closed on the acquisition of McCammon Ammons Funeral Home** in the greater Knoxville, TN area in Q2 2026

(1) Average revenue per contract excludes preneed interest for matured preneed contracts.

Q2 2026 At A Glance

Q2 2026 Company Overview

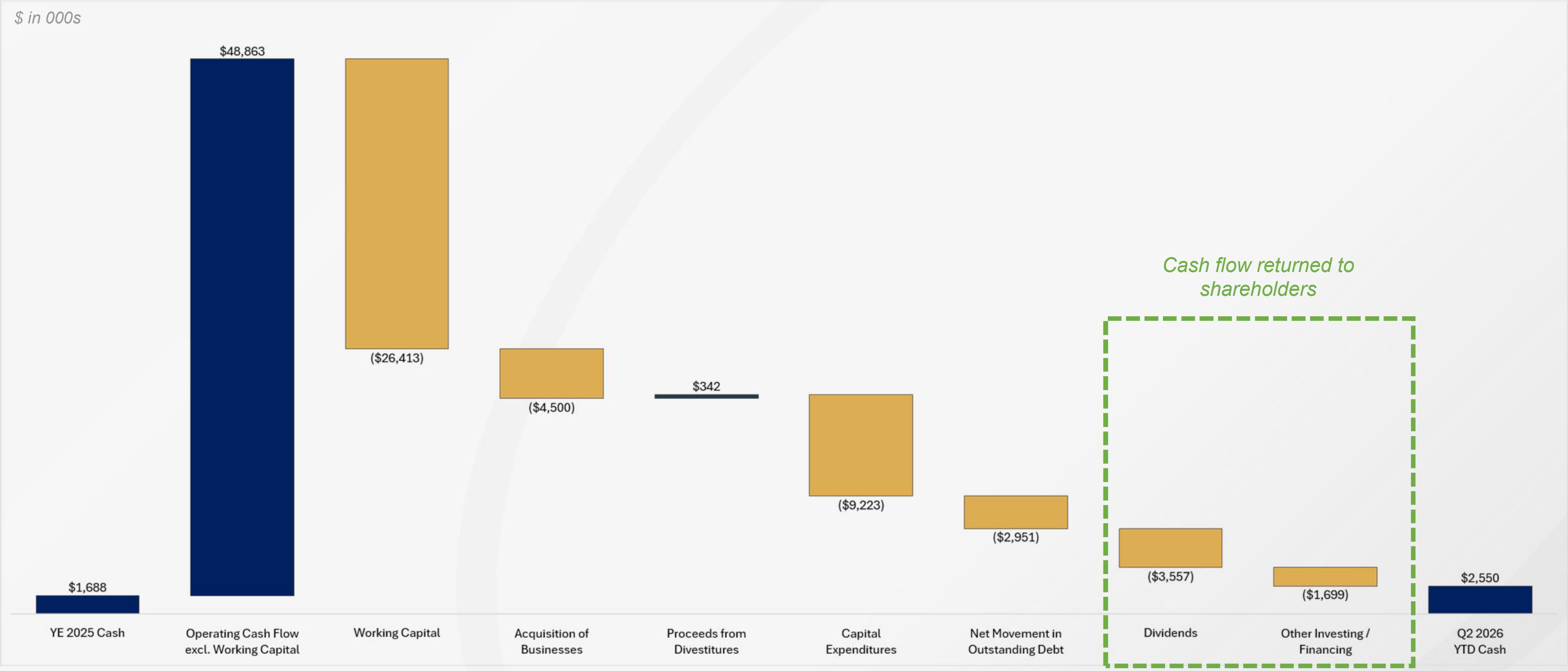
NYSE listed	• Ticker: CSV (NYSE) • Market cap: ~$644.98 mm(1) • One of two publicly traded funeral and cemetery services and merchandise companies in the United States
Asset Base(4)	• Operations in United States only • 155 funeral homes in 24 states • 28 cemeteries in 9 states

Q2 Financial Highlights

$ in mm, unless per share amounts	YTD Q2 2026	YTD Q2 2025
Total Revenue	**$209.1**	**$209.2**
Total Field EBITDA	**$93.6**	**$92.9**
% Margin	*44.8%*	*44.4%*
Overhead(2)	**$27.0(3)**	**$27.7**
As % of Total revenue	*12.9%(3)*	*13.3%*
Adjusted Consolidated EBITDA	**$67.0**	**$65.2**
% Margin	*32.1%*	*31.2%*
Adjusted Diluted EPS	**$1.64**	**$1.70**
Adjusted Free Cash Flow	**$13.8**	**$20.3**

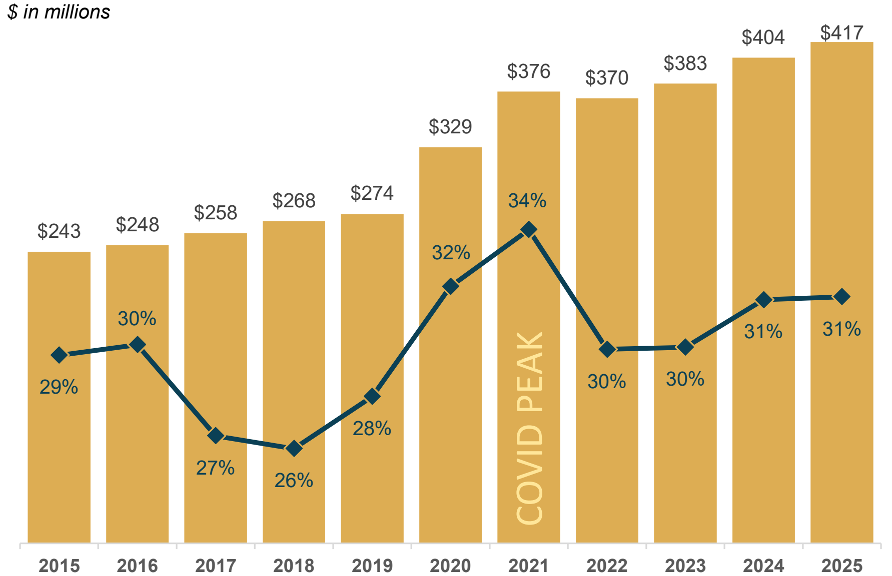
(1) As of market close on August 3, 2026. Calculated using basic outstanding shares.
(2) Defined as regional and unallocated funeral and cemetery costs and general, administrative and other costs, excluding home office depreciation and non-cash stock compensation.
(3) Inclusive of non-recurring items used in Adjusted Consolidated EBITDA. Adjusted for Special Items used in Adjusted Consolidated EBITDA, Overhead was $26.6 million, or 12.7% of Total Revenue.
(4) Asset Base overview as of June 30, 2026.

Cash Flow YTD Q2 2026 Overview



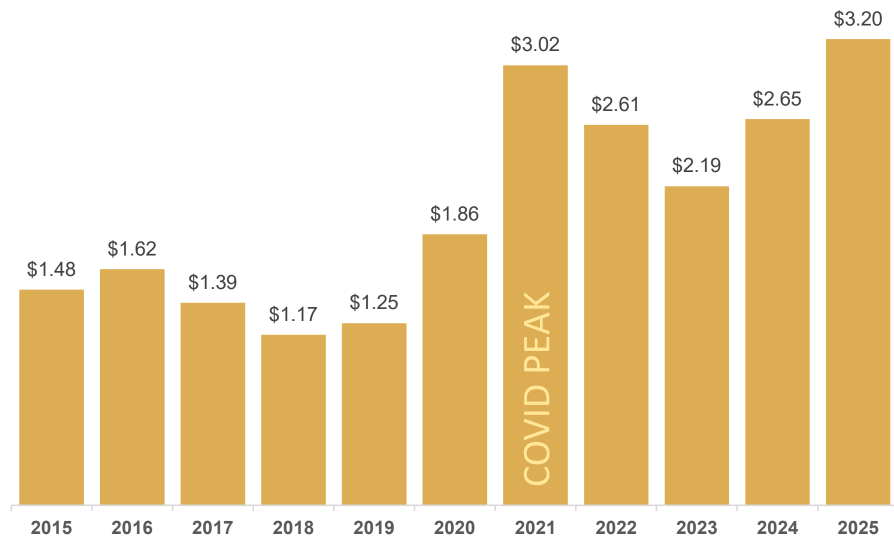
Long-Term Growth Profile

Total Revenue & Adjusted Consolidated EBITDA Margin



5.5% Total Revenue CAGR[1] over the last ten years

Adjusted Diluted EPS



8.0% Adjusted Diluted EPS CAGR[2] over the last ten years

(1) Total Revenue CAGR 2015 base year is $243 mm.
(2) Adjusted Diluted EPS 2015 base year is $1.48 per share.

Appendix

Appendix: Updated 2026 Outlook

Full Year Revised 2026 Outlook	
$ in mm, unless per share amounts	**2026 Outlook[1]**
Total Revenue	$435 - $445
Adjusted Consolidated EBITDA[2]	$135 - $140
Adjusted Diluted EPS[2]	$3.35 - $3.55
Adjusted Free Cash Flow[2][3]	$40 - $50
Capital Expenditures	$20 - $25

(1) Includes the expected impact of acquisitions and divestitures of certain non-core assets.
(2) Adjusted consolidated EBITDA, adjusted diluted EPS, and adjusted free cash flow are non-GAAP financial measures. We normally reconcile these non-GAAP financial measures from operating income, diluted earnings per share, and cash provided by operating activities; however, these measures calculated in accordance with GAAP are not currently accessible on a forward-looking basis. Our outlook for 2026 excludes the following: Gains or losses associated with divestitures, acquisition costs, severance and separation costs, impairment of goodwill, intangibles, and property, plant, and equipment, special vendor incentives, potential tax reserve adjustments and IRS payments and/or refunds, and other special items. The foregoing items could materially impact our forward-looking diluted earnings per share and/or our net cash provided by operating activities calculated in accordance with GAAP.
(3) Includes the expected impact of total capital expenditures (growth and maintenance).

Appendix: Reconciliation of Non-GAAP measures[1]

Operating Income to Adjusted Consolidated EBITDA and Adjusted Consolidated EBITDA Margin

$ in thousands

	Q2 2026	Q2 2025
Operating income	$ 23,953	$ 23,998
Depreciation & amortization	7,081	6,173
Non-cash stock compensation	1,930	2,092
Net loss on divestitures, disposals and impairment charges	90	(1)
Consolidated EBITDA	$ 33,054	$ 32,262
Adjusted for:		
Acquisition and divestiture expenses	$ 184	$ -
Other special items	21	-
Adjusted consolidated EBITDA	$ 33,259	$ 32,262
Total revenue	$ 102,949	$ 102,147
Operating income margin	23.3%	23.5%
Adjusted consolidated EBITDA margin	32.3%	31.6%

GAAP Diluted Earnings per Share to Adjusted Diluted Earnings per Share

	Q2 2026	Q2 2025
GAAP Diluted EPS	$ 0.77	$ 0.74
Special items	0.01	-
Adjusted Diluted EPS	$ 0.78	$ 0.74

Cash Provided by Operating Activities to Adjusted Free Cash Flow

$ in thousands

	Q2 2026	Q2 2025
Cash provided by operating activities	$ 7,552	$ 8,085
Cash used for maintenance capital expenditures	(5,327)	(2,846)
Free cash flow	$ 2,225	$ 5,239
Plus: incremental special items:		
Acquisiton and divestiture costs	$ 184	$ -
Severance and separation costs	4	411
Other special items	168	1,250
Adjusted free cash flow	$ 2,581	$ 6,900

(1) For additional detail, see the Reconciliation of Non-GAAP Financial Measures from our Q2 2026 Earnings Release.

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Appendix: Reconciliation of Non-GAAP measures(1)

Operating Income to Adjusted Consolidated EBITDA and Adjusted Consolidated EBITDA Margin(2)

$ in thousands

	2015	2016	2017	2018	2019	2019	2021	2022	2023	2024	2025
Operating income	$ 48,648	$ 50,204	$ 48,941	$ 43,307	$ 47,443	$ 47,443	$ 93,660	$ 79,726	$ 80,979	$ 81,799	$ 97,657
Depreciation & amortization	13,780	15,421	15,979	17,430	17,771	17,771	20,520	19,799	21,117	22,890	24,507
Non-cash stock compensation	4,444	2,890	3,162	6,583	2,153	2,153	5,513	5,959	7,703	6,520	7,806
Net loss on divestitures, disposals and impairment charges	-	-	-	-	4,846	4,846	666	2,029	1,191	2,580	371
Consolidated EBITDA	$ 66,872	$ 68,515	$ 68,082	$ 67,320	$ 72,213	$ 72,213	$ 120,359	$ 107,513	$ 110,990	$113,789	$ 130,341
Adjusted for:											
Withdrawable trust income	$ 555	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Acquisition and divestiture expenses	614	701	-	-	2,083	2,083	-	-	-	-	$ 349
Severance and separation costs	959	3,979	-	1,435	1,205	1,205	1,575	1,431	-	6,228	-
Consulting fees	1,913	496	-	-	-	-	-	-	-	-	-
Litigation reserve	-	-	-	1,000	750	750	1,050	200	-	-	-
Disaster recovery and pandemic costs	-	-	620	437	-	-	2,157	-	-	-	-
Other special items	220	-	-	-	336	336	1,020	168	2,192	6,228	-
Adjusted consolidated EBITDA	$ 71,133	$ 73,691	$ 68,702	$ 70,192	$ 76,587	$ 76,587	$ 126,161	$ 109,312	$ 113,182	$126,245	$ 130,690
Total revenue	$ 242,502	$ 248,200	$ 258,139	$ 267,992	$ 274,107	$ 274,107	$ 375,886	$ 370,174	$ 382,520	$404,198	$ 417,440
Adjusted consolidated EBITDA margin	29.3%	29.7%	26.6%	26.2%	27.9%	27.9%	33.6%	29.5%	29.6%	31.2%	31.3%

GAAP Diluted Earnings per Share to Adjusted Diluted Earnings per Share(2)

	2015	2016	2017	2018	2019	2019	2021	2022	2023	2024	2025
GAAP diluted earnings per share	$ 1.12	$ 1.12	$ 2.09	$ 0.63	$ 0.80	$ 0.80	$ 1.81	$ 2.63	$ 2.14	$ 2.10	$ 3.25
Special items	0.36	0.50	(0.70)	0.54	0.45	0.45	1.21	(0.02)	0.05	0.55	(0.05)
Adjusted diluted earnings per share	$ 1.48	$ 1.62	$ 1.39	$ 1.17	$ 1.25	$ 1.25	$ 3.02	$ 2.61	$ 2.19	$ 2.65	$ 3.20

(1) For additional detail, see the Reconciliation of Non-GAAP Financial Measures from our Q4 2025 Earnings Release.

(2) Figures as reported each year.