



We Don't Just  
Adapt To Change  
**We Lead It**

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ANNUAL REPORT 2024

**Creating a premier experience through  
innovation, empowered partnership,  
and elevated service.**

As of December 31, 2024

# Carriage at a Glance

2024 Total Shareholder Return of

# 61.9%

## 7.1%

Adjusted Diluted Earnings  
Per Share CAGR (2014-2024)

## 7.4%

Adjusted Consolidated  
EBITDA CAGR (2014-2024)

# \$404.2 million

2024 Annual Revenue

**162** Funeral Homes  
**31** Cemetery Properties

# A Letter To Our Shareholders



## Dear Shareholders,

I became Carriage Services Inc.'s CEO in June 2023, and as I reflect on 2024, my first full year of leading our Company, I am filled with a profound sense of gratitude for the trust that has been placed in me, our team, and our vision. 2024 was an exceptional year, full of transformational achievements, growth in various ways, and strategic foresight, hallmarks of a philosophy rewarded through long-term value creation for our shareholders.

***“Only those who will risk going too far can possibly find out how far one can go.” – T.S. Eliot***

We began 2024 with the conclusion of our strategic review process—a watershed moment in Carriage's history. The Board of Director's decision to remain an independent public company was made with deliberate consideration of our long-term goals and the potential for sustained growth. This decision has proven astute; our performance throughout the year has emphatically validated this course, underscored by a remarkable 61.9% annual return on our stock. Even more relevant is our stock performance in relationship to the Russell 3000 and our largest competitor peer company (see Figure 1). This performance clearly indicates that our current path is not only aligned with, but actively fulfilling the best interests of our shareholders.

**Carlos R. Quezada,**

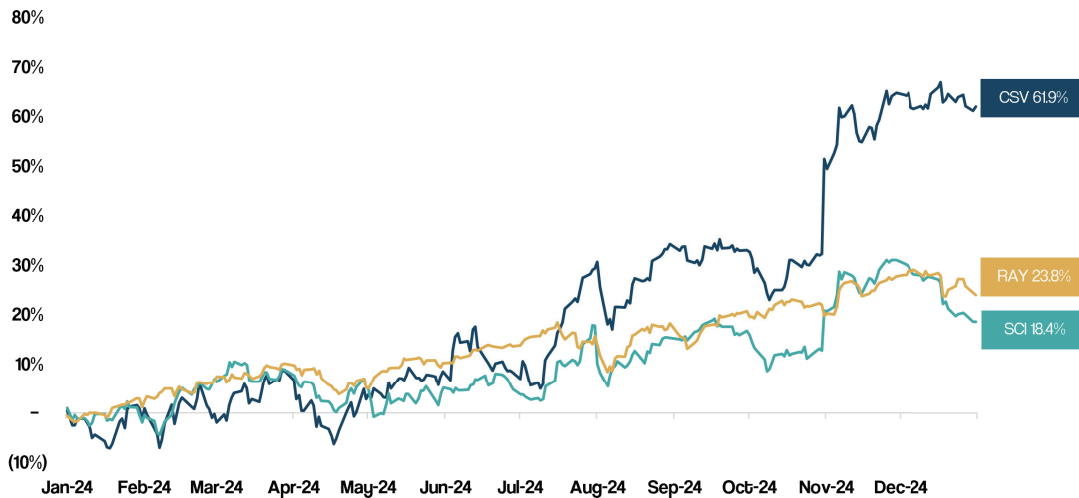
Chief Executive Officer and Vice Chair of the Board

**Our new Company culture has been a cornerstone of our success. In 2024, we made significant strides in embedding our values of innovation, partnership, and service excellence into every layer of our operations. This cultural evolution has been pivotal in driving our strategic objectives: Disciplined Capital Allocation, Purposeful Growth, and Relentless Improvement.**

During 2024, we achieved an 11.5% increase in Adjusted Consolidated EBITDA over 2023, a testament to our robust financial health, continued growth, and implementation of cost management strategies. This financial milestone reflects our operational excellence and highlights our commitment to enhancing shareholder value through meticulous financial stewardship and strategic capital investments.

I want to reaffirm our unwavering commitment to advancing our strategic vision with relentless determination and execution. Your continued support fuels our pursuit of excellence and propels us into new territories. Thank you for your steadfast confidence in Carriage and its management team as we continue to elevate our standards and work to surpass expectations.

**Total Shareholder Return for CSV, SCI and the Russell 3000**



Returns are as of December 31, 2024 and include the reinvestment of dividends.

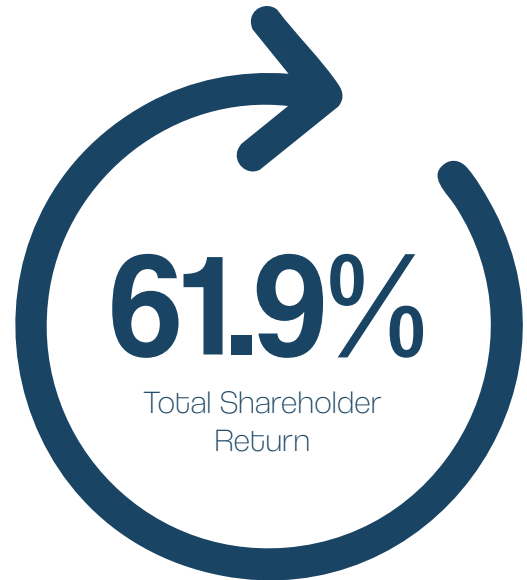
Figure 1

# Carriage's Top Five Highlights of 2024

## 01.

### Generated Significant Shareholder Return.

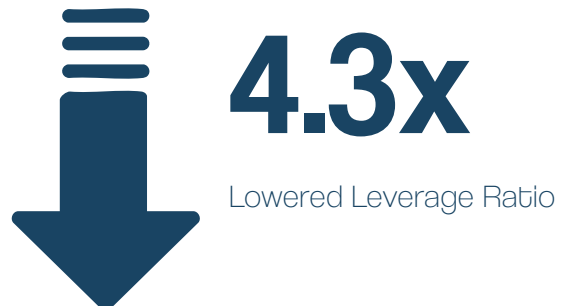
In 2024, we achieved an impressive 61.9% shareholder return through stock appreciation, a testament to our disciplined capital allocation and strategic investments. This strong return reflects our deep understanding of our business and ability to identify and capitalize on opportunities that promise sustainable growth.



## 02.

### Lowered Leverage Ratio from 5.1x to 4.3x.

**We continued to execute on our commitment to achieve and maintain a more responsible level of leverage** by focusing on disciplined capital allocation, organic revenue growth, divestitures of non-core assets, and margin expansion. This focus allowed us to generate free cash flow and pay down our debt by \$421 million, demonstrating our commitment to reaching our long-term range of 3.5x–4.0x leverage ratio.



# 03.

## Forbes Recognition

We were honored to be listed by Forbes among the **“Best Small Companies of 2025.”** This accolade is not merely a badge of honor but a reflection of our consistent efforts to push the boundaries of excellence and innovation. Forbes evaluates this recognition based on earnings growth, sales growth, return on equity, stock returns, employee satisfaction, diversity, equity, sustainability, and company reputation.



# 04.

## Innovation in Service and Operational Excellence

Established this year, our Department of Customer Care has enhanced our customer interaction strategy. Through continuous feedback and innovative service solutions, this team ensures that our customer care commitments are effectively delivered, distinguishing Carriage in our profession. Additionally, we have successfully introduced our 'Passion for Service' and 'The Wow!' Playbook programs have established a new benchmark in service excellence. By integrating advanced service protocols and robust training programs, we ensure that every team member exceeds the expectations of our client families and their rapidly changing preferences. Adopting innovative service delivery tools has enabled us to engage with the same level of empathy while delivering an elevated premier experience, further solidifying customer loyalty and our reputation as industry innovators.



# 05.

## Launched Supply Chain Focus

Establishing our new Supply Chain Department has significantly changed our approach to resource management. We are in the process of optimizing our procurement and distribution approach to meet operational needs efficiently while leveraging our scale, resulting in preferred pricing and enhanced service from partner vendors. We believe this strategic enhancement will lower our cost of merchandise and services and will improve service delivery and customer satisfaction.

We recently introduced our new urn core line, which has significantly improved our supply chain strategy. This focus has strengthened our national partnerships and aligned with our strategic goals of continuous improvement and disciplined capital allocation. These efforts have also enhanced our service capabilities and created additional shareholder value by generating additional savings on merchandise costs while elevating the cremation experience at each of our businesses with a highly curated urn selection guide.

Phase two of our strategy is leveraging our new national partnership with Express Funeral Funding for insurance assignments. This collaboration aims to provide added value to the families we serve by enhancing the financial flexibility of our offerings, which could potentially increase sales across our operations. We anticipate the full rollout of this program in the second quarter of this year, marking a significant milestone in service offerings enhancement. Future phases throughout 2025 will address optimizing our casket core line, fleet management, and other essential procurement needs, further enhancing our operational efficiency, service excellence, and cost management.



# CREMATION URN SELECTION

YOUR CHOICE, YOUR TRIBUTE

URN PRODUCT GUIDE

28 | METAL URNS

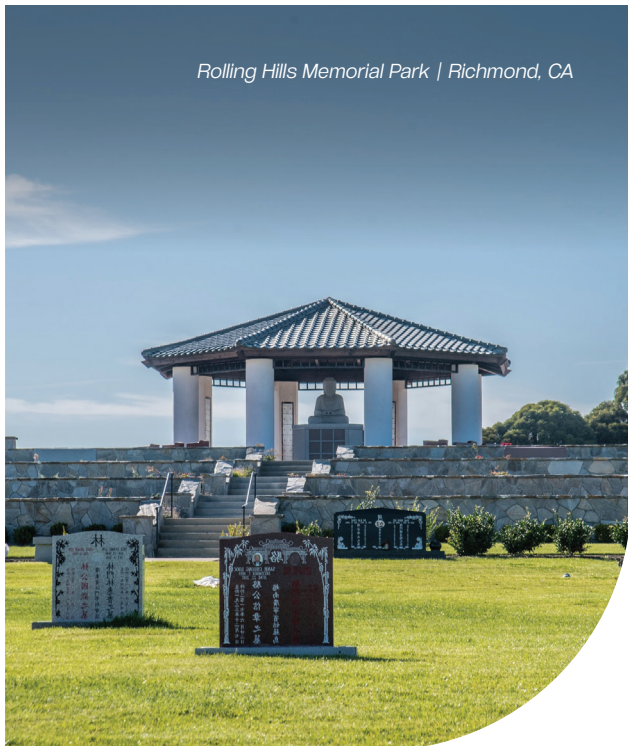
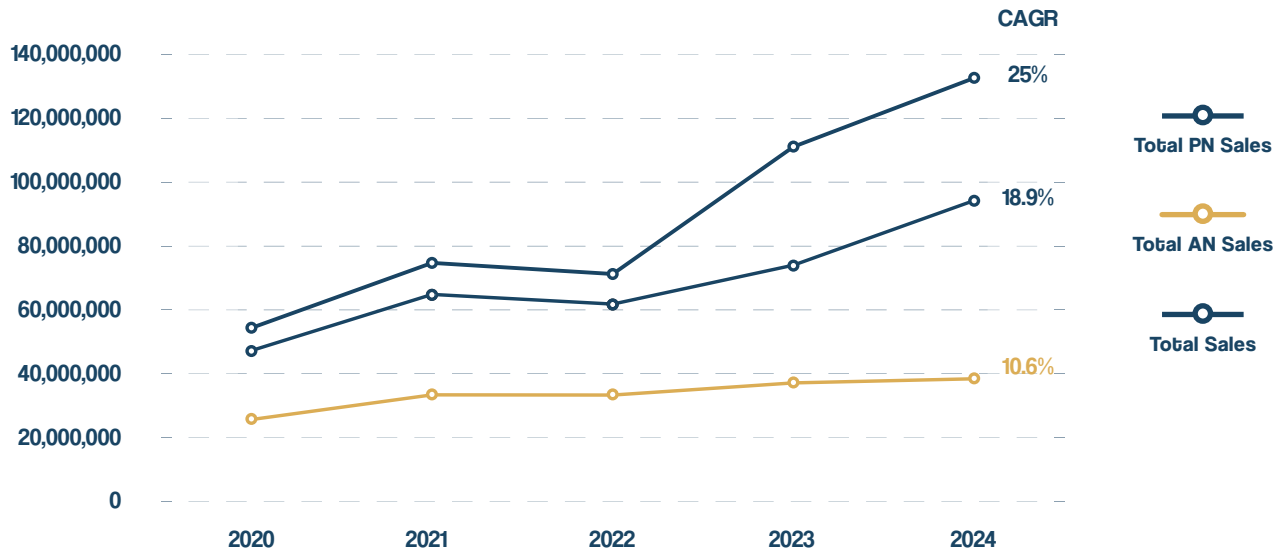
# Other Notable Carriage Achievements

## Continued Preneed Cemetery Sales Growth

This year has been a standout for Carriage, showcasing remarkable financial performance **DRIVEN** by broad strategic acumen. We achieved significant growth in revenue and profitability, underpinned primarily by our robust expansion in our cemetery segment, particularly in preneed cemetery sales. This growth was **DRIVEN** by a notable 22.9% increase in preneed interment rights sold

and a 7.3% increase in the average price per preneed interment right, which propelled our preneed cemetery sales to \$94.3 million. This represents an increase of \$19.9 million or 26.7% compared to last year's period, demonstrating our ability to expand our market presence and enhance our operational capabilities effectively. We expect continued growth in preneed cemetery, and we believe that a 10% - 20% year-over-year growth is a sustainable range over the next three to five years.

## Cemetery Sales Trend 2020 - 2024 Continuing Operations



## Innovative Cultural Transformation

Our cultural transformation is central to our ongoing success and alignment with our purpose statement—

*“To create premier experiences through innovation, empowered partnership, and elevated service.”*

This transformation has significantly enhanced employee engagement and our ability to attract top talent, creating an environment that champions innovation and collaboration.

Our renewed culture emphasizes open communication and continuous feedback, which supports retaining our valuable team members and helps attract industry-leading talent. These professionals are drawn to our commitment to innovation and service excellence and recognize Carriage as a place where their skills can make a real difference.

Our strategic objectives—Disciplined Capital Allocation, Purposeful Growth, and Relentless Improvement—are now embedded in our culture, fostering an environment ripe for creative thinking and cooperative problem-solving. This approach has led to innovative service solutions and operational efficiencies that set us apart in our profession.

The tangible outcomes of our cultural shift include the successful launch of our new logo,

branding, and identity during 2024, which symbolize our forward-looking ethos and have been well-received. Additionally, enhancements to our service protocols and digital platforms have improved employee experiences and operational agility. We’ve also introduced regular Carriage Conversations (town halls) to foster open communication, enhanced benefits focused on employee wellness, and strengthened our commitment through our non-profit, Carriage Cares, supporting employees and communities in times of need. As we build on this foundation, aligning our cultural values and strategic goals promises business growth while creating a best-in-class workplace. Our transformation journey continues to **DRIVE** us toward excellence, emphasizing our dedication to partnerships and superior service. In essence, Carriage’s cultural transformation is more than a shift in mindset—it’s a dynamic process that shapes our future, ensuring we continue to create premier experiences that honor life and foster enduring legacies.

## Relentless Focus on Continuous Improvement

Establishing our Department of Continuous Improvement is a testament to our commitment to excellence. Dedicated to enhancing operational efficiencies and service quality, this department ensures that Carriage remains at the forefront of the industry. Their relentless pursuit of process optimization and quality enhancement is vital in continuously improving and adapting our services to meet better the needs of the families we serve.



# An Update About Our Trinity Platform

We are excited to share an update of our Trinity system, set to be implemented across Carriage later in 2025. This advanced system represents a significant leap in our commitment to technological innovation, enhancing operational capabilities and service delivery. Trinity is engineered to streamline administrative tasks, automate routine processes, and simplify complex workflows. By reducing administrative burdens, our team can concentrate more on strategic initiatives, fostering quicker decision-making and boosting overall business responsiveness.

Trinity will transform our field teams' work by providing tools that enhance productivity across scheduling, logistics, real-time communication, and data access. These enhancements will empower our teams on the ground, ensuring they have the necessary resources at their fingertips to serve our client families more effectively and with greater personalized attention. The system's integration into daily operations is expected to transform service delivery, making our interactions more responsive and customer-focused.





## Welcome To Your Family Portal

This portal is designed to help you honor your loved one by providing a secure and simple way to share necessary documents and details. We're here to support you with respect and compassion at every step.

Let's Begin

We've also designed Trinity to create a more interactive digital experience for our families. As consumer preferences continue to evolve, Trinity provides us with a platform to meet the ever-changing preferences related to how information is presented and absorbed. We are excited to introduce an online experience for our customers that has been designed to allow them to learn more about our services,

and the process of making arrangements, in the comfort of their own home, on a schedule that works best for them. We will then follow-up this digital experience with our focus on creating premier experiences.

As we prepare for Trinity's full rollout in 2025, we focus on fine-tuning the system to meet Carriage's high standards of service and efficiency. With its advanced customer data management features, Trinity will enable us to offer highly customized service options tailored to each family's unique needs and preferences, improving our service quality and deepening community relationships. We are confident that the implementation of Trinity will mark a significant milestone in our journey towards becoming a more agile, productive, and customer-centered organization.



## Your Arrangement Meeting

Your arrangement meeting is where you will meet with your funeral director to discuss the details of your Loved One's service. The Family Portal assists with this by providing a secure method to upload the necessary documents and information to help us create a meaningful service tailored to your wishes.

*“After climbing a great hill, one only finds that there are many more hills to climb.” - Nelson Mandela*

## Our Bold 2030 Vision

As we step boldly towards 2030, Carriage is excited to introduce **DRIVE**, a customized business system rooted in lean management principles that we believe will propel our Company to new heights of excellence and innovation. This new framework, which stands for **Diligent, Relentless, Innovative, Value-Creative Execution**, is designed to refine all aspects of our operations, enhancing every facet from our internal processes to the services we provide to our client families.

### Cultural Transformation Through Excellence and Accountability

**DRIVE** is more than just a set of principles; it's a comprehensive approach to cultivating a culture of excellence at Carriage. We expect to foster an environment where accountability and innovation are at the forefront through regular assessments, tailored training, and clear performance metrics. This shift will



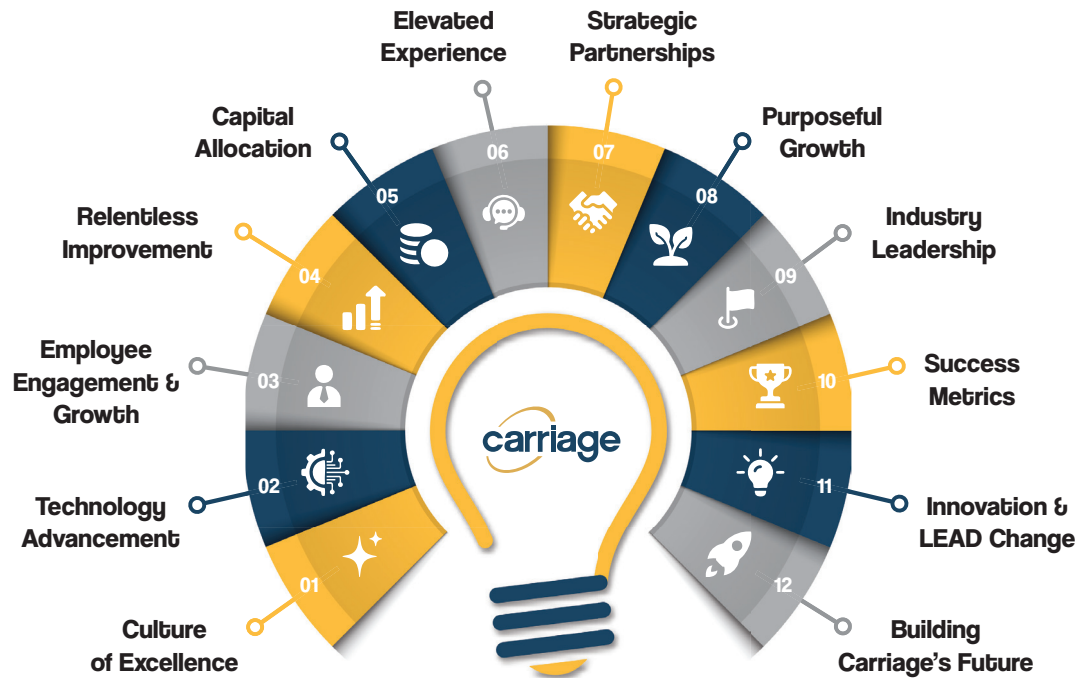
ensure that all team members are aligned with our high standards and committed to upholding the integrity and quality that define Carriage.

### Leveraging Technology to Enhance Decision-Making

In our journey towards 2030, embracing cutting-edge technology is paramount. **DRIVE** anticipates integrating advanced technological tools, including AI and data analytics, to streamline decision-making and improve operational efficiency. We believe we are setting the stage for a more dynamic, responsive, and efficient service delivery model by equipping our employees with the skills to adapt to and leverage these technologies.

Here are some of the areas that we believe **DRIVE** will enhance once implemented:

**Empowering Our Employees:** Employee engagement and growth are critical pillars of **DRIVE**. This focus on personal and professional development will be complemented by a mentorship program designed to nurture the next generation of leaders at Carriage.



### 2030 Vision Objectives

**Continuous Improvement as a Standard:**

Adopting a structured improvement framework within **DRIVE** underscores our commitment to continuous improvement and our aim for that “1% Better” mindset every day. This approach will enhance our operational capabilities and ensure that we remain adaptive and proactive in the face of industry changes.

**Setting New Industry Standards:** With **DRIVE**,

we aim to solidify our position as an employer of choice and a leader in our profession. From publishing thought leadership content to leading discussions at industry conferences, we are defining what it means to be at the forefront of innovation and excellence.

**Focusing on Financial Discipline and Purposeful Growth:** Financial discipline and strategic organic and inorganic growth are

also integral to **DRIVE**. Balancing growth investments with operational resilience and enhancing financial transparency ensures our Company’s long-term success and stability.

As we look towards 2030, our future implementation of **DRIVE** within Carriage will mark a pivotal shift in how we operate and innovate. It’s a commitment to our employees, our client families, and our shareholders that we will continue to **DRIVE** forward with diligence, relentless improvement, innovative solutions, and value-creative execution. This strategic framework is not just about meeting goals—it’s about setting new benchmarks and exceeding expectations, ensuring that Carriage remains synonymous with excellence and leadership in the deathcare profession moving forward.



Forest Lawn East Cemetery | Matthews, NC

# DRIVING Growth Through the Addition of Premier Businesses

Our **DRIVE** framework will also be applied to our continued growth through the acquisition of premier businesses in growing markets. As we expect to return to growth through acquisitions in 2025, we will continue to remain focused on balancing a responsible level of debt with adding w businesses to our portfolio of funeral homes and cemeteries. Our strategy remains grounded in “quality over quantity,” as we focus on strong businesses that can thrive and grow as a part of Carriage.

In connection with this focus on strategic and responsible growth, **DRIVE** will serve as the framework for an enhanced approach to our

integration of new businesses. Over the past five years, we have successfully integrated several large and profitable businesses. That said, we are always looking for ways to improve our approach to optimize integration, allowing for the quicker realization of synergies and accelerated returns on our investment. Stay tuned this year, as we are excited about our future prospect to invite some wonderful businesses to join the Carriage Family in 2025.

# Reflection and Looking Ahead

As I have stepped back to prepare this letter for our shareholders, it has served as a powerful reminder of how much strategic thought, hard work, and dedicated focus our team of over 2,400 employees has poured into 2024. Last year, incredible progress was made in so many areas. Yet, despite such a unique year of performance, I have never been more excited about what the future holds for Carriage than I am right now. From the

top talent throughout the Company to our improved systems and strategies, to the continued focus on creating a strong balance sheet, to the significant opportunities that lay ahead for both organic and inorganic growth, I believe Carriage is poised to continue to build on this momentum, and I am humbled and grateful to be a part of this journey.





# INNOVATION. PARTNERSHIP. SERVICE.

**From left to right**

**Shawn R. Phillips**  
Senior Vice President  
and Regional Partner

**Shane T. Pudenz**  
Vice President of Sales

**Kathy Shanley**  
Chief Accounting Officer

**Peggy Schappaugh**  
Senior Vice President of  
Financial Planning and  
Analysis

**Steven D. Metzger**  
President and Secretary

**Carlos R. Quezada**  
Chief Executive Officer and  
Vice Chair of the Board

**Robbie Pape**  
Senior Vice President  
and Regional Partner

**John Enwright**  
Senior Vice President,  
Chief Financial Officer and  
Treasurer

**Rob P. Franch**  
Chief Information Officer

**Paul D. Elliott**  
Senior Vice President  
and Regional Partner

The logo for 'carriage' features the word in a bold, dark blue, lowercase sans-serif font. A golden-yellow, curved line arches over the 'a' and 'r' and under the 'i' and 'a'.

# Corporate Information

Carriage Services is a leading provider of funeral and cemetery services and merchandise in the United States. As of December 31, 2024, the Company operated 162 funeral homes in 26 states and 31 cemeteries in 11 states. It is dedicated to delivering premier experiences through innovation, partnership, and elevated service.

## Board of Directors

### Donald D. Patteson, Jr.\*

Non-Executive Chair of the Board  
Former Chief Executive Officer and  
Chairman of the Board, Sovereign Business Forms, Inc.

### Carlos R. Quezada

Chief Executive Officer and  
Vice Chair of the Board

### Chad Fargason\*

Chief Business Officer,  
For Shiftsmart, Inc.

### Douglas B. Meehan\*

Co-Chief Investment Officer,  
Van Biema Value Partners, LLC

### Dr. Edmondo Robinson\*

Board Member, Ardent Health  
Former Senior Vice President and  
Chief Digital Officer, Moffitt Cancer Center

### Julie Sanders\*

Senior Vice President and  
Chief Audit Executive, Dell Technologies

### Somer Webb\*

Chief Financial Officer, Authority Brands

*\*Independent Director*

## Advisor to the Board of Directors

### Gregory R. Brudnicki

Former Mayor of Panama City, Florida

## Independent Public Accountants

Grant Thornton LLP,  
Dallas, Texas

## Form 10-K Availability

The Company's Annual Report on Form 10-K for the year ended December 31, 2024, and may be obtained by writing to: Investor Relations, Carriage Services, Inc., 3040 Post Oak Boulevard, Suite 300, Houston, Texas via the Company's website: [www.carriageservices.com](http://www.carriageservices.com); or via the SEC's website: [www.sec.gov](http://www.sec.gov).

## Common Stock

Carriage Services, Inc.'s common stock is traded on the New York Stock Exchange under the symbol "CSV".

## Transfer Agent & Registrar

### Equiniti Trust Company, LLC

48 Wall Street, Floor 23, New York, NY 10005  
800.937.5449 | Website: [equiniti.com](http://equiniti.com)

## Executive Leadership Team

### Carlos R. Quezada

Chief Executive Officer  
and Vice Chair of the Board

### Steven D. Metzger

President and Secretary

### John Enwright

Senior Vice President, Chief Financial  
Officer and Treasurer

### Rob P. Franch

Chief Information Officer

### Kathryn Shanley

Chief Accounting Officer

## Houston Support Center

### Carriage Services, Inc.

3040 Post Oak Boulevard, Suite 300  
Houston, Texas 77056  
713.332.8400 | [www.carriageservices.com](http://www.carriageservices.com)

## Forward-Looking Statements

Statements made in this Annual Report that are not historical facts and are intended to be forward-looking statements within the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. These statements are based on assumptions that the Company believes are reasonable; however, many important factors, including factors not in our control, or as discussed under "Forward-Looking Statements" in the Company's Annual Report on Form 10-K for the year ended December 31, 2024, could cause the Company's results to differ materially from the forward-looking statements made herein and in any other documents or presentations made by or on behalf of the Company.



**CARRIAGE SERVICES, INC.**

713.332.8400

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