

High Performance Culture Framework
CARRIAGE SERVICES, INC.
“BEING THE BEST”
Funeral and Cemetery Operating Company
Consolidator Of Independent Family Businesses

Five Guiding Principles
Honesty, Integrity, and Quality in All That We Do
Hard work, Pride of Accomplishment, and Shared Success Through Employee Ownership
Belief in the Power of People Through Individual Initiative and Teamwork
Outstanding Service and Profitability Go Hand-In-Hand
Growth of the Company Is Driven by Decentralization and Partnership

Concepts of Good to Great
First Who Then What
Right People in Right Seats
Flywheel Effect

Standards Operating Model
Market Share
People
Operating & Financial Metrics
Being The Best League Tables
Being The Best Incentives
High Standards Achievement

4E Leadership Model
Energy
Energize
Edge
Execution
Integrity
Passion

Strategic Acquisition Model
Ten Year Vision
Strategic Markets
Strategic Market Methodology
Selective Growth Strategy
Valuation Ranking Methodology
ROIC & LOI Methodology

Value Creation Financial Dynamics
Operating Leverage
Consolidation Platform Leverage
Overhead Leverage
Capital Structure Leverage
Trend Reports
Sustained High Financial Performance

Carriage Journey From Good To Great
Carriage Achieves High Valuation
Carriage Becomes Built To Last