Investor Presentation

Q4 Fiscal 2026

April 14, 2026

SAFE HARBOR STATEMENT AND NON-GAAP MEASURES

We caution readers that the statements contained in this presentation that are not statements of historical fact, including succession matters, statements about our future business plans, operations, challenges, opportunities or prospects, including without limitation any statements or factors regarding our recent leadership transition, operating capacity, sales, inventory, market share, financial and operational targets and goals, revenue, margins, expenses, liquidity, loan originations, capital expenditures, share repurchase plans, debt obligations or earnings, are forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. You can identify these forward-looking statements by the use of words such as “anticipate,” “believe,” “commit,” “could,” “enable,” “encourage,” “estimate,” “expect,” “focus on,” “intend,” “may,” “on track”, “outlook,” “plan,” “position,” “predict,” “should,” “target,” “will” and other variations of these words or similar expressions, whether in the negative or affirmative. Such forward-looking statements are based upon management’s current knowledge, expectations and assumptions and involve risks and uncertainties that could cause actual results to differ materially from anticipated results.

Among the factors that could cause actual results and outcomes to differ materially from those contained in the forward-looking statements are the following: changes in the competitive landscape and/or our failure to successfully adjust to such changes; changes in general or regional U.S. economic conditions, including economic downturns, inflationary pressures, fluctuating interest rates, tariffs, the effect of trade policies or related uncertainties, and the potential impact of international events (including the conflict in the Middle East); changes in the availability or cost of capital and working capital financing, including changes related to the asset-backed securitization market; events that damage our reputation or harm the perception of the quality of our brand; significant changes in prices of new and used vehicles; a reduction in the availability of or access to sources of inventory or a failure to expeditiously liquidate inventory; our inability to realize the benefits associated with our omni-channel platform or initiatives designed to leverage evolving technologies, including AI; factors related to geographic and sales growth, including the inability to effectively manage our growth; our inability to recruit, develop and retain associates and maintain positive associate relations; the loss of key associates from our store, regional or corporate management teams, the failure to effectively execute key executive succession plans or disruptions associated with leadership transitions, or a significant increase in labor costs; changes in economic conditions or other factors that result in greater credit losses for CAF’s portfolio of auto loans than anticipated; the failure or inability to realize the benefits associated with our strategic investments; changes in consumer credit availability provided by our third-party finance providers; changes in the availability of extended protection plan products from third-party providers; the performance of the third-party vendors we rely on for key components of our business; adverse conditions affecting one or more automotive manufacturers; the inaccuracy of estimates and assumptions used in the preparation of our financial statements, or the effect of new accounting requirements or changes to U.S. generally accepted accounting principles; the failure or inability to adequately protect our intellectual property; the occurrence of severe weather events; the failure or inability to meet our environmental goals or satisfy related disclosure requirements; factors related to the geographic concentration of our stores; security breaches or other events that result in the misappropriation, loss or other unauthorized disclosure of confidential customer, associate or corporate information; the failure of or inability to sufficiently enhance key information systems; factors related to the regulatory and legislative environment in which we operate; the effect of evolving regulations, disclosure requirements, standards and expectations relating to environmental, social and governance matters; the effect of various litigation matters; the volatility in the market price for our common stock and the impact of any potential shareholder activism.

For more details on factors that could affect expectations, see our Annual Report on Form 10-K for the fiscal year ended February 28, 2025, and our quarterly or current reports as filed with or furnished to the U.S. Securities and Exchange Commission. Our filings are publicly available on our investor information home page at investors.carmax.com. Requests for information may also be made to the Investor Relations Department by email to investor_relations@carmax.com or by calling (804) 747-0422 x7865. We undertake no obligation to update or revise any forward-looking statements after the date they are made, whether as a result of new information, future events or otherwise.

This presentation includes non-GAAP financial measures. Reconciliations of these measures to the comparable GAAP measures are available in the appendix to this presentation.

CarMax Leadership

On February 12, 2026, CarMax announced Keith Barr as President & CEO, effective March 16, 2026

PRESIDENT
& CHIEF EXECUTIVE OFFICER
Keith Barr

Mr. Barr has a long and successful track record leading consumer-centric companies, with proven experience in brand-led growth and transformation initiatives

He previously served as CEO of InterContinental Hotels Group (NYSE: IHG), one of the world's largest hospitality companies, from July 2017 through June 2023

During his tenure as its CEO, Mr. Barr led the expansion of IHG's global portfolio of brands, advanced IHG's digital and loyalty value propositions, and created significant value for shareholders

LEADERSHIP TRANSITION

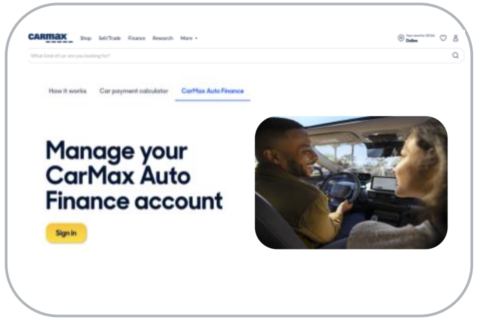
- **Tom Folliard** will remain in his role as Interim Executive Chair of the Board until the Company's Annual Meeting in June 2026, after which he is expected to resume his prior duties as non-executive Chair of the Board
- **David McCreight**, former Interim President and CEO of CarMax, has transitioned back to his duties as an independent Director of the Board

Quarterly Results

Q4 2026 Key Takeaways

Initial Strategic Priorities

- Make CarMax the obvious and easy choice by focusing on price, vehicle selection, and end-to-end customer experience
- Leverage technology to make it easier for customers to buy and sell cars and for associates to serve them
- Act with urgency and intention while ensuring alignment across the organization, move with speed as we build a durable long-term growth engine



Continued CAF Expansion

- Advancing full credit spectrum underwriting and funding model
- Financed 42.8% of net units sold, up 50 bps versus the prior year quarter
- Credit loss performance was in line with expectations

Financial Performance

- Improved retail sales trend from last two quarters as we lowered prices, invested in acquisition marketing, and deployed digital enhancements to drive conversion
- Increased targeted SG&A reductions to $200 million (from $150 million) in exit rate savings by the end of FY 2027
- EPS of ($0.85), or Adjusted EPS* of $0.34 when excluding non-cash goodwill impairment and restructuring charges

*Adjusted net earnings per diluted share is a non-GAAP measure. See "Non-GAAP Financial Measures" in the appendix for a reconciliation of this measure to the most comparable GAAP measure.

Performance Summary

	Unit Sales Change	Vehicles Bought	Total Gross Profit	SG&A Expense	Net (Loss) Earnings Per Diluted Share
Q4 2026	**-0.8%** Retail Used **+3.0%** Wholesale **+0.7%** Total Units **-1.9%** Comparable Store Used	**270K** Increase of 0.4% YoY **+2.5%** From Consumers **-9.5%** From Dealers	**$605.3M** Decrease of 9.4% YoY	**$611.3M** Increase of 0.1% YoY **$577.4M Adjusted*** Decrease of 5.4% excluding restructuring charges	**($0.85)** Versus $0.58 YoY **$0.34 Adjusted*** Includes $0.99 of goodwill impairment and $0.20 of restructuring charges
FY 2026	**-1.1%** Retail Used **-1.1%** Wholesale **-1.1%** Total Units **-2.0%** Comparable Store Used	**1,138K** Decrease of 1.3% YoY **-2.1%** From Consumers **+4.4%** From Dealers	**$2.81B** Decrease of 3.2% YoY	**$2.45B** Increase of 0.7% YoY **$2.40B Adjusted*** Decrease of 1.3% excluding restructuring charges	**$1.68** Versus $3.21 YoY **$2.91 Adjusted*** Includes $0.96 of goodwill impairment and $0.27 of restructuring charges

**Adjusted net earnings per diluted share and Adjusted SG&A expenses are non-GAAP measure. See "Non-GAAP Financial Measures" in the appendix for a reconciliation of these measures to the most comparable GAAP measures.*

CAF Performance

	CAF Income	Total Interest Margin	Loan Loss Provision	Units Financed
Q4 2026	**$143.7M** Decrease of 9.8% YoY	**6.3%** Increase of 10 bps YoY	**$73.9M** Increase of 8.2% YoY	**42.8%** Increase of 50 bps YoY
FY 2026	**$562.7M** Decrease of 3.3% YoY	**6.4%** Increase of 20 bps YoY	**$391.2M** Increase of 16.9% YoY	**42.4%** Decrease of 30 bps YoY *Impacted by higher "No Finance" sales*

Healthy Cash Flow and Strong Balance Sheet Enable Strategic Capital Deployment

Consistent Capital Allocation Priorities

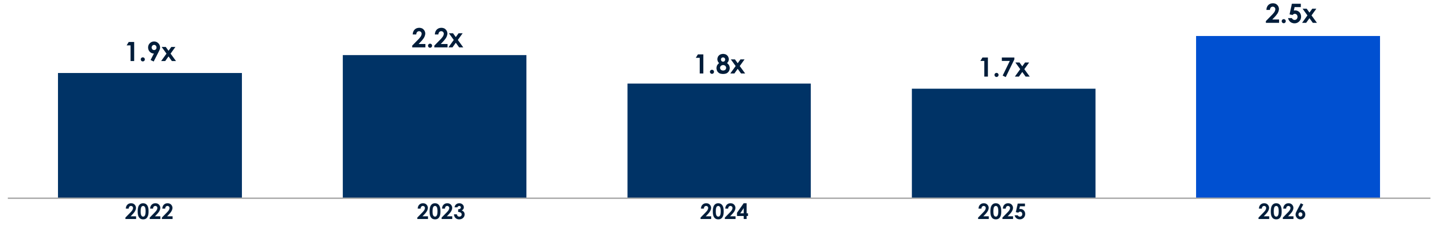
1. **Maintain a Strong Balance Sheet**
   Target 1.50 to 2.00x net leverage ratio to enable operational flexibility

2. **Grow The Core Business**
   Invest in lowering prices, digital capabilities, physical locations, pursue CAF's full credit spectrum expansion, and unlock operational efficiencies

3. **Inorganic Growth**
   Pursue accretive M&A and strategic external investments

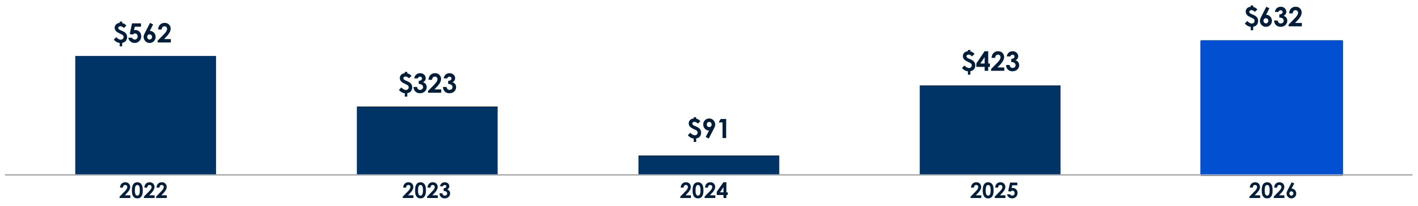
4. **Return Excess Capital to Shareholders**
   Through share repurchase program

Strong Net Leverage Ratio Profile[1]



Strong Adjusted Net Cash From Operating Activities[2],[3] ($M)

Meaningful Capital Returned via Share Repurchases ($M)



[1] Net leverage ratio is calculated as adjusted net debt divided by adjusted EBITDAR for the most recent twelve-month period, in accordance with our Credit Agreement. We consider net leverage ratio and its components to be non-GAAP measures. A reconciliation of these non-GAAP measures has been included in the appendix.
[2] Adjusted net cash from operating activities, a non-GAAP measure used by management to assess cash flows, incorporates the net issuances of (payments on) non-recourse notes that are used to fund auto loans held for investment and auto loans held for sale. We believe this metric is meaningful because it provides enhanced visibility into the cash generated from operations in consideration of the presentation differences between auto loans held for investment, auto loans held for sale and non-recourse notes payable on the consolidated statements of cash flows. Fluctuations in these amounts, which are generally related, can impact our operating and financing cash flows without affecting our overall liquidity, working capital or cash flows. A reconciliation of this non-GAAP measure has been included in the appendix.
[3] 2022 saw a ramp in inventory while 2023 saw a decrease in inventory

Fiscal 2027 Outlook

GROSS PROFIT & MARGIN

- We expect to take a more dynamic approach to margin management, and anticipate **Retail GPU** to decline at a rate broadly in line with our Q4 FY 2026 year-over-year trend, although actual results may vary as we continue to optimize performance
- Expect new product enhancements to drive **EPP per retail unit** margin higher by approximately $35, ramping throughout the year driven by the rollout plan
- Continuous focus on **Cost of Sales reductions**

CAF PERFORMANCE

- Expect **CAF penetration** to grow in FY 2027, with a focus on the top half of Tier 2

SG&A EXPENSES

- Increased targeted **SG&A reductions to** $200 million in exit rate savings by fiscal year end, up from $150 million previously
- Transition our **SG&A efficiency metric** to a per total unit ratio (retail and wholesale)
- Expect to leverage **SG&A per total unit** when excluding the restructuring charges incurred in FY 2026

GROWTH & CAPITAL EXPENDITURES

- **New locations:** Planning to open 4 new stores, 2 stand-alone reconditioning and auction centers, and 2 stand-alone auction facilities
- **Capital expenditures:** approximately $400 million (a decrease of approximately $140 million from FY 2026)

SHARE REPURCHASES

- **Share repurchases** paused during Q4 FY 2026, $1.3 billion authorization remains in place, and we remain committed to returning capital to shareholders over time

Business Overview

CarMax is the nation's largest used car retailer with an integrated business model

13.8 Million
Used Cars Sold
(Cumulative)

8.8 Million
Wholesale Cars Sold
(Cumulative) Top 10 Operator of Wholesale Vehicle Auctions

Top 10
Financer of Used Cars

15.7 Million
Cars Bought From Customers *(Cumulative)*

22 Years
in a row on the Fortune 100 Best Companies to Work For® List

61,000
Cars Online

37 Million
Average Monthly Web Visits

81%
Retail Sales Supported by Digital Capabilities

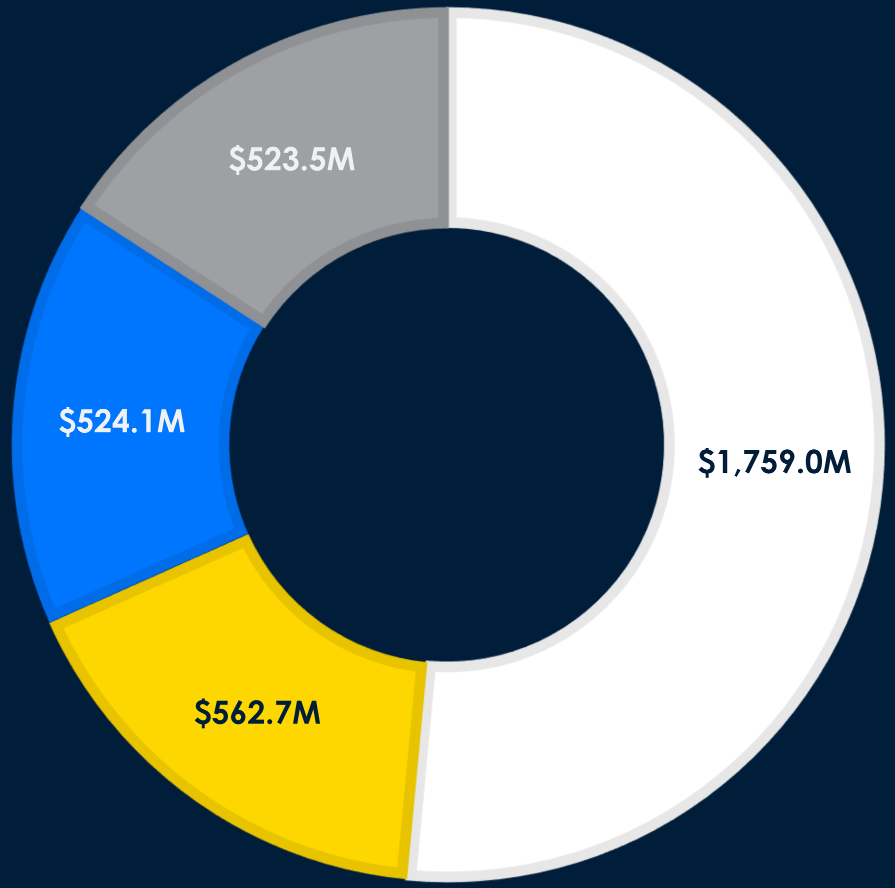
256
Stores in 42 States

Edmunds #1
as the most mentioned source for automotive insights in online news media

Integrated Earnings Streams

Profitable business with integrated earnings streams

- Retail[1]
- CarMax Auto Finance[2]
- Wholesale[1]
- Other[1] - primarily Extended Protection Plans



[1] Retail, Wholesale and Other represent FY26 gross profit totals
[2] Represents CAF's FY26 contribution

Industry-Leading Omni-Channel Experience

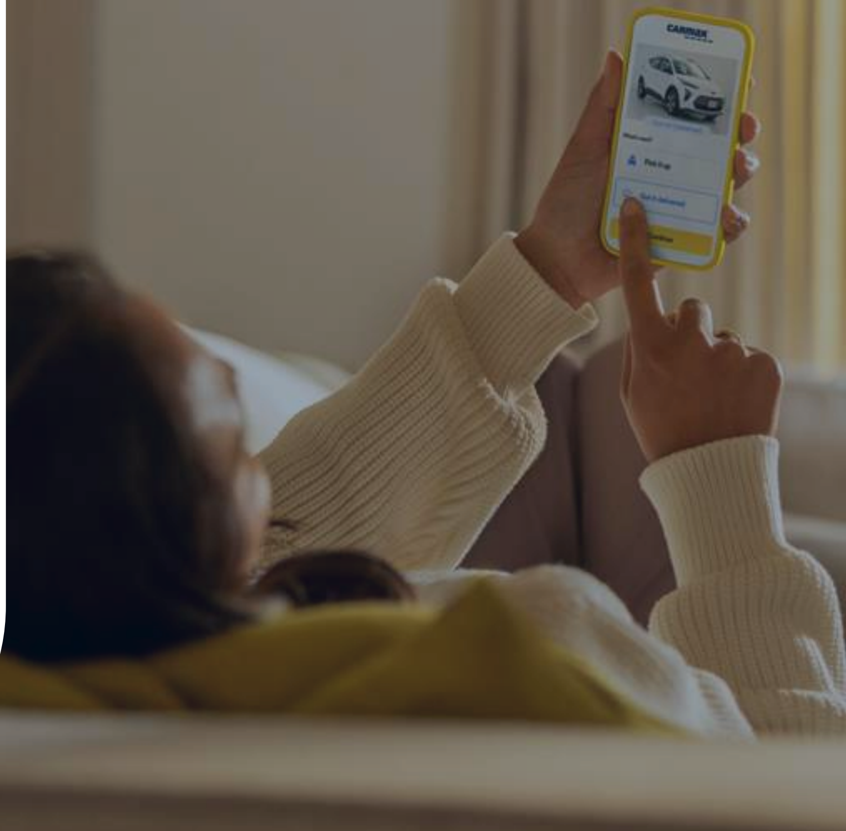
CarMax offers a truly personalized experience with the option for customers to do as much, or as little, online and in-store as they want.

The only nationwide retailer to offer an integrated, simple, seamless, and personalized experience to meet the largest and growing segment of used car buyers.

According to Cox Automotive research, as well as our own, the majority of customers shopping for used cars intend to transact via an omni-channel experience. CarMax leads through integrated capabilities:

- Enabling seamless "lane changing" between digital and physical
- Visibility to nationwide inventory and pricing
- Offering digital tools like Instant Offer and Finance Based Shopping

Digital capabilities support 81% of retail unit sales and our purchaser net promoter score (NPS) is at an all-time high since rolling out our digital capabilities nationwide.



Providing unique customer experience across large total addressable market, enables long runway for profitable growth.

CarMax Auto Finance

TOP 10 FINANCER OF USED CARS

- CarMax Auto Finance (CAF) is seamlessly integrated into the CarMax experience and CAF offers CarMax customers a variety of financing options.
- Well-established ABS issuer with **more than $90B in issuance since 1999**. Introduced a new non-prime ABS program in FY25 to support future growth.
- Originated nearly **$8 billion** in auto loans during fiscal 2026, adding to our **$16 billion portfolio.**
- Full credit spectrum lender focused on **expanding** non-prime funding program and targeting **initial goal of increasing CAF penetration** from 42% currently **to 50%**.

CarMax

Appendix

QUARTERLY RESULTS

(In thousands except per share data)	Q4 FY26	Q4 FY25	Change	FY26	FY25	Change
Sales & Operating Revenues:						
Used	$ 4,780,009	$4,836,239	-1.2%	$ 20,702,358	$ 21,079,654	-1.8%
Wholesale	1,007,139	1,007,914	-0.1%	4,504,564	4,587,457	-1.8%
Other	158,812	158,970	-0.1%	674,209	686,309	-1.8%
Net Sales & Operating Revenues	5,945,960	6,003,123	-1.0%	25,881,131	26,353,420	-1.8%
Cost of Sales:						
Used	4,396,800	4,412,173	-0.3%	18,943,402	19,256,483	-1.6%
Wholesale	891,723	883,411	0.9%	3,980,504	4,029,876	-1.2%
Other	52,181	39,646	31.6%	150,632	169,160	-11.0%
Total Cost of Sales	5,340,704	5,335,230	0.1%	23,074,538	23,455,519	-1.6%
Gross Profit	605,256	667,893	-9.4%	2,806,593	2,897,901	-3.2%
CarMax Auto Finance Income	143,695	159,314	-9.8%	562,721	581,749	-3.3%
Selling, general and administrative expenses	611,308	610,500	0.1%	2,453,412	2,435,404	0.7%
Depreciation and amortization	71,783	65,044	10.4%	273,750	255,321	7.2%
Interest expense	28,751	24,140	19.1%	110,394	107,941	2.3%
Goodwill impairment	141,258	-	100.0%	141,258	-	100.0%
Other income	6,532	9,119	-28.4%	7,067	11,624	-39.2%
(Loss) earnings before income taxes	(110,681)	118,404	-193.5%	383,433	669,360	-42.7%
Income tax provision	10,003	28,538	-64.9%	136,143	168,804	-19.3%
Net (loss) earnings	$ (120,684)	$ 89,866	-234.3%	$ 247,290	$ 500,556	-50.6%
Diluted net (loss) earnings per share	$ (0.85)	$ 0.58	-246.6%	$ 1.68	$ 3.21	-47.7%

ADJUSTED EPS AND SG&A METRICS – NON-GAAP

(Dollars in millions except per share and per unit data)	Three Months Ended February 28 2026	Three Months Ended February 28 2025	Years Ended February 28 2026	Years Ended February 28 2025
SG&A expenses	$ 611.3	$ 610.5	$ 2,453.4	$ 2,435.4
Restructuring charges [1]	(33.9)	-	(49.8)	-
Adjusted SG&A expenses	$ 577.4	$ 610.5	$ 2,403.6	$ 2,435.4
Gross profit	$ 605.3	$ 667.9	$ 2,806.6	$ 2,897.9
SG&A as a percent of gross profit	101.0%	91.4%	87.4%	84.0%
Adjusted SG&A as a percent of gross profit	95.4%	91.4%	85.6%	84.0%
Used units sales	181,188	182,655	780,684	789,050
Wholesale unit sales	122,781	119,156	538,203	544,312
Total unit sales	303,969	301,811	1,318,887	1,333,362
SG&A per total unit	2,011	2,023	1,860	1,827
Adjusted SG&A per total unit	1,900	2,023	1,822	1,827
Net (loss) earnings per diluted share	$ (0.85)	$ 0.58	$ 1.68	$ 3.21
Impairment charges [2]	0.99	0.08	0.96	0.08
Restructuring charges [3]	0.26	-	0.35	-
Income tax impact of non-GAAP adjustments [4]	(0.06)	(0.02)	(0.08)	(0.02)
Adjusted net earnings per diluted share	$ 0.34	$ 0.64	$ 2.91	$ 3.27

(1) Includes the portion of costs related to severance costs for our CEO change and workforce reductions as well as costs related to the abandonment of our Edmunds lease that have been recorded in SG&A expenses.

(2) Includes the goodwill impairment charge recorded in fiscal 2026 and the Edmunds lease impairment charge recorded in fiscal 2025.

(3) Includes all costs related to severance costs for our CEO change and workforce reductions as well as all costs related to the abandonment of our Edmunds lease.

(4) Calculated using the blended statutory tax rate for each period.

ADJUSTED NET LEVERAGE METRICS – NON-GAAP

	As of February 28 or 29				
(In thousands)	**2022**	**2023**	**2024**	**2025**	**2026**
Total debt	$18,734,417	$18,382,111	$18,783,149	$18,707,207	$18,051,313
Less: Non-recourse notes payable	(15,466,799)	(16,360,092)	(16,866,972)	(17,119,758)	(15,827,609)
Add: Finance lease liability	155,469	183,923	219,636	204,231	192,327
Add: Term loan unamortized debt issuance costs	648	506	368	228	729
Total funded debt	3,423,735	2,206,448	2,136,181	1,791,908	2,416,760
Less: Unrestricted cash [(1)]	(87,716)	(299,758)	(559,142)	(231,960)	(107,826)
Add: 6x rent expense [(2) (5)]	505,266	620,886	625,296	647,982	720,815
Adjusted net debt	$ 3,841,285	$ 2,527,576	$ 2,202,335	$ 2,207,930	$ 3,029,749

	Twelve months ended February 28 or 29				
(In thousands except ratio)	**2022**	**2023**	**2024**	**2025**	**2026**
Net earnings	$ 1,151,297	$ 484,762	$ 479,204	$ 500,556	$ 247,290
Add: Interest expense	94,095	120,398	124,750	107,941	110,394
Add: Income tax provision	341,049	152,043	162,392	168,804	136,143
Add: Depreciation and amortization [(3)]	253,745	245,056	239,455	272,801	312,620
Add: Share-based compensation expense, excluding ESPP	109,197	85,592	119,720	134,709	99,018
Add: Net other [(4)]	(43,052)	(32,522)	11,806	10,093	147,664
Adjusted EBITDA	1,906,331	1,055,329	1,137,327	1,194,904	1,053,129
Add: Rent expense [(2)]	84,211	103,481	104,216	107,997	136,010
Adjusted EBITDAR	$ 1,990,542	$ 1,158,810	$ 1,241,543	$ 1,302,901	$ 1,189,139
Net leverage ratio	1.9	2.2	1.8	1.7	2.5

[(1)] Unrestricted cash represents cash and cash equivalents in excess of $15 million.

[(2)] Rent expense includes operating lease cost as well as expense related to certain non-lease components, such as executory costs and maintenance.

[(3)] Includes amounts classified within depreciation and amortization, cost of sales and CAF income on the consolidated statements of earnings as well as software as a service amortization and amortization from AOCI related to retirement plans and cash flow hedges.

[(4)] Includes the removal of income tax credits as well as the net impact of non-cash items on net earnings. Non-cash items primarily include fair value changes on our undesignated hedges, fair value changes on our investments in equity securities and impairment charges.

[(5)] Rent expense for purposes of calculating adjusted net debt does not apply a multiple to the $19.0 million in expense related to the lease abandonment recorded in fiscal 2026.

ADJUSTED CASH FLOW METRICS – NON-GAAP

	Year ended February 28 or 29				
(In millions)	**2022**	**2023**	**2024**	**2025**	**2026**
Net cash (used in) provided by operating activities	$ (2,549.5)	$ 1,283.3	$ 458.6	$ 624.4	$ 1,783.8
Add: Net issuances of (payments on) non-recourse notes payable [(1)]	1,702.0	893.3	506.9	252.8	(1,292.1)
Adjusted net cash (used in) provided by operating activities	$ (847.5)	$ 2,176.6	$ 965.5	$ 877.2	$ 491.7

[(1)] *Calculated using the gross issuances less payments on non-recourse notes payable as disclosed on the consolidated statements of cash flows.*