

**CARVANA CO.**

**CORPORATE GOVERNANCE GUIDELINES**

The following Corporate Governance Guidelines (these “Guidelines”) have been adopted by the Board of Directors (the “Board”) of Carvana Co. (the “Company”) to assist the Board in the exercise of its responsibilities to the Company and its stockholders. These Guidelines should be interpreted in the context of all applicable laws and the Company’s Certificate of Incorporation, Bylaws and other corporate governance documents, and are intended to serve as a flexible framework within which the Board may conduct its business and not as a set of legally binding obligations. These Guidelines are subject to modification by the Board, and the Board shall be able, in the exercise of its discretion, to deviate from these Guidelines from time to time, as the Board may deem appropriate or as required by applicable laws and regulations.

**DIRECTOR QUALIFICATIONS**

The Board will have a majority of directors who meet the criteria for independence of The New York Stock Exchange (“NYSE”); provided however that the Company may avail itself of any exemption or grace period from such requirement available to it under the rules of NYSE, including the “controlled company” exemption. In order for a director to qualify as independent, the Board must affirmatively determine that such director is independent and disclose that determination, to the extent required.

The Compensation and Nominating Committee is responsible for developing the criteria for, and reviewing periodically with the Board, the requisite skills and characteristics of new Board members, as well as the composition of the Board as a whole. These criteria will include members’ independence, as well as consideration of diversity with respect to, among other factors, viewpoint, professional experience, background, education, skill, age, race, ethnicity, gender, geography, national origin, and areas of expertise, all in the context of the needs of the Board. Accordingly, the Compensation and Nominating Committee will request that any search firm that it engages include candidates that are women and members of underrepresented minorities in the initial list of candidates presented to the Committee. The Compensation and Nominating Committee will also consider a combination of other factors for each nominee, including (a) the nominee’s ability to represent all stockholders without a conflict of interest, (b) the nominee’s ability to work in and promote a productive environment, (c) whether the nominee has sufficient time and willingness to fulfill the substantial duties and responsibilities of a director, (d) whether the nominee has demonstrated the high level of character and integrity expected by the Company, (e) whether the nominee possesses the broad professional and leadership experience and skills necessary to effectively respond to the complex issues encountered by a publicly-traded company and (f) the nominee’s ability to apply sound and independent business judgment. Nominees for directorship will be recommended to the Board for approval by the Compensation and Nominating Committee in accordance with these criteria, the policies, principles and requirements in its charter and any applicable stockholders or related agreement. The invitation to join the Board should be extended on behalf of the Board by the Lead Director (as defined below), the Chair of the Board (the

“Chair”), if any, or such other director designated by the Board. Directors shall be elected annually, on a three year rotating basis by class, and the size of the Board shall be set from time to time, consistent with the Bylaws, Certificate of Incorporation and any applicable stockholders or related agreement.

It is the sense of the Board that individual directors who experience a change in their employment or relationship with the Company or any other changed circumstance that could affect the director’s independence, qualifications or availability should volunteer to resign from the Board. It is not the sense of the Board that in every instance the directors whose circumstances have changed should necessarily leave the Board. There should, however, be an opportunity for the Board to review the continued appropriateness of Board membership under the circumstances, and therefore, all directors are required to promptly inform the Lead Director and the Chair, if any, and if none, the entire Board, following a change in circumstances that could affect their ability to serve. In addition, any officer of the Company who is a director shall volunteer to resign from the Board when such individual ceases to be employed by the Company.

Directors should not serve on more than four public company boards simultaneously (including the Company’s Board). No director that is a chief executive officer of a public company may serve on more than two public company boards simultaneously (including the Company’s Board). No member of the Audit Committee may serve simultaneously on the audit committee of more than three public companies (including the Company’s Audit Committee).

Directors are expected to advise the Lead Director and the Chair, if any, and if none, the entire Board in advance of accepting an invitation to serve on another public company board, an assignment to any other public company’s audit or compensation committee, or any appointment to a committee chair, chairperson or lead director position. The Lead Director and the Chair, if any, and if none, the entire Board will review the information provided to assess any possible conflicts of interest or impacts on the director’s independence and to ensure that new demands on the director’s time will not detract from, and will not impair, his or her ability to serve the Company. No director shall serve as a director, officer or employee of a competitor of the Company, with “competitor” being determined by the disinterested members of the Board in their sole discretion.

The Board does not believe it should establish term limits. While term limits could help ensure that there are fresh ideas and viewpoints available to the Board, they have the disadvantage of losing the contribution of directors who have been able to develop, over a period of time, increasing insight into the Company and its operations and, therefore, provide an increasing contribution to the Board as a whole. In order to ensure the appropriate balance between members with new and different perspectives and those with a deep understanding of the Company built up over many years, the Compensation and Nominating Committee will review a director’s continuation on the Board each time such director’s term of office expires. This will also allow each director the opportunity to confirm their desire to continue as a member of the Board.

## **DIRECTOR RESPONSIBILITIES**

The business of the Company is conducted under the oversight of the Board. The basic responsibility of the directors is to exercise sound business judgment and to act in a manner they reasonably believe to be in the best interests of the Company and its stockholders. In discharging

that obligation, directors are entitled to rely in good faith on information provided by the Company's senior executives and its outside advisors and auditors. The directors shall also be entitled (i) to have the Company purchase reasonable directors' and officers' liability insurance on their behalf, (ii) to the benefits of indemnification to the fullest extent permitted by law and the Company's Certificate of Incorporation, Bylaws and any indemnification agreements and (iii) to exculpation as provided by state law and the Company's Certificate of Incorporation and Bylaws.

Directors are expected to attend the annual meeting of stockholders and all or substantially all of the Board meetings and meetings of committees on which they serve, and to spend the time needed and meet as frequently as necessary to properly discharge their responsibilities. Information and data that are important to the Board's understanding of the business to be conducted at a Board or committee meeting should generally be distributed in writing to the directors before the meeting, and directors should review these materials in advance of the meeting and shall preserve the confidentiality of confidential material given or presented to directors. Directors are also expected to comply with stock ownership guidelines, as they may be in effect from time to time.

At times when the Board has elected a Chair, the offices of Chair and Chief Executive Officer may be at times combined and at times separated. The Board has discretion in combining or separating the positions as it deems appropriate in light of prevailing circumstances. The Board believes that the combination or separation of these offices should continue to be considered as part of the succession planning process.

The Board believes that it would be beneficial to the Company to designate one of the independent directors as a lead director (the "Lead Director"), whose duties are set forth below. The Lead Director shall be elected by a majority of the independent directors of the Board for renewable one (1) year terms and until such earlier time as such director ceases to be a director, resigns as Lead Director, or is replaced as Lead Director by a majority of the independent directors.

The Chair, in collaboration with the Lead Director or a director to be designated by the Board will establish the agenda for each Board meeting. Each Board member is free to raise at any Board meeting subjects that are not on the agenda for that meeting. The Board will review the Company's long-term strategic plans and the principal issues that the Company will face in the future during at least one Board and/or committee meeting each year.

The Lead Director shall review and approve meeting schedules to assure that there is sufficient time for discussion of all agenda items. If the Lead Director is not present at a meeting of the Board, a majority of the independent directors present shall select a director to act as "lead director" for the purpose and duration of such meeting. The Lead Director shall also serve as liaison between the Chair, at such time as the offices of the Chair and Chief Executive Officer are combined, and the non-management directors.

The non-management directors will have the opportunity to meet in executive session as often as they deem appropriate, but it is the sense of the Board that the non-management directors shall meet in executive session at least annually. In the event that non-management directors include non-independent directors, then the independent directors shall meet in executive session at least annually. In addition, the Lead Director may call an executive session of non-management

directors at any time, consistent with the Bylaws and Certificate of Incorporation. The Lead Director shall preside at these meetings and at all other meetings of the Board at which the Chair is not present and such director's name will be disclosed in the annual proxy statement. In order that interested parties may be able to make their concerns known to the non-management directors, the Company shall disclose a method for such parties to communicate directly with the Lead Director. The Lead Director will ensure availability for consultation and direct communication with the stockholders as appropriate.

The Lead Director shall have access, at the Company's expense, to the Company's outside legal counsel for such advice as may be requested by the Lead Director or the independent directors. The Lead Director shall have the authority to retain, at the expense of the Company, such outside counsel, accountants, experts and other advisors as the Lead Director determines appropriate in the performance of the Lead Director's responsibilities. The Lead Director shall recommend to the Board or the Chair, including at the direction of the independent directors, the retention of outside advisors and consultants who report directly to the Board on Board-wide issues.

The Board believes that the management speaks for the Company. Individual Board members may, from time to time, meet or otherwise communicate with various constituencies that are involved with the Company, however, it is expected that Board members would do this with the knowledge of management.

## **BOARD COMMITTEES**

The Board will have at all times an Audit Committee and a Compensation and Nominating Committee. All of the members of these committees will be independent directors under the criteria established by NYSE and all members of the Audit Committee will be independent under the Securities Exchange Act of 1934 (the "Exchange Act"); *provided however*, that the Company may avail itself of any exemption or grace period from such requirements available to it under the rules of NYSE and the Exchange Act. In order for a director to qualify as independent, the Board must affirmatively determine that such director is independent, and disclose that determination, to the extent required. Subject to the terms and conditions of any applicable stockholders or related agreement, committee members will be appointed by the Board upon recommendation of the Compensation and Nominating Committee. It is the sense of the Board that consideration should be given to rotating committee members periodically and rotating committee chairs approximately every five years, but the Board does not feel that rotation should be mandated as a policy.

Each committee will have its own charter. The charters will set forth the purposes and responsibilities of the committees as well as qualifications for committee membership, procedures for committee member appointment and removal, committee structure and operations and committee reporting to the Board. The charters will also provide that each committee will annually evaluate its performance.

The chair of each committee, in consultation with the committee members, will determine the frequency and length of the committee meetings consistent with any requirements set forth in the committee's charter. The chair of each committee, in consultation with the appropriate members of the committee and management, will develop the committee's agenda. At the beginning of the year each committee will establish a schedule of agenda subjects to be discussed during the year (to the degree these can be foreseen). The schedule for each committee will be

furnished to all directors.

The Board and each committee will have the authority to hire independent legal, financial or other advisors as they may deem necessary, without consulting or obtaining the approval of any officer of the Company in advance, and the Company shall bear all fees and expenses associated with any such retention. The Board may, from time to time, establish or maintain additional committees as necessary or appropriate.

## **DIRECTOR ACCESS TO OFFICERS AND EMPLOYEES**

Directors have full and free access to officers and employees of the Company. Any meetings or contacts that a director wishes to initiate may be arranged through the Chief Executive Officer or the Secretary or directly by the director. The directors will use their judgment to ensure that any such contact is not disruptive to the business operations of the Company and will, to the extent not inappropriate, copy the Chief Executive Officer on any written communications between a director and an officer or employee of the Company.

The Board welcomes regular attendance at each Board meeting of senior officers of the Company. If the Chief Executive Officer wishes to have additional Company personnel attend on a regular basis, this suggestion should be brought to the Board for approval.

## **DIRECTOR COMPENSATION; CHARITABLE CONTRIBUTIONS**

The form and amount of director compensation will be determined by the Compensation and Nominating Committee in accordance with its charter, which will conduct an annual review of director compensation. Director compensation shall be in an amount which is competitive with the market and is geared towards attracting and retaining highly-qualified, independent professionals to represent the Company's stockholders. The Compensation and Nominating Committee will consider a director's compensation when determining such director's independence.

The Company may make charitable contributions in line with established priorities and practices, and the recipients of these charitable contributions may include organizations affiliated with directors. However, the Company will not make charitable contributions at the request (or on behalf) of any independent director.

## **DIRECTOR ORIENTATION AND CONTINUING EDUCATION**

New directors may and are encouraged to participate in an orientation program that may include discussions with senior management, visits to Company facilities and the provision of information regarding the business, plans, organization, financial statements, risk management issues and key policies and procedures of the Company. Each Board member should maintain the necessary level of qualifications to perform the responsibilities of a director and member of any committee of which such person is a member. The Company may offer continuing education programs to assist the directors in maintaining their qualifications. The Board expects that the Company will provide at least one continuing education presentation per year. The Secretary shall be responsible for coordinating the education programs for directors and for keeping the Board abreast of corporate governance developments.

## **CHIEF EXECUTIVE OFFICER EVALUATION AND MANAGEMENT SUCCESSION**

The Compensation and Nominating Committee shall review and approve corporate goals and objectives relevant to Chief Executive Officer compensation and shall evaluate the Chief Executive Officer's performance in light of these goals and objectives. The Compensation and Nominating Committee shall recommend to the Board the Chief Executive Officer's compensation level or changes to such level based on the evaluation of the Chief Executive Officer's performance and any other factors the Committee deems relevant. The Compensation and Nominating Committee shall review succession planning at least once annually. The entire Board will work with the Compensation and Nominating Committee to evaluate potential successors to senior executive officers, including the Chief Executive Officer. The Chief Executive Officer should make available their recommendations and evaluations of potential successors, along with a review of any development plans recommended for such individuals.

## **ANNUAL PERFORMANCE EVALUATION**

The Compensation and Nominating Committee shall administer annual performance evaluations of the Board and its committees, including a review of the Compensation and Nominating Committee, and present its evaluations to the Board for further review and evaluation by the Board. The assessment will focus on the Board's and the committees' contributions to the Company and specifically focus on areas in which the Board or management believes that the Board could improve.

## **AMENDMENTS, MODIFICATIONS AND WAIVERS**

The provisions in these Guidelines and the charters of the Board committees may be amended, modified or waived by the Board, subject in each case to timely compliance with all applicable disclosure requirements, if any.