



INVESTOR PRESENTATION

| BIG BRANDS. BIG SAVINGS. BIG FUN!

Spring/Summer 2021

Safe Harbor Statement

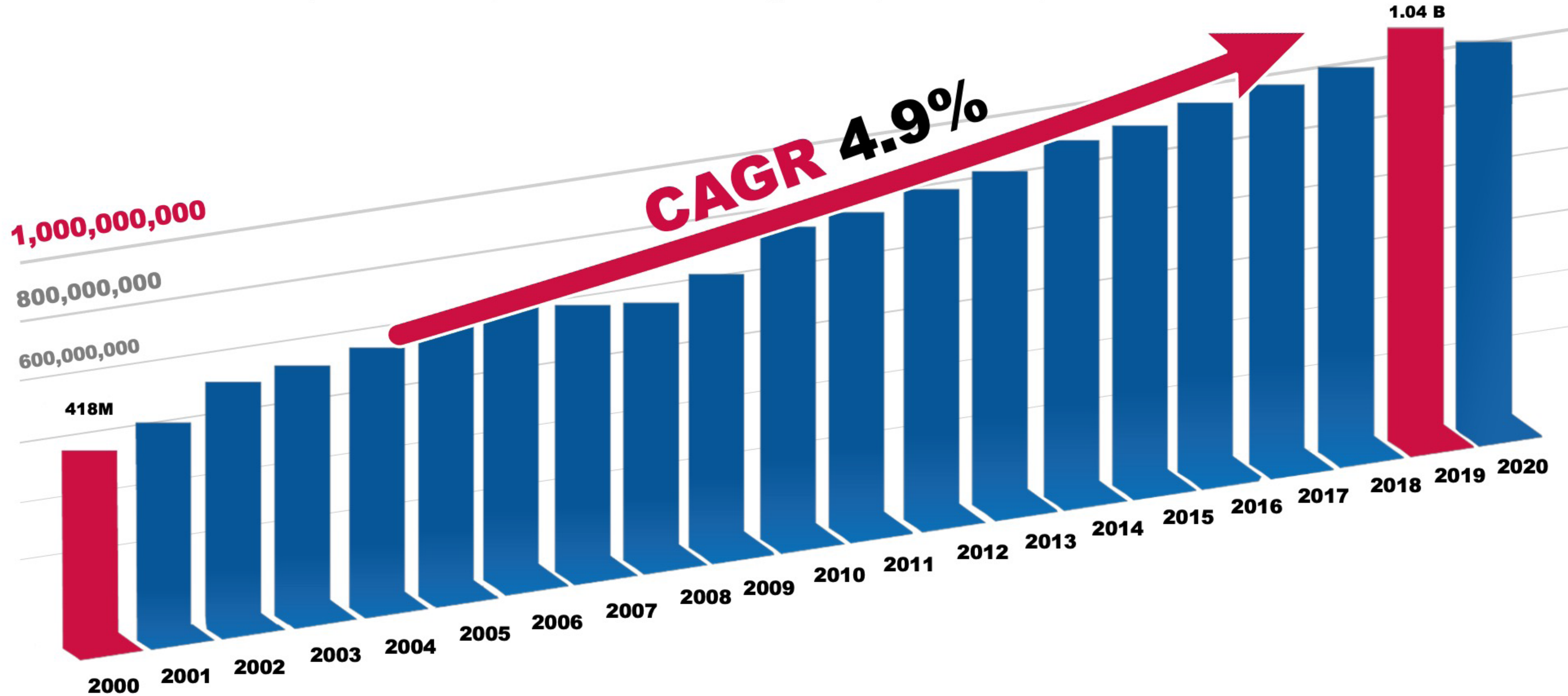
This presentation contains forward-looking statements that involve a number of risk factors and assumptions which affect the company's business as of today. The company assumes no obligation to revise or update these forward-looking statements to reflect changes in events or expectations. The company's actual results may be materially different from those projected here. These forward-looking statements should be considered in conjunction with the discussion of risk factors included in the company's SEC filings, which are available at www.shoecarnival.com

A Leader in Family Footwear



Billion Dollar Company

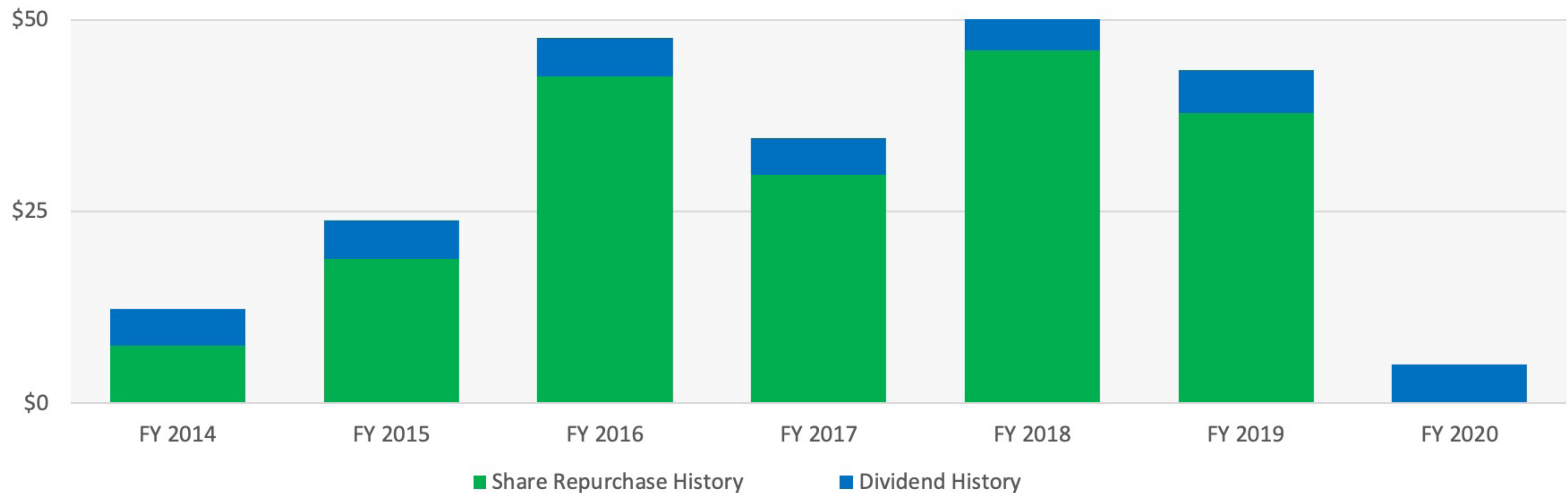
- Achieved compound annual growth 4.9% from 2000 through 2019
- 11 consecutive years of comparable store sales growth prior to the pandemic.



Disciplined Capital Management

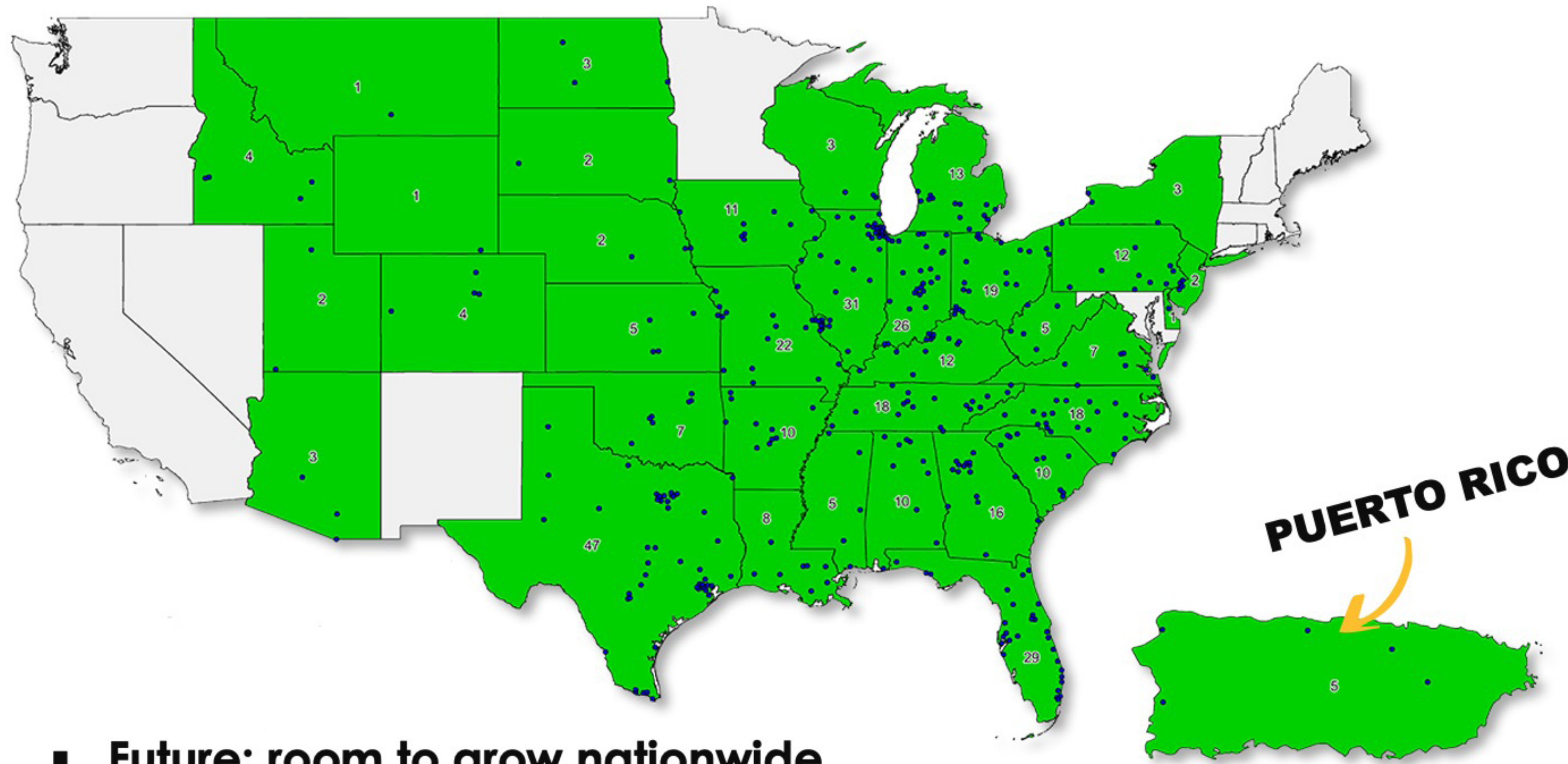
- Ample Liquidity with no debt
- Returned \$218M to shareholders over past seven years with cash generated from operations
- Suspended share repurchases in FY2020 out of caution due to pandemic.
- Increased dividend 56% in April 2021

Share Repurchase & Dividend History



Regional Leader with Room to Grow!

- 383 stores today
- 35 states & Puerto Rico



- Future: room to grow nationwide.



\$2.5 MILLION AVG
SALES
PER STORE



\$237 AVERAGE
SALES
PER SQUARE FOOT



NEAR TERM GROWTH
FILL IN EXISTING STATES

Best Centers & Best Neighbors

Burlington

KOHL'S

ROSS
DRESS FOR LESS®

TJ-maxx®

Marshalls®

ULTA
BEAUTY

OLD NAVY

five BELOW

HomeGoods®

TARGET



Approximately 95% of Shoe Carnival store fleet is located in power strip centers.¹

Shoe Carnival Customer

A working-class family, with school-aged children, that wants one destination for brands, service & value.

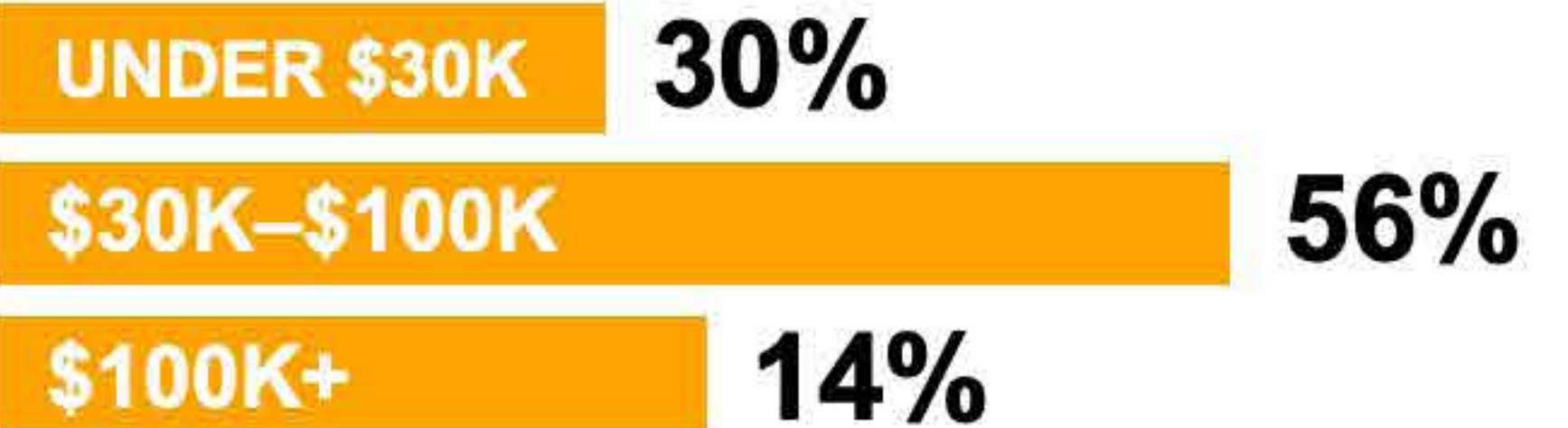


ETHNICITY:

- 2/3 are Caucasian
- 1/3 are African American/Hispanic/Asian



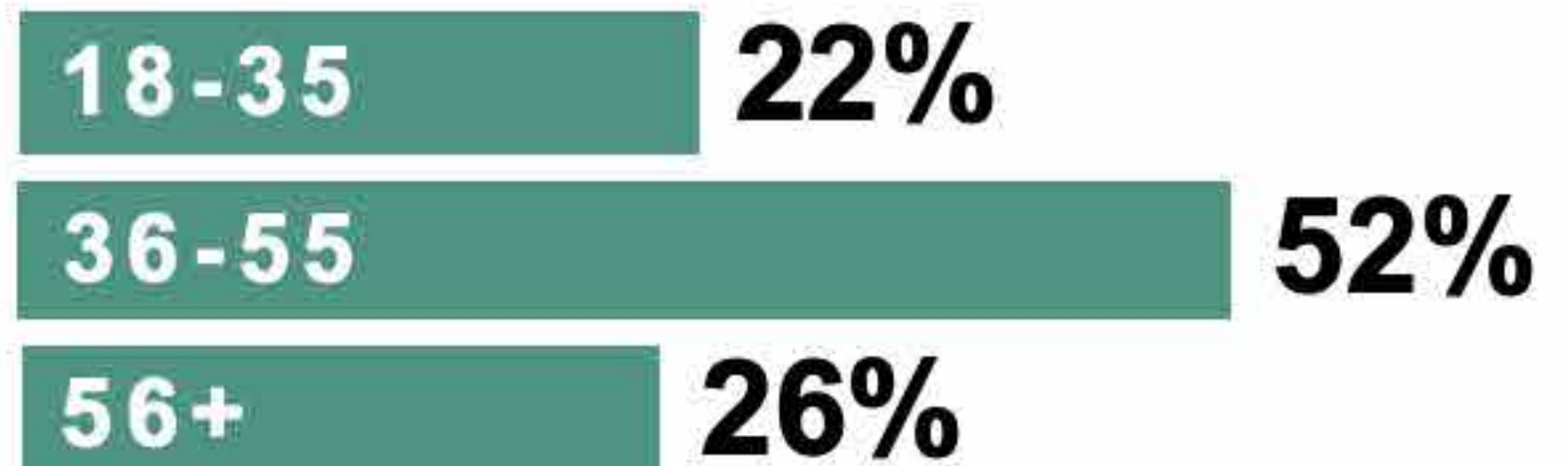
HH INCOME:



- +27 MM loyal customers
- Generates approximately 70% of total sales
- 45% are families with kids under 18



AGE:



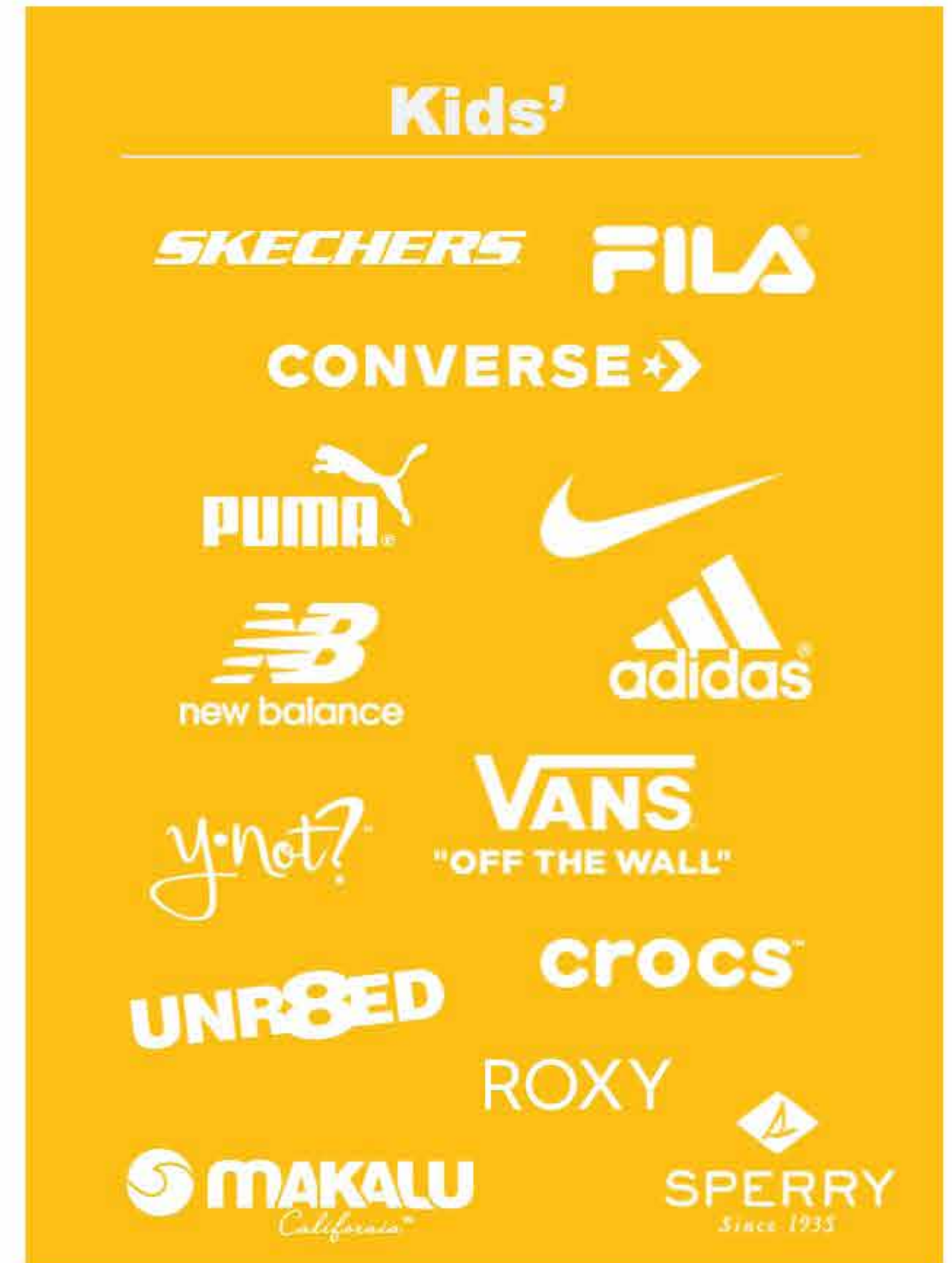
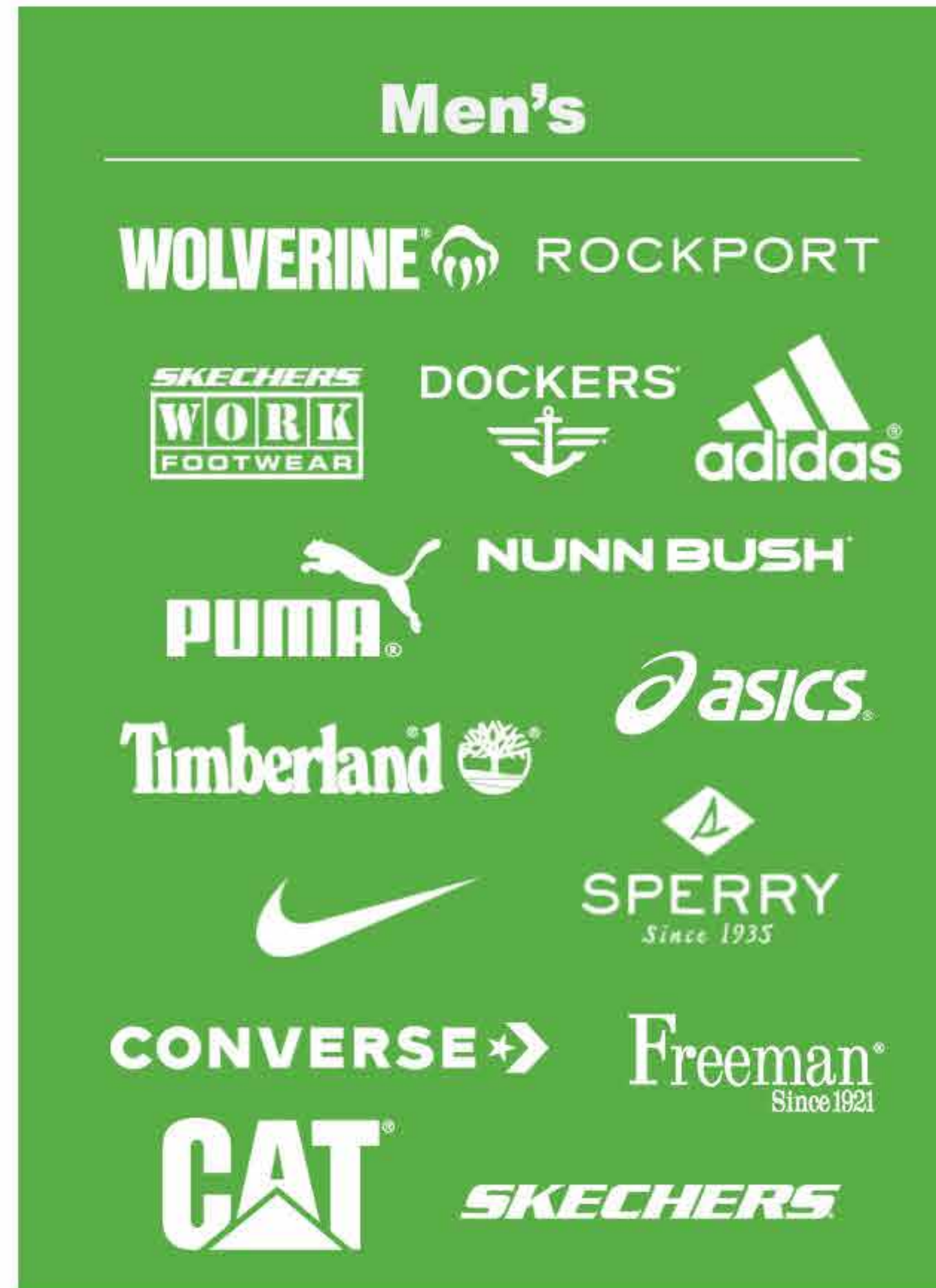
Strong Commitment to Brand Stories



- Over 100 Nike shops within Shoe Carnival today.
- Plans to add another 100+ Nike shops within Shoe Carnival through 2023

Family House of Brands

Best Brands, Best Assortments – Average over 25K pairs per store



ESG Commitment



We minimize our impact on the environment and monitor our carbon footprint every day

- Focused on reducing fuel usage and packaging material
- Committed to reducing energy use and carbon output in our retail footprint through the use of energy management systems
- Energy efficient upgrades are occurring at our corporate office, including the addition of electric vehicle charging stations
- Broad-based recycling of wood-based material- pallets, corrugates, and paper throughout our operations



We make a difference where we live, work, and play

- No employee furloughs while our stores were closed due to the COVID-19 pandemic
- Our workforce is diverse. Our “Key Management” (employees with keys to our stores and to offices) is 59% female and 39% non-Caucasian
- 26% of our leadership team is female
- We provide for long-term careers within our store operations.
- We meaningfully give time and resources to our communities
- Our customers are also generous through the “round up” initiatives that we sponsor

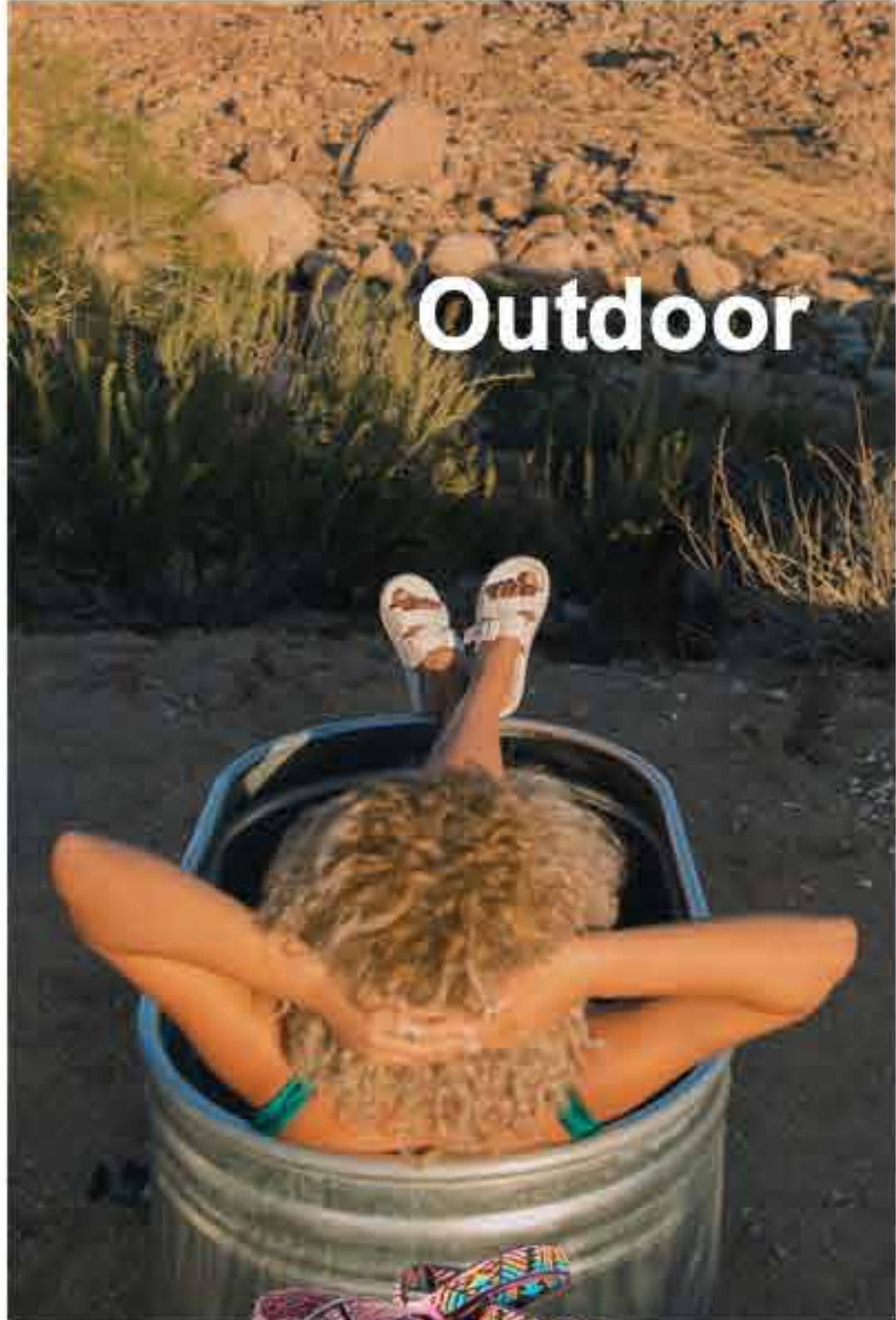


We understand good governance increases shareholder value

- Our governance model embraces financial performance and sustainability
- Our succession planning process is effective
- Our non-employee directors are currently 20% female and we have a clear path to increase our diversity to 40% by the end of fiscal 2021
- Our compensation programs are transparent and reward performance and financial stability
- Proven internal control and accounting practices

Key Business Drivers

- Spring categories



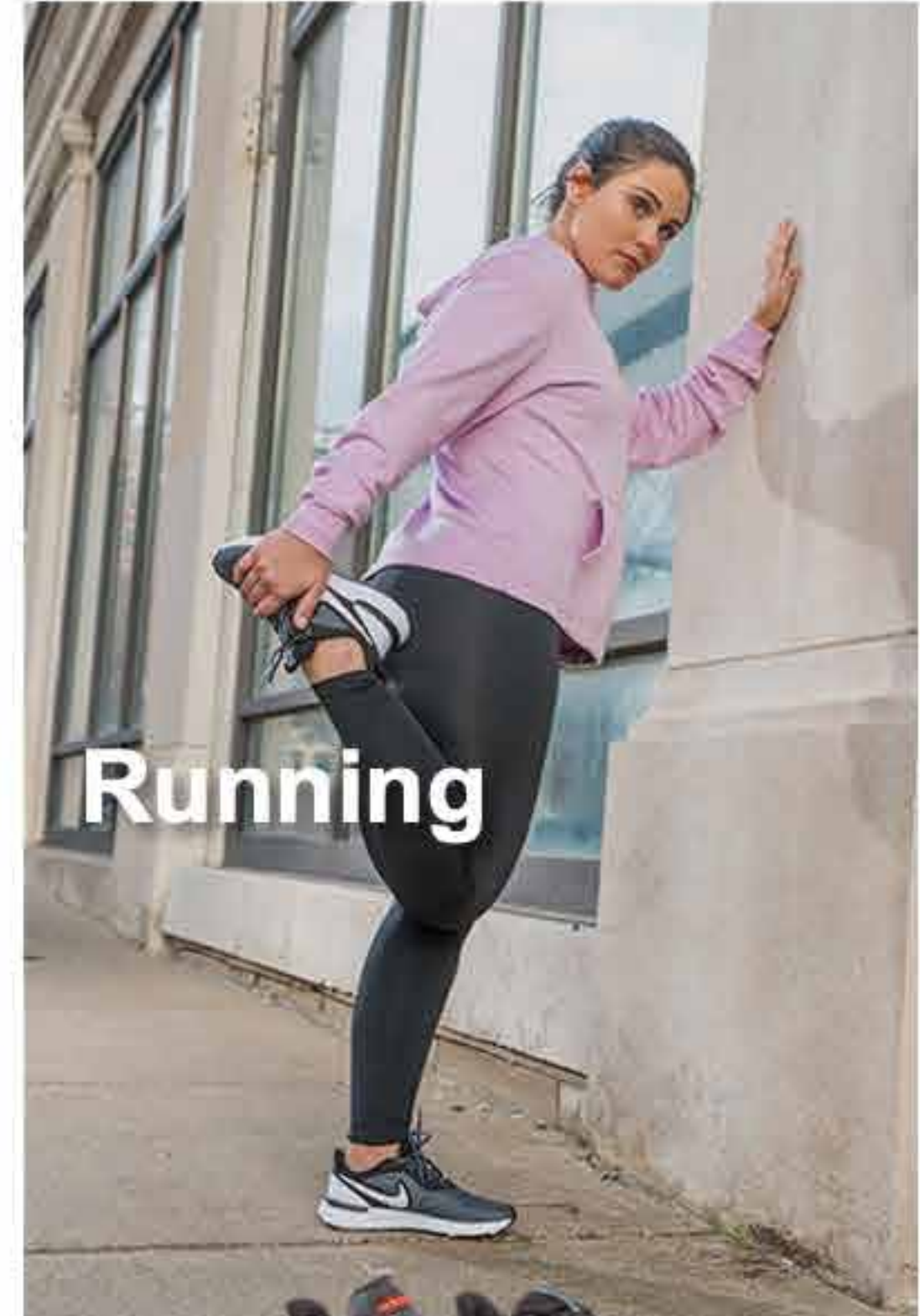
Key Business Drivers

Crocs – Essential brand today



Key Business Drivers

Athletic category statements



Key Business Drivers

Spring Kids' categories



Kids' Athletics



Kids' Sandals



Strategic Growth Priorities 2021 – 2023



E-COMMERCE GROWTH

- \$100+ million growth opportunity
- Launched 2012
- 2018 ~ 6% revenue
- Revised 2023 objective to 20%+ of revenue



STORE DEVELOPMENT

- Over 100 Nike Shops today ~ adding 100+ more through 2023
- Rolling out industry leading modern store design to 2/3 of fleet
- Strategic brick & mortar growth in strong fill-in markets through 2023



CRM

- Launched industry leading CRM 2019
- Exceeded 27 million members in 2021
- Generates 70%+ of total sales



To learn more contact
Shoe Carnival Investor Relations
at (812) 867- 4034