NORDSTROM

2019 **HIGHLIGHTS**

OUR COMPETITIVE ADVANTAGE



ENGAGEMENT ACROSS OUR BUSINESSES ENCOURAGES MORE VISITS AND SPEND

CUSTOMER TRIPS

CUSTOMER

SPEND







7_x) (-11



OUR MARKET STRATEGY IS DRIVING INCREASED ENGAGEMENT

ACCELERATED IN 2019



SCALING IN 2020

10 TOP
MARKETS > 50 %

MAKE UP OVER OF OUR SALES

GETTING US CLOSER TO CUSTOMERS

INCREASED MERCHANDISE SELECTION AVAILABLE NEXT-DAY

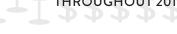
Up to 7x

GREATER ACCESS
TO SERVICES

Express services include order pickup, returns and alterations available at Nordstrom Local and Nordstrom Rack

WE REMAIN
IN A STRONG
FINANCIAL
POSITION

FAVORABLE INVENTORY POSTION
THROUGHOUT 2019





consecutive quarters of increased inventory turns in Off-Price



Saved \$225M in expenses, beating our goal by 10%





Operating cash flow for the 11th consecutive year

WE CONTINUE TO SERVE CUSTOMERS ON THEIR TERMS



of our customers shop across channels

1/2 of store sales involve an online journey

N

1/3 of online sales involve a store experience



OF SALES ARE MADE DIGITALLY Q4 order pickup sales doubled and represent 50

of Full-Price digital sales growth



13 MILLION MEMBERS

CONTINUES TO GROW

MEMBERS GENERATED



4X MORE SPEND

and

3X MORE TRIPS

than non-members

