FORWARD-LOOKING STATEMENTS

This presentation contains statements that are forward looking. These statements are based upon current expectations and assumptions that are subject to risks and uncertainties. We may not achieve the results projected in these forward-looking statements, and our actual results could materially differ because of factors discussed in this event, in the comments made during this presentation, and in the risk factors section of our Form 10-K, Form 10-Q, and other reports and filings with the Securities and Exchange Commission. The Company undertakes no obligation to update or revise any forward-looking statement to reflect subsequent events, new information or future circumstances.
ERIK NORDSTROM
CHIEF EXECUTIVE OFFICER
CONTINUED IMPROVEMENT

~600bp* increase relative to Q3

MARKET STRATEGY

~200bp higher topline growth in top 10 markets relative to other markets

HOLIDAY GIFTING

67% of sales, up ~600bp versus LY

*Normalizing for Anniversary event shift
INCREASING CUSTOMER ENGAGEMENT

CONVENIENCE

30%

online orders
fulfilled from
stores

10%

online orders
picked up in
stores

CONNECTION

Remote selling options drive

↑ Customer Satisfaction Score
↑ Conversion
↑ Average Transaction Size
CUSTOMER TRENDS

CUSTOMER ACQUISITION

1.8M
new online customers in Q4

NORDY CLUB

~40% of customers
are in our loyalty program,
contributing ~2/3 of total sales
A Pivot to Market Share Capture and Profitable Growth

CLOSER TO YOU
Unlocking the Full Potential of Our Digital-First Platform

- Win in Our Most Important Markets
- Broaden the Reach of Nordstrom Rack
- Increase Digital Velocity

- Low single-digit revenue growth from 2019 levels
- EBIT margin above 6%
- Low teens ROIC
- $1B+ operating cash flow
ANNE BRAMMAN
CHIEF FINANCIAL OFFICER
STRONG FINANCIAL POSITION

OPERATING CASH FLOW

$425M+
over the past three quarters

REBASING COST STRUCTURE

$300M+
permanent overhead reductions in FY 2020
## Positive Earnings & Cash Flow in Q4

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Sales YOY %</strong></td>
<td>(40%)</td>
<td>(53%)</td>
<td>(16%)</td>
<td>(20%)</td>
<td>(32%)</td>
</tr>
<tr>
<td></td>
<td>~10% Anniversary Shift</td>
<td>~+10% Anniversary Shift</td>
<td></td>
<td></td>
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<tr>
<td><strong>EBIT ($M)</strong></td>
<td>(813)</td>
<td>(370)</td>
<td>106</td>
<td>30</td>
<td>(1,047)</td>
</tr>
<tr>
<td><strong>Operating Cash Flow ($M)</strong></td>
<td>(778)</td>
<td>187</td>
<td>155</td>
<td>88</td>
<td>(348)</td>
</tr>
<tr>
<td><strong>Total Liquidity ($B)</strong></td>
<td>1.4</td>
<td>1.3</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
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</table>

*Includes the impact of Anniversary Sale Shift from Q2 to Q3*
# 2021 Outlook

<table>
<thead>
<tr>
<th>FY2021</th>
<th>H1 Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue Growth</strong></td>
<td>Reflects 45% of total year sales</td>
</tr>
<tr>
<td>YoY Growth</td>
<td>EBIT expected to be approximately breakeven</td>
</tr>
<tr>
<td>~25%+</td>
<td></td>
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<tr>
<td><strong>EBIT</strong></td>
<td></td>
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<tr>
<td>% of sales</td>
<td></td>
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<tr>
<td>~3%</td>
<td></td>
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<tr>
<td><strong>Income Tax</strong></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>~27%</td>
<td></td>
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<tr>
<td><strong>CAPEX</strong></td>
<td></td>
</tr>
<tr>
<td>% of sales</td>
<td></td>
</tr>
<tr>
<td>~3-4%</td>
<td></td>
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<tr>
<td><strong>Leverage Ratio</strong></td>
<td></td>
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<tr>
<td></td>
<td></td>
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<tr>
<td>~3x</td>
<td></td>
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</tbody>
</table>

**Notes:**

- EBIT: Earnings Before Interest and Taxes.