## UNITED STATES

SECURITIES AND EXCHANGE COMMISSION Washington, D.C. 20549

FORM 10-K
/X/ ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended January 31, 1999
/ / TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
Commission file number 0-6074

Nordstrom, Inc.
$\overline{(E x a c t ~ n a m e ~ o f ~ R e g i s t r a n t ~ a s ~ s p e c i f i e d ~ i n ~ i t s ~ c h a r t e r) ~}$

Washington
(State or other jurisdiction of
incorporation or organization)

91-0515058

$$
\begin{aligned}
& \text { (IRS employer } \\
& \text { Identification No.) }
\end{aligned}
$$

1617 Sixth Avenue, Seattle, Washington 98101
(Address of principal executive office) (Zip code)
Registrant's telephone number, including area code: 206-628-2111
Securities registered pursuant to Section 12(b) of the Act:
None
Securities registered pursuant to Section $12(\mathrm{~g})$ of the Act:
Common Stock, without par value
(Title of class)
Indicate by check mark whether the Registrant (1) has filed all reports required to be filed by Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the Registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. YES /X/ NO / /

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of Registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form $10-\mathrm{K}$ or any amendment to this Form 10-K. / /

On March 17, 1999, 142,080,328 shares of common stock were outstanding, and the aggregate market value of those shares (based upon the closing price as reported by NASDAQ) held by non-affiliates was approximately $\$ 3.3$ billion.

## Documents Incorporated by Reference:

Portions of Nordstrom, Inc. 1998 Annual Report to Shareholders (Parts I, II and IV) Portions of Proxy Statement for 1999 Annual Meeting of Shareholders (Part III)

## Item 1. Business.

Nordstrom, Inc. (the "Company") was incorporated in the State of Washington in 1946 as successor to a retail shoe business started in 1901. As of January 31, 1999, the Company operated 67 large specialty stores in Alaska, California, Colorado, Connecticut, Georgia, Illinois, Indiana, Kansas, Maryland, Michigan, Minnesota, New Jersey, New York, Ohio, Oregon, Pennsylvania, Texas, Utah, Virginia, and Washington, selling a wide selection of apparel, shoes and accessories for women, men and children.

The Company also operated 24 stores under the name "Nordstrom Rack" and one clearance store which serve as outlets for clearance merchandise from the Company's large specialty stores. The Racks also purchase merchandise directly from manufacturers. The Racks are located in California, Colorado, Illinois, Maryland, Minnesota, New York, Oregon, Pennsylvania, Utah, Virginia, and Washington.

The Company also operated three specialty boutiques in New York and California under the name "Faconnable", and two free-standing shoe stores located in Hawaii. In addition, the Company operated a Direct Sales Division which commenced operations in January 1994 with the mailing of its first catalog, and an internet shopping site, www.nordstrom.com, which was launched in October, 1998.

In February 1999, the Company opened a new Rack store in Sacramento, California, and in March 1999, a large specialty store in Norfolk, Virginia. In August 1999, the Company plans to open a large specialty store in Providence, Rhode Island and replace an existing store in Spokane, Washington. In September 1999, the Company is scheduled to open large specialty stores in Mission Viejo, California and in Columbia, Maryland. In addition, the Company intends to open a new Rack store in Brea, California, in September 1999, and replace a Rack store in Lynnwood, Washington, in November 1999.

The west coast of the United States, and the east coast, from southern New York to Virginia, are the markets in which the Company has the largest presence. An economic downturn or other significant event within one of those markets may have a material effect on the Company's operating results.

The Company purchases merchandise from many suppliers, no one of which accounted for more than $3 \%$ of 1998 net purchases. The Company believes that it is not dependent on any one supplier, and considers its relations with its suppliers to be satisfactory.

Item 1. Business (continued)

The Company has approximately 85 trademarks. With the exception of the Federally registered names "Nordstrom", "Classiques Entier", "Evergreen", "Preview Collection" and "Preview International", the loss or abandonment of any particular trademark would not have a significant impact on the operations of the Company.

Due to the Company's anniversary sale in July and holidays in December, sales are higher in the second and fourth quarters of the fiscal year than in the first and third quarters. The Company regularly employs on a full or part-time basis an average of approximately 42,000 employees. Due to the seasonal nature of the Company's business, the number increased to approximately 50,000 employees in July, and approximately 46,000 employees in December.

The Company's business is highly competitive. Its stores compete with other national, regional and local retail establishments within its operating areas which carry similar lines of merchandise, including department stores, specialty stores, boutiques, mail order and internet businesses. The Company believes the principal methods of competing in its industry include customer service, value, fashion, advertising, store location and depth of selection.

Certain other information required under Item 1 is contained within the following sections of the Company's 1998 Annual Report to Shareholders, which sections are incorporated by reference herein from Exhibit 13.1 of this report:

Management's Discussion and Analysis
Note 1 in Notes to Consolidated Financial Statements
Note 14 in Notes to Consolidated Financial Statements
Retail Store Facilities

Executive Officers of the Registrant

|  | Name | Officer |  |  |
| :--- | :---: | :---: | :---: | :---: |
| Since | Title | Family Relationship |  |  |
| Jammie Baugh | 45 | Executive Vice <br> President | 1990 | None |
| Gail A. Cottle | 47 | Executive Vice <br> President | 1985 | None |
| Darren R. Jackson | $34 \quad$Vice President and <br> Treasurer | 1998 | None |  |


| Executive Officers of |  | Registrant (continued |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Name | Age | Title | Officer Since | Family Relationship |
| Kevin T. Knight | 43 | President of Nordstrom National Credit Bank and Nordstrom Credit, | $1998$ <br> Inc. | None |
| Robert J. Middlemas | 42 | Executive Vice President | 1993 | None |
| Blake W. Nordstrom | 38 | Co-President | 1991 | Brother of Erik B. and Peter E. Nordstrom |
| Erik B. Nordstrom | 35 | Co-President | 1995 | Brother of Blake W. and Peter E. Nordstrom |
| J. Daniel Nordstrom | 36 | Co-President | 1995 | Brother of William E. Nordstrom and cousin of James A. Nordstrom |
| James A. Nordstrom | 37 | Co-President | 1991 | Cousin of J. Daniel and William E. Nordstrom |
| Peter E. Nordstrom | 36 | Co-President | 1995 | Brother of Blake W. and Erik B. Nordstrom |
| William E. Nordstrom | 35 | Co-President | 1995 | Brother of J. Daniel Nordstrom and cousin of James A. Nordstrom |
| James R. O'Neal | 40 | Executive Vice President | 1997 | None |
| Michael A. Stein | 49 | Executive Vice President | 1998 | None |
| Susan A. Wilson Tabor | 53 | Executive Vice President | 1997 | None |
| John J. Whitacre | 46 | Chairman of the Board of Directors | 1989 | None |
| Martha S. Wikstrom | 42 | Executive Vice President | 1991 | None |

Executive Officers of the Registrant (continued)

Jammie Baugh has been Executive Vice President - Northwest General Manager since 1997. Prior thereto, she served as Executive Vice President - General Manager Southern California since 1991, and General Manager Southern California since 1990.

Gail A. Cottle has been Executive Vice President - Nordstrom Product Group General Manager since 1996, when men's clothing, footwear and cosmetics were added to this group. The Faconnable business unit was added to this group in 1999. Prior to 1996, she was Executive Vice President of women's apparel, kid's apparel, and accessories product development since 1992.

Darren R. Jackson has been Vice President and Treasurer since January 31, 1999. Prior thereto, he served as Vice President - Strategic Planning since August 1998, and as Planning Manager from February through August 1998. Prior to joining Nordstrom, he was the Chief Financial Officer for Carson Pirie Scott \& Co. since 1994.

Kevin T. Knight has been President of Nordstrom National Credit Bank, President of Nordstrom Credit, Inc., and General Manager of the credit business unit since April 1998. Prior to joining Nordstrom, he was Senior Vice President of Retailer Financial Services, a unit of General Electric Capital Corporation, since 1995. Prior thereto, he held various positions with General Electric since 1977.

Manager since 1997. Prior thereto, he served as Vice President - Central States General Manager since 1993.

Blake W. Nordstrom has been Co-President since 1995 and is currently responsible for credit, operations, and Rack business unit. Prior thereto, he served as Vice President - General Manager Washington/Alaska since 1991.

Erik B. Nordstrom has been Co-President since 1995 and is currently responsible for Nordstrom Product Group. Prior thereto, he served as Store/Regional Manager - Minnesota since 1992.
J. Daniel Nordstrom has been Co-President since 1995 and is currently responsible for direct sales division. Prior thereto, he served as General Manager direct sales division since 1993.

James A. Nordstrom has been Co-President since 1995 and is currently responsible for the full-line store business units. Prior thereto, he served as Vice President - General Manager Northern California Region since 1991.

Peter E. Nordstrom has been Co-President since 1995 and is currently responsible for Nordstrom brand development, human resources, and diversity affairs. Prior thereto, he served as Regional Manager Orange County since 1991.

## Executive Officers of the Registrant (continued)

William E. Nordstrom has been Co-President since 1995 and is currently responsible for cross-business unit strategies and center integration, organizational communication, and new projects. He served as Corporate Merchandise Manager Accessories in 1995. Prior thereto, he served as Corporate Merchandise Manager Nordstrom Rack from 1992 to 1995

James R. O'Neal has been Executive Vice President - Southwest General Manager since 1997 and served as Vice President - Northern California in 1997. Prior thereto, he served as General Manager Northern California from 1995 to 1997, and served as City Regional Manager from 1993 to 1995.

Michael A. Stein was hired as Executive Vice President and Chief Financial Officer of the Company on October 15, 1998. He is responsible for the Company's treasury, corporate finance, business information technology services, real estate and store planning, investor relations, controllership, tax, legal, and internal audit functions. Prior to joining Nordstrom, he served as Executive Vice President and Chief Financial Officer of Marriott International, Inc. since October 1993; as Senior Vice President, Finance and Corporate Controller of Marriott Corporation since 1991; and as Vice President, Finance and Chief Accounting Officer since 1989. Prior to joining Marriott, he spent 18 years with Arthur Andersen LLP (formerly Arthur Andersen \& Co.) where, since 1982, he was a partner.

Susan A. Wilson Tabor has been Executive Vice President - Rack General Manager since 1998. Prior thereto, she served as Vice President - Rack General Manager from 1997 to 1998, and served as Rack General Manager from 1993 to 1997.

John J. Whitacre has been Chairman and Chief Executive Officer since 1996, and served as Co-Chairman from 1995 to 1996. Prior thereto, he served as Co-President - Shoes, Men's Wear, Operations, Finance, Product Development, Restaurant, Credit, Inventory Management Systems and Direct Sales since 1991.

Martha S. Wikstrom has been Executive Vice President - East Coast General Manager since 1997. Prior thereto, she served as Vice President - General Manager Capital since 1991.

The officers are re-elected annually by the Board of Directors following each year's Annual Meeting of Shareholders. Officers serve at the discretion of the Board of Directors.

Item 2. Properties.
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The following table summarizes the number of stores owned or operated by the Company and the percentage of total store area represented by each listed category at January 31, 1999:

|  | Number of stores | \% of total store square footage |
| :---: | :---: | :---: |
| Owned stores | 21 | 25\% |
| Leased stores | 45 | 29 |
| Owned on leased land | 29 | 44 |
| Partly owned \& partly leased | 2 | 2 |
|  | 97 | 100\% |

## Item 2. Properties. (continued)

The Company also operates seven merchandise distribution centers, five which are owned, one which is leased, and one which is owned on leased land. The Company owns its principal offices in Seattle, Washington, and an office building in the Denver, Colorado metropolitan area which serves as the principal offices of Nordstrom Credit, Inc. and Nordstrom National Credit Bank.

Certain other information required under this item is included in the following sections of the Company's 1998 Annual Report to Shareholders, which sections are incorporated by reference herein from Exhibit 13.1 of this report:

> Note 7 in Notes to Consolidated Financial Statements Note 11 in Notes to Consolidated Financial Statements Retail Store Facilities

Item 3. Legal Proceedings.
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The information required under this item is included in the following section of the Company's 1998 Annual Report to Shareholders, which section is incorporated by reference herein from Exhibit 13.1 of this report:

Note 15 in Notes to Consolidated Financial Statements

## Item 4. Submission of Matters to a Vote of Security Holders.

None

## PART II

Item 5. Market for Registrant's Common Equity and Related Stockholder Matters.

The Company's Common Stock, without par value, is traded on the NASDAQ National Market under the symbol "NOBE." The approximate number of holders of Common Stock as of March 17, 1999 was 82,500.

## Item 5. Market for Registrant's Common Equity and Related Stockholder

 Matters. (continued)Certain other information required under this item with respect to stock prices and dividends is included in the following sections of the Company's 1998 Annual Report to Shareholders, which sections are incorporated by reference herein from Exhibit 13.1 of this report:

Financial Highlights
Stock Prices
Consolidated Statements of Shareholders' Equity
Note 16 in Notes to Consolidated Financial Statements

Item 6. Selected Financial Data.

The information required under this item is included in the following section of the Company's 1998 Annual Report to Shareholders, which section is incorporated by reference herein from Exhibit 13.1 of this report:

Ten-Year Statistical Summary

Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations.

The information required under this item is included in the following section of the Company's 1998 Annual Report to Shareholders, which section is incorporated by reference herein from Exhibit 13.1 of this report:

Management's Discussion and Analysis

Item 7A. Quantitative and Qualitative Disclosures About Market Risk.

The Company is subject to the risk of fluctuating interest rates in the normal course of business, primarily as a result of its short-term borrowing and investment activities which generally bear interest at variable rates. Because the short-term borrowings and investments have maturities of three months or less, the Company believes that the risk of material loss is low.

Item 7A. Quantitative and Qualitative Disclosures About Market Risk. (continued)

The table below presents pricipal amounts, at book value, by year of maturity, and related weighted average interest rates.


## INTEREST RATE RISK

## ASSETS

Short-term

| investments <br> Average interest <br> rate | $\$ 231,829$ | $\$ 231,829$ |
| :--- | ---: | ---: |

## LIABILITIES <br> Notes payable \&



| Long-term debt - Fixed | \$ 62,963 | \$57,776 | \$11,000 | \$76,750 | - | \$650, 000 | 858,489 | 893,872 | 419, 027 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| verage interest |  |  |  |  |  |  |  |  |  |


| rate | $6.9 \%$ | $7.6 \%$ | $8.7 \%$ | $7.3 \%$ | - | $6.4 \%$ | $6.6 \%$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |

Certain other information required under this item is included in the following section of the Company's 1998 Annual Report to Shareholders, which section is incorporated by reference herein from Exhibit 13.1 of this report:

## Note 1 in Notes to Consolidated Financial Statements

## Item 8. Financial Statements and Supplementary Data.

The information required under this item is included in the following sections of the Company's 1998 Annual Report to Shareholders, which sections are incorporated by reference herein from Exhibit 13.1 of this report:

```
Consolidated Statements of Earnings
Consolidated Balance Sheets
Consolidated Statements of Shareholders' Equity
Consolidated Statements of Cash Flows
Notes to Consolidated Financial Statements
Independent Auditors' Report
```

Item 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure

None

Item 10. Directors and Executive Officers of the Registrant.

The information required under this item with respect to the Company's
Directors and compliance with Section 16(a) of the Exchange Act is included in the following sections of the Company's Proxy Statement for its 1999 Annual Meeting of Shareholders, which sections are incorporated by reference herein and will be filed within 120 days after the end of the Company's fiscal year:

```
Election of Directors
Compliance with Section 16 of the Exchange Act of 1934
```

The information required under this item with respect to the Company's Executive Officers is incorporated by reference from Part I, Item 1 of this report under "Executive Officers of the Registrant."

Item 11. Executive Compensation.

- ---------------------------------

The information required under this item is included in the following sections of the Company's Proxy Statement for its 1999 Annual Meeting of Shareholders, which sections are incorporated by reference herein and will be filed within 120 days after the end of the Company's fiscal year:

```
Compensation of Executive Officers in the Year Ended
    January 31, 1999
Compensation and Stock Option Committee Report on the 1998 Fiscal
    Year Executive Compensation
Stock Price Performance
Compensation of Directors
Compensation Committee Interlocks and Insider Participation
```

Item 12. Security Ownership of Certain Beneficial Owners and Management.

The information required under this item is included in the following section of the Company's Proxy Statement for its 1999 Annual Meeting of Shareholders, which section is incorporated by reference herein and will be filed within 120 days after the end of the Company's fiscal year:

Security Ownership of Certain Beneficial Owners and Management

Item 13. Certain Relationships and Related Transactions.

The information required under this item is included in the following sections of the Company's Proxy Statement for its 1999 Annual Meeting of Shareholders, which sections are incorporated by reference herein and will be filed within 120 days after the end of the Company's fiscal year:

Election of Directors
Compensation Committee Interlocks and Insider Participation
Certain Relationships and Related Transactions

PART IV
Item 14. Exhibits, Financial Statement Schedules, and Reports on Form 8-K.
(a)1. Financial Statements

The following consolidated financial information and statements of Nordstrom, Inc. and its subsidiaries and the Independent Auditors' Report are incorporated by reference herein from Exhibit 13.1 of this report:

Consolidated Statements of Earnings
Consolidated Balance Sheets
Consolidated Statements of Shareholders' Equity
Consolidated Statements of Cash Flows
Notes to Consolidated Financial Statements
Independent Auditors' Report
(a)2. Financial Statement Schedules

|  | Page |
| :--- | :---: |
| Independent Auditors' Consent and Report on Schedule | $---{ }^{-18}$ |
| Schedule II - Valuation and Qualifying Accounts | 19 |

Other schedules for which provision is made in Regulation S-X are not required, are inapplicable, or the information is included in the Company's 1998 Annual Report to Shareholders as incorporated by reference herein from Exhibit 13.1 of this report.
(a)3. Exhibits
(3.1) Articles of Incorporation of the Registrant are hereby incorporated by reference from the Registrant's Form 10-K for the year ended January 31, 1989, Exhibit A.
(a)3. Exhibits (continued)
(3.2) By-laws of the Registrant, as amended, are hereby incorporated by reference from the Registrant's Form 10-K for the year ended January 31, 1998, Exhibit 3.2.
(4.1) Indenture between Registrant and Norwest Bank Colorado, N.A., as trustee, dated March 11, 1998 is hereby incorporated by reference from Registration No. 333-47035, Exhibit 4.1.
(4.2) Senior indenture between Registrant and Norwest Bank Colorado, N.A., as trustee, dated January 13, 1999 is hereby incorporated by reference from Registration No. 333-69281, Exhibit 4.3.
(4.3) Form of Subordinated Indenture between Registrant and Norwest Bank Colorado, N.A., as trustee, dated January 13, 1999 is hereby incorporated by reference from Registration No. 333-69281, Exhibit 4.4.
(10.1) Operating Agreement dated August 30, 1991 between Nordstrom Credit, Inc. and Nordstrom National Credit Bank is hereby incorporated by reference from the Nordstrom Credit, Inc. Quarterly Report on Form 10-Q (SEC File No. 0-12994) for the quarter ended July 31, 1991, Exhibit 10.1, as amended.
(10.2) Merchant Agreement dated August 30, 1991 between Registrant and Nordstrom National Credit Bank is hereby incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended July 31, 1991, Exhibit 10.1.
(10.3) The Nordstrom Supplemental Retirement Plan is hereby incorporated by reference from the Registrant's Form 10-K for the year ended January 31, 1993, Exhibit 10.3.
(10.4) The 1993 Non-Employee Director Stock Incentive Plan is hereby incorporated by reference from the Registrant's Form 10-K for the year ended January 31, 1994, Exhibit 10.4.
(10.5) Investment Agreement dated October 8, 1984 between the Registrant and Nordstrom Credit, Inc. is hereby incorporated by reference from the Nordstrom Credit, Inc. Form 10, Exhibit 10.1.
(10.6) Master Pooling and Servicing Agreement dated August 14, 1996 between Nordstrom National Credit Bank and Norwest Bank Colorado, N.A., as trustee, is hereby incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1996, Exhibit 10.1.
(a)3. Exhibits (continued)
(10.7) Series 1996-A Supplement to Master Pooling and Servicing Agreement dated August 14, 1996 between Nordstrom National Credit Bank, Nordstrom Credit, Inc. and Norwest Bank Colorado, N.A., as trustee, is hereby incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1996, Exhibit 10.2.
(10.8) Transfer and Administration Agreement dated August 14, 1996 between Nordstrom National Credit Bank, Enterprise Funding Corporation and Nationsbank, N.A. is hereby incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1996, Exhibit 10.3.
(10.9) Receivables Purchase Agreement dated August 14, 1996 between Registrant and Nordstrom Credit, Inc. is hereby incorporated by reference from the Registrant's Form 10-K for the year ended January 31, 1997, Exhibit 10.12.
(10.10) The Nordstrom, Inc. 1997 Stock Option Plan is hereby incorporated by reference from the Registrant's Report on Form S-8, Registration No. 333-63403 filed on September 15, 1998.
(10.11) Credit Agreement dated July 24, 1997 between Registrant and a group of commercial banks is hereby incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended July 31, 1997, Exhibit 10.1.
(10.12) Credit Agreement dated July 24, 1997 between Nordstrom Credit, Inc. and a group of commercial banks is hereby incorporated by reference from the Nordstrom Credit, Inc. Quarterly Report on Form 10-Q for the quarter ended July 31, 1997, Exhibit 10.1.
(10.13) Commercial Paper Dealer Agreement dated October 2, 1997 between Registrant and Bancamerica Securities, Inc. is hereby incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1997, Exhibit 10.1.
(10.14) Commercial Paper Agreement dated October 2, 1997 between Registrant and Credit Suisse First Boston Corporation is hereby incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1997, Exhibit 10.2.
(10.15) Issuing and Paying Agency Agreement dated October 2, 1997 between Registrant and First Trust of New York, N.A. is hereby incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1997, Exhibit 10.3.
(a)3. Exhibits (continued)
(10.16) Amendment to the Series 1996-A Supplement to Master Pooling and Servicing Agreement dated August 14, 1996 between Nordstrom National Credit Bank, Nordstrom Credit, Inc. and Norwest Bank Colorado, N.A., as trustee, dated December 10, 1997 is hereby incorporated by reference from the Nordstrom Credit, Inc. Form $10-\mathrm{K}$ for the year ended January 31, 1998, Exhibit 10.13.
(10.17) Second Amendment to the Series 1996-A Supplement to Master Pooling and Servicing Agreement dated August 14, 1996 between Nordstrom National Credit Bank, Nordstrom Credit, Inc. and Norwest Bank Colorado, N.A., as trustee, dated July 23, 1998 is hereby incorporated by reference from the Nordstrom Credit, Inc. Form 10-K for the year ended January 31, 1999, Exhibit 10.12.
(10.18) First Amendment to the Credit Agreement dated July 24, 1997 between Registrant and a group of commercial banks, dated September 16, 1998 is filed herein as an Exhibit.
(13.1) The Company's 1998 Annual Report to Shareholders is filed herein as an Exhibit.
(21.1) List of the Registrant's Subsidiaries is filed herein as an Exhibit.
(23.1) Independent Auditors' Consent and Report on Schedule is on page 18 of this report.
(27.1) Financial Data Schedule is filed herein as an Exhibit.

All other exhibits are omitted because they are not applicable, not required, or because the required information is included in the Company's 1998 Annual Report to Shareholders.
(b) Reports on Form 8-K

No reports on Form 8-K were filed during the last quarter of the period for which this report is filed.

## Signatures

Pursuant to the requirements of Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

NORDSTROM, INC.
(Registrant)
/s/ Michael A. Stein
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Executive Vice President and Chief Financial Officer (Principal Accounting and Financial Officer)

Date: March 22, 1999

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the Registrant and in the capacities and on the date indicated.

Principal Accounting and Financial Officer:

, -
Michael A. Stein
Executive Vice President and Chief Financial Officer

Principal Executive Officer:
/s/ John J. Whitacre
John J. Whitacre
Chairman and Director

Directors

| /s/ | D. Wayne Gittinger |
| :---: | :---: |
|  | D. Wayne Gittinger |
|  | Director |

/s/ Enrique Hernandez, Jr.
$\qquad$
Enrique Hernandez, Jr. Director
/s/ Alfred E. Osborne, Jr.
Alfred E. Osborne, Jr. Director
/s/ William D. Ruckelshaus

William D. Ruckelshaus Director

| /s/ | Ann D. McLaughlin | /s/ | Elizabeth Crownhart Vaughan |
| :---: | :---: | :---: | :---: |
|  | Ann D. McLaughlin Director |  | Elizabeth Crownhart Vaughan Director |
| /s/ | John A. McMillan | /s/ | John J. Whitacre |
|  | John A. McMillan Director | Cha | John J. Whitacre an of the Board of Directors |
| /s/ | Bruce A. Nordstrom | /s/ | Bruce G. Willison |
|  | Bruce A. Nordstrom Director |  | Bruce G. Willison Director |
| /s/ | John N. Nordstrom |  |  |
|  | John N. Nordstrom Director |  |  |

Date: March 22, 1999

## Exhibit 23.1

INDEPENDENT AUDITORS' CONSENT AND REPORT ON SCHEDULE

Shareholders and Board of Directors
Nordstrom, Inc.

We consent to the incorporation by reference in Registration Statements Nos 33-18321, 33-28882, and 333-63403 on Form S-8 and in Registration Statement 333-69281 on Form S-3 of Nordstrom, Inc. of our reports dated March 12, 1999 appearing in and incorporated by reference in this Annual Report on Form 10-K of Nordstrom, Inc. and subsidiaries for the year ended January 31, 1999.

We have audited the consolidated financial statements of Nordstrom, Inc. and subsidiaries as of January 31, 1999 and 1998, and for each of the three years in the period ended January 31, 1999, and have issued our report thereon dated March 12, 1999; such financial statements and report are included in your 1998 Annual Report to Shareholders and are incorporated herein by reference. Our audits also included the consolidated financial statement schedule of Nordstrom, Inc. and subsidiaries, listed in Item 14(a)2. This financial statement schedule is the responsibility of the Company's management. Our responsibility is to express an opinion based on our audits. In our opinion, such consolidated financial statement schedule, when considered in relation to the basic consolidated financial statements taken as a whole, presents fairly in all material respects the information set forth therein.

NORDSTROM, INC. AND SUBSIDIARIES
SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS
(Dollars in thousands)

| Column A | Column B | Column C | Column D | Column E |
| :---: | :---: | :---: | :---: | :---: |
|  |  | Additions | Deductions |  |
|  |  |  | Account |  |
|  | Balance at | Charged to | write-offs | Balance |
|  | beginning | costs and | net of | at end of |
| Description | of period | expenses | recoveries | period |
| --- |  |  |  |  |
| Allowance for doubt | unts: |  |  |  |
| Year ended: |  |  |  |  |
| January 31, 1997 | \$29,393 | \$51,352 | \$53,952 | \$26,793 |
| January 31, 1998 | \$26,793 | \$40,440 | \$36,849 | \$30,384 |
| January 31, 1999 | \$30,384 | \$23, 827 | \$29,668 | \$24,543 |

Exhibit Index

## Exhibit

3.1 Articles of Incorporation
3.2 By-laws, as amended
4.1 Indenture between Registrant and Norwest Bank Colorado, N.A., as trustee, dated March 11, 1998
4.2 Senior indenture between Registrant and Norwest Bank Colorado, N.A. as trustee, dated January 13, 1999
4.3 Form of Subordinated Indenture between Registrant and Norwest Bank Colorado, N.A., as trustee, dated January 13, 1999
10.1 Operating Agreement dated August 30, 1991 between Nordstrom Credit, Inc and Nordstrom National Credit Bank
10.2 Merchant Agreement dated August 30, 1991 between Registrant and Nordstrom National Credit Bank

Method of Filing

Incorporated by reference from the Registrant's Form 10-K for the year ended January 31, 1989, Exhibit A.

Incorporated by reference from the Registrant's Form 10-K for the year ended January 31, 1998, Exhibit 3.2.

Incorporated by reference from Registration No. 333 47035, Exhibit 4.1.

Incorporated by reference from Registration No. 33369281, Exhibit 4.3.

Incorporated by reference from Registration No. 33369281, Exhibit 4.4.

Incorporated by reference from the Nordstrom Credit, Inc. Quarterly Report on Form 10-Q (SEC File No. 0-12994) for the quarter ended July 31, 1991, Exhibit 10.1, as amended.

Incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended July 31, 1991, Exhibit 10.1.

Incorporated by reference from the Registrant's Form 10-K for the year ended January 31, 1993, Exhibit 10.3.
10.4 1993 Non-Employee Director Stock Incentive Plan
10.5 Investment Agreement dated October 8, 1984 between the Registrant and Nordstrom Credit, Inc.
10.6 Master Pooling and Servicing Agreement dated August 14, 1996 between Nordstrom National Credit Bank and Norwest Bank Colorado, N.A., as trustee
10.7 Series 1996-A Supplement to Master Pooling and Servicing Agreement dated August 14, 1996 between Nordstrom National Credit Bank, Nordstrom Credit, Inc. and Norwest Bank Colorado, N.A., as trustee
10.8 Transfer and Administration Agreement dated August 14, 1996 between Nordstrom National Credit Bank, Enterprise Funding Corporation and Nationsbank, N.A.
10.9 Receivables Purchase Agreement dated August 14, 1996 between Registrant and Nordstrom Credit, Inc.
10.10 1997 Nordstrom Stock Option Plan
10.11 Credit Agreement dated July 24, 1997 between Registrant and a group of commercial banks

Incorporated by reference from the Registrant's Form 10-K for the year ended January 31, 1994, Exhibit 10.4.

Incorporated by reference from the Nordstrom Credit, Inc. Form 10, Exhibit 10.1.

Incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1996, Exhibit
10.1.

Incorporated by reference
from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1996, Exhibit
10.2.

Incorporated by reference
from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1996, Exhibit
10.3.

Incorporated by reference
from the Registrant's Form
10-K for the year ended
January 31, 1997, Exhibit
10.12.

Incorporated by reference
from the Registrant's Report
on Form S-8, Registration No.
333-63403 filed on September
15, 1998.
Incorporated by reference
from the Registrant's
Quarterly Report on Form 10-
Q for the quarter ended July
31, 1997, Exhibit 10.1.
10.12 Credit Agreement dated July 24, 1997 between Nordstrom Credit, Inc. and a group of commercial banks
10.13 Commercial Paper Dealer Agreement dated October 2, 1997 between Registrant and Bancamerica Securities, Inc.
10.14 Commercial Paper Agreement dated October 2, 1997 between Registrant and Credit Suisse First Boston Corporation
10.15 Issuing and Paying Agency Agreement dated October 2, 1997 between Registrant and First Trust of New York, N.A.
10.16 Amendment to the Series 1996-A Supplement to Master Pooling and Servicing Agreement dated August 14, 1996 between Nordstrom National Credit Bank, Nordstrom Credit, Inc. and Norwest Bank Colorado, N.A., as trustee, dated December 10, 1997
10.17 Second Amendment to the Series 1996-A Supplement to Master Pooling and Servicing Agreement dated August 14, 1996 between Nordstrom National Credit Bank, Nordstrom Credit, Inc. and Norwest Bank Colorado, N.A., as trustee, dated July 23, 1998
10.18 First Amendment to the Credit Agreement dated July 24, 1997 between Registrant and a group of commercial banks, dated September 16, 1998

Incorporated by reference from the Nordstrom Credit, Inc. Quarterly Report on Form 10-Q for the quarter ended July 31, 1997, Exhibit 10.1.

Incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1997, Exhibit 10.1.

Incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1997, Exhibit 10.2.

Incorporated by reference from the Registrant's Quarterly Report on Form 10-Q for the quarter ended October 31, 1997, Exhibit 10.3.

Incorporated by reference from the Nordstrom Credit, Inc. Form 10-K for the year ended January 31, 1998, Exhibit 10.13.

Incorporated by reference from the Nordstrom Credit, Inc. Form $10-\mathrm{K}$ for the year ended January 31, 1999, Exhibit 10.12.

Filed herewith electronically

| 13.1 | 1998 Annual Report to Shareholders | Filed herewith electronically |
| :--- | :--- | :--- |
| 21.1 | Subsidiaries of the Registrant | Filed herewith electronically |
| 23.1 | Independent Auditors' Consent <br> and Report on Schedule | Filed herewith electronically |
| 27.1 | Financial Data Schedule | Filed herewith electronically |

## FIRST AMENDMENT

Dated as of September 16, 1998

This FIRST AMENDMENT (this "Amendment") is among NORDSTROM, INC., a Washington corporation (the "Borrower"), the financial institutions and other entities party to the Credit Agreement referred to below (the "Lenders"), and NATIONSBANK, N.A. (successor to NationsBank of Texas, N.A.), as agent (the "Agent") for the Lenders thereunder.

## PRELIMINARY STATEMENTS:

1. The Borrower, the Lenders, the Managing Agents and the Agent have entered into a Credit Agreement dated as of July 24, 1997 (the "Credit Agreement"; capitalized terms used and not otherwise defined herein have the meanings assigned to such terms in the Credit Agreement).
2. The Borrower has requested that the Lenders amend the Minimum Net Worth covenant set forth in the Credit Agreement.
3. The Required Lenders are, on the terms and conditions stated below, willing to grant the request of the Borrower.

NOW, THEREFORE, in consideration of the premises and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

SECTION 1. Amendments to Credit Agreement. Effective as of the date hereof and subject to satisfaction of the conditions precedent set forth in Section 2 hereof, Section 6.3.2 of the Credit Agreement is hereby amended by deleting each reference in clause (B) of such Section to "July 31, 1997" and replacing each such reference with "July 31, 1998."

SECTION 2. Conditions to Effectiveness. This Amendment shall not be effective until each of the following conditions precedent shall have been satisfied:
(a) the Agent shall have executed this Amendment and shall have received counterparts of this Amendment executed by the Borrower and the Required Lenders; and
(b) each of the representations and warranties in Section 3 below shall be true and correct.

SECTION 3. Representations and Warranties. The Borrower represents and warrants as follows:
(a) Authority. The Borrower has the requisite corporate power and authority to execute and deliver this Amendment and to perform its
obligations hereunder and under the Loan Documents (as modified hereby) to which it is a party. The execution, delivery and performance by the Borrower of this Amendment, and the performance by the Borrower of each Loan Document (as modified hereby) to which it is a party have been duly approved by all necessary corporate action of the Borrower and no other corporate proceedings on the part of the Borrower are necessary to consummate such transactions.
(b) Enforceability. This Amendment has been duly executed and delivered by the Borrower. This Amendment and each Loan Document (as modified hereby) to which the Borrower is a party is the legal, valid and binding obligation of the Borrower, enforceable against the Borrower in accordance with its terms, and is in full force and effect.
(c) Representations and Warranties. The representations and warranties contained in each Loan Document to which the Borrower is a party (other than any such representations and warranties that, by their terms, are specifically made as of a date other than the date hereof) are true and correct on and as of the date hereof as though made on and as of the date hereof.
(d) No Default. No event has occurred and is continuing that constitutes a Default or Event of Default.

SECTION 4. Reference to and Effect on the Loan Documents. (a) Upon and after the effectiveness of this Amendment, each reference in the Credit Agreement to "this Agreement", "hereunder", "hereof" or words of like import referring to the Credit Agreement, and each reference in the other Loan Documents to "the Credit Agreement", "thereunder", "thereof" or words of like import referring to the Credit Agreement, shall mean and be a reference to the Credit Agreement as modified hereby.
(b) Except as specifically modified above, the Credit Agreement and the other Loan Documents are and shall continue to be in full force and effect and are hereby in all respects ratified and confirmed.
(c) The execution, delivery and effectiveness of this Amendment shall not, except as expressly provided herein, operate as a waiver of any right, power or remedy of any Lender, either Managing Agent or the Agent under any of the Loan Documents, nor constitute a waiver or amendment of any provision of any of the Loan Documents.

SECTION 5. Reference to and Effect on the Loan Documents. This Amendment may be executed in any number of counterparts and by different parties hereto in separate counterparts, each of which when so executed and delivered shall be deemed to be an original and all of which taken together shall constitute but one and the same agreement. Delivery of an executed counterpart of a signature page to this Amendment by telefacsimile shall be effective as delivery of a manually executed counterpart of this Amendment.

SECTION 6. Governing Law. This Amendment shall be governed by, and construed in accordance with, the laws of the State of Washington.

IN WITNESS WHEREOF, the parties hereto have caused this First Amendment to be executed by their respective officers thereunto duly authorized, as of the date first written above.

NORDSTROM, INC.,
a Washington corporation


NATIONSBANK, N.A. (successor to NationsBank of Texas, N.A.),
as Agent
By: /s/ Michael Shea
-----------------------------
Name:
Title: Senior Vice President
NationsBank of Texas, N.A.)

BANK OF AMERICA NATIONAL TRUST
AND SAVINGS ASSOCIATION

| By: | /s/ | Maria Vickroy-Peralta |
| :---: | :---: | :---: |
|  | Name: | Maria Vickroy-Peralta |
|  | Title: | Vice President |

REVOLVING COMMITMENT VEHICLE
CORPORATION
By: Morgan Guaranty Trust Company of New
York, as Attorney-in-fact for Revolving
Commitment Vehicle Corporation
By: /s/ David Weintrob
Name: David Weintrob
Title: Vice President
BANK ONE, COLORADO, N.A.

| By: /s/ | David L. Ericson |
| :---: | :---: |
| Name: | David L. Ericson |
| Title: | Senior Corporate |
|  | Banking Manager |

KEYBANK NATIONAL ASSOCIATION

By: /s/ Richard J. Ameny, Jr.
Name: Richard J. Ameny, Jr. Title: Assistant Vice President

NORWEST BANK MINNESOTA,
NATIONAL ASSOCIATION

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By: /s/ Brad Hardy
    Name: Brad Hardy
    Title: Vice President
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PNC BANK, NATIONAL ASSOCIATION
By: /s/ Eric C. Johnson
Name: Eric C. Johnson
Title: Senior Vice President
U.S. Bank
By: /s/ Arnold J. Conrad
Name: Arnold J. Conrad
Title:
Vice President

Exhibit 13.1
Portions of the 1998 Annual Report to Shareholders

Financial Highlights
Dollars in thousands except per share amounts

| Fiscal Year | 1998 | 1997 | Change |
| :--- | ---: | ---: | ---: |
| Net sales | $\$ 5,027,890$ | $\$ 4,851,624$ | +9.9 |
| Earnings before income taxes | 337,723 | 307,213 | 186,213 |
| Net earnings | 206,723 | 1.20 | +17.5 |
| Basic and diluted earnings per share | 1.41 | .265 | +13.2 |

Stock Prices

| Fiscal Year |  | 1998 |  |  |  |  | high |  |  |  | 1997 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | high |  |  | low |  |  |  |  |  |  |  | low |
| First Quarter |  | 33 9/16 |  | 1/8 |  |  | 19 | 7/8 |  |  | 16 | 15/16 |  |
| Second Quarter | 40 3/8 |  |  | 1/8 |  |  | 29 | 13/16 |  |  | 19 | 5/8 |  |
| Third Quarter |  | 39 1/2 |  |  | 22 |  |  |  |  | 3/32 | 26 | 3/16 |  |
| Fourth Quarter | 44 1/8 |  | 27 | 1/16 | 32 | 7/8 |  |  | 21 | 55/1 |  |  |  |

Nordstrom, Inc. common stock is traded over-the-counter and quoted daily in leading financial publications. NASDAQ Symbol-NOBE.

Graph - Net Sales
The vertical bar graph compares net sales for the past ten years. Beginning
with the oldest fiscal year on the left, net sales (dollars are in millions)
were as follows: 1989-\$2,671; 1990-\$2,894; 1991-\$3,180; 1992-\$3,422;
1993-\$3,590; 1994-\$3,894; 1995-\$4,114; 1996-\$4,453; 1997-\$4,852; 1998-\$5, 028.
Graph - Net Earnings
The vertical bar graph compares net earnings for the past ten years
Beginning with the oldest fiscal year on the left, net earnings (dollars
are in millions) were as follows: 1989 -\$114.9; 1990-\$115.8; 1991-\$135.8;
1992-\$136.6; 1993-\$140.4; 1994-\$203.0; 1995-\$165.1; 1996-\$147.5; 1997-\$186.2; 1998-\$206.7.

As anticipated, 1998 was a pivotal year. We purposely tested our capabilities in planning disciplines and merchant fitness. Coupled with other initiatives that you will hear more about later, this effort reaped solid financial benefits. While we continue to make progress in many aspects of the business, much work remains. Having found the courage, patience and fortitude to embrace this new posture, we are now in a position to move forward more aggressively and offensively. The intent of our current reorganization is straightforward: by the end of our 100th year, in 2001, our ambition is to rank - based upon total shareholder return - in the top quartile of our retail peer group.

Obviously, accomplishing this goal will be a challenge. Effecting change takes time and persistence. A company-wide dedication to learning new practices is currently under way. But our commitment to execute the necessary adjustments must not sacrifice fundamental company values. All that is good about Nordstrom, such as our emphasis on quality products, our faith in people, our strength in teamwork, and our commitment to ethical behavior, should be strengthened from these ongoing initiatives.

Prior to a discussion of what lies ahead, let's review financial highlights from the most recent year:

Total revenues increased to $\$ 5.0$ billion, up 3.6 percent.
In May, our Board of Directors approved a 2-for-1 stock split, the third in the last 15 years.
Market capitalization expanded 52.5 percent to $\$ 5.9$ billion
Net earnings rose 11.0 percent to $\$ 206.7$ million.
Basic and diluted earnings per share increased to \$1.41, up 17.5 percent.

Our story, a type of retail authority that we call "The Nordstrom Experience," is based upon quality people and quality products. Future success will require higher levels of quality in every detail of our business operation. Therefore, we will focus on the consistent delivery of products, product knowledge, service, and pricing that collectively form a superior offer relative to our competitors. Our goal is for every customer to trust and rely upon Nordstrom as its specialty retail provider. We want customer relationships that depend upon us as a continuing resource. We intend to differentiate Nordstrom even more with our talented, ambitious workforce that appreciates fashion and works to improve service one customer at a time.

Our aim, then, is to constantly attract and retain people with a passion for retailing and serving every customer. We want knowledgeable individuals who personalize customer interaction and make shopping fun and rewarding. To that end, we are reviewing existing roles and responsibilities throughout the company. In October of this year, Michael A. Stein, who worked nearly ten years for Marriott International, joined Nordstrom as Executive Vice President and Chief Financial Officer.

We are making changes to match meaningful career opportunities with the proper combinations of skills and experience. Performance measures, information systems development, and incentives are all geared to provide our employees with the tools and incentives they need in order to bring value to our customers and shareholders.

In an effort to balance work/life demands, operating hours were intentionally reduced in 1998, especially during the fourth quarter. In addition, all stores are now closed on January 1st and July 4th. We regularly review our employee benefit programs. We want to ensure that we remain competitive and that the right choices are in place to fit the changing needs of our current and future workforce. Company contributions to the Nordstrom

Profit Sharing and 401(k)
plans reached $\$ 50$ million in 1998, and climbed to $\$ 171$ million over the last four years. This year the company contributed more than $\$ 2,000$ per employee for participants in both plans, making us a leader in our industry. We also recently increased participation in the stock option program so that it includes more management employees. These improvements are important to the health of our operation and are required steps to retain and attract future Nordstrom leaders.

On Friday morning, August 21, 1998, more than five thousand enthusiastic customers filled the streets of downtown Seattle. Our hometown store was about to open in a beautifully restored building. This opening was remarkable and gratifying. If it's true that every picture tells a story, then Mr. Carlos Gonzalez of the Seattle Times did a masterful job in capturing the essence of this historic and sentimental occasion. His photo can be found in the center of this report.

Nordstrom continued to expand its national presence and reach more new customers. Last year, the Company opened three new full-line stores: Perimeter Mall, in Atlanta, Georgia; Oak Park Mall, in Overland Park, Kansas; and Fashion Square, in Scottsdale, Arizona. We also added four new Rack clearance stores: Westgate Mall, in San Jose, California; Meadows Market Place, in Littleton, Colorado; Mall of America, in Bloomington, Minnesota; and Tanasbourne Towne Center, in Beaverton, Oregon. Overall, we added approximately one million additional feet of selling space, an eight percent increase over 1997.

This year we plan to open four new full-line stores: Norfolk, Virginia; Providence, Rhode Island; Mission Viejo, California; and Columbia, Maryland. We will also relocate our existing Spokane store within River Park Square, in downtown Spokane, Washington. Additionally, three Rack stores are planned, including one in Sacramento, California and another in Brea, California, along with the relocation of an existing Rack in Lynnwood, Washington. Altogether, this creates over

800, 000 square feet of additional selling space in 1999. After this year, the pace of full-line and Rack store growth begins to accelerate. Somewhere between ten and fifteen full-line stores and four to six Rack stores are currently scheduled to open during 2000 and 2001. This growth represents approximately 3.0 to 4.0 million additional square feet of retail store over the period 1999 through 2001.

We are working to build quality options for our customers. They are based on the convergence of multiple shopping channels and the identification of three specific dimensions in which we want to compete as a leader: convenience, price and shopping as a format of entertainment. We are not interested in dictating where our customer will shop. Rather, we are building an organization that will be where our customers want us to be.

To this end, we are working to develop solid shopping options - The Nordstrom Experience - through our full-line store, Rack store, Catalog and Internet operations. Full-line stores will strive to create a traditional and comfortable shopping environment centered on people, products and entertainment. Our Rack locations offer a similar opportunity to access a quality mix of Nordstrom products and branded fashion at a lower price. Nordstrom The Catalog, along with our newer catalog, Nordstrom Second Nature, and our even newer web site, offer convenient access any time, from anywhere. With our state-of-the-industry fulfillment center in Cedar Rapids, Iowa, we are positioned to deliver merchandise to our growing family of customers anywhere in the world within two days. Accordingly, we continued to expand Catalog operations during this last year and experienced a 31 percent increase in sales volume. But even with that sales growth, it was a tough year for our Catalog division, as it was for the direct mail industry as a whole. Inventories were excessively high for the first half of the year, and early fall and winter sales grew at a slower rate than our expectations. The combination of higher markdowns in the early part of the year, with lower sales growth in the third and fourth quarters, had an adverse impact on the performance of this important new business.

In October, we launched the www.nordstrom.com web site. As a new venture, we are concentrating on execution and reliability. We want to build trust through each of these convenient new customer access channels. Recently we expanded our merchandise selection on the site to include all Nordstrom The Catalog items, bringing our current on-line offerings to more than 60,000 units. As we continue to learn, we expect to refine and eventually expand services on the site based upon feedback from customers.

Another noteworthy development is our investments in Streamline, Inc. and Scotty's Home Market. Streamline is based in Boston; Scotty's is located outside of Chicago. Both companies are in the home delivery relationship business. Each provides services for time-starved consumers who are searching for better ways to organize the tasks of grocery shopping, dry cleaning, video rental and other basic weekly errands. Our intent at this point is to learn all we can about this access channel. Again, we want to be where our customers want us to be.

Currently our company is researching the best way, at every level, to match performance measures with incentives. We want to ensure that accountability is aligned with authority. The fundamental principle is that investment decisions will be based on their ability to create value over time. Performance measures are being developed to support this objective.

As we establish the proper performance measures, we also will develop systems that provide accurate information quickly at all levels throughout the company. Our people want to be smarter and faster. They need tools that encourage informed innovation and quick response to trends.

We took a firm step in this direction during the past year with the introduction of a new merchandise planning system, which allows easier on-line access to information that is critical to our buyers. Continued progress is required in this
area. Our objectives are to provide customer experiences that are unique to Nordstrom, and to dramatically increase productivity throughout the company.

Going forward, we believe that our success as an organization will depend upon our ability to consistently provide The Nordstrom Experience regardless of market or medium, and to create value with quality people, quality products and quality growth across all stakeholder groups. We believe customers want special experiences, convenience, and value for their purchases. Employees want respect, the freedom to perform their jobs, rewards for their effort, and opportunities to pursue careers. Communities want Nordstrom to participate in making where we work and live a better place. And finally, shareholders expect Nordstrom to be a great retailer AND a great investment.

These next twelve to twenty-four months will be important ones for us. Reaching the top quartile in total shareholder return within our retail peer group by fiscal year 2002 will require steady improvement. We recognize the need to manage our business for financial results in the near term, in addition to building for the long term. In this interim period, some of what we gain will need to be reinvested in our business. The need to perform shortterm and grow long-term is delicate. We will do our best to maintain the appropriate balance as we go forward.

Recently, Nordstrom was listed as the second most-respected retailer in the world by the Financial Times. Working Woman magazine rated Nordstrom as the ninth best place for career women to work in America. Catalyst ranked Nordstrom among the top companies in America with women in key executive positions. On Fortune magazine's list of 100 best places to work in America, Nordstrom ranked 98th. Earlier last year, Fortune's list of best places to work for Asians, Blacks and Hispanics placed Nordstrom 37th, and its annual survey of most admired companies listed

Nordstrom 125th. Finally, this past November, Consumer Reports magazine, in a nationwide survey of more than sixty retail organizations, ranked Nordstrom first in overall quality, service and value.

Nordstrom has been an enthusiastic supporter of the United Way for most of our history. This past year we made a decision to improve our campaign effort, especially at the leadership levels. Since United Way has always represented our core community effort, we felt that the executives in the company needed to appreciate their role in setting an example. The response was meaningful. This year's campaign increased our nationwide Nordstrom pledges to United Way by more than $22 \%$.

As we look to the future, we contemplate the view of Mr. Gonzalez's photo taken on the morning of our downtown Seattle opening. The picture reminds us that Nordstrom is unique. We feel a deep responsibility to current and former employees, who built our Company's reputation - our story - over these past ninety-eight years. We believe this photo represents something special that is good, and that must be preserved, while we do everything within our ability to achieve our ambitious goals.

Sincerely,
John J. Whitacre
Chairman and Chief Executive Officer

The following discussion and analysis reviews the past three years, as well as additional information on future expectations and trends. Some of the information in this annual report, including anticipated store openings, planned capital expenditures and trends in company operations, are forward looking statements which are subject to risks and uncertainties. Actual future results and trends may differ materially depending upon a variety of factors, including but not limited to, the Company's ability to predict fashion trends, consumer apparel buying patterns, the Company's ability to control costs and expenses, trends in personal bankruptcies and bad debt write-offs, employee relations, adverse weather conditions and other hazards of nature such as earthquakes and floods, the Company's ability to continue its expansion plans, and the impact of ongoing competitive market factors. This discussion and analysis should be read in conjunction with the basic consolidated financial statements and the Ten-Year Statistical Summary.

## Overview

In 1998 Nordstrom, Inc. (the "Company") achieved record sales and net earnings. The Company's strategy of managing for value, which includes controlling inventory levels, better aligning authority and accountability throughout the organization, and an increased focus on capital productivity contributed to the strong financial results. Cash flow from operations was sufficient to fund the Company's continued growth. The Company opened three new full-line stores and four new Rack stores in the fiscal year ended January 31, 1999. The Company also expanded a full-line store and relocated its downtown Seattle, Washington, flagship store. During the year the Company also expanded its presence in the internet marketplace with the launching of the www. nordstrom.com web site. While not yet a significant contributor to operating results, this distribution channel provides another strategic avenue for the Company to serve its customers.

Results of Operations
Sales
The Company achieved modest sales increases in 1998. The components of the percentage change in sales for each of the past three years are as follows:

| Fiscal Year | 1998 |  | 1997 |  |  | 1996 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Sales in comparable stores |  |  |  |  |  |  |
| (open at least fourteen months) | (2.6\%) |  | 3.8\% |  | 0.6\% |  |
| Sales in new stores |  | 5.2\% |  | 3.9\% |  | 7.0\% |
| Direct sales catalog | 1.0\% |  | 1.2\% |  | 0.7\% |  |
| Total percentage increase |  | 3.6\% |  | 8.9\% |  | 8.3\% |

The decrease in comparable store sales in 1998 was attributable to management's focus on controlling inventory levels which resulted in lower, but more profitable, sales. In 1997, comparable store sales growth reflected the strong economic environment and a positive reaction to changes in the merchandise mix in the women's apparel departments which occurred in mid-1996. In 1996, the Company changed the merchandise mix in most of its women's apparel departments in response to changing customer profiles and vendor product offerings, resulting in sales decreases in many of the departments.
"Sales in new stores" includes sales from stores open fourteen months or less. New stores are generally not as productive as "Comparable stores" because the customer base and traffic patterns of each store are developed over time.

The direct sales catalog division continued to contribute to the Company's sales growth with sales of $\$ 205$ million, $\$ 156$ million and $\$ 103$ million in 1998, 1997 and 1996.

The Company's average price varied increased slightly over the past three years, due primarily to changes in the merchandise mix. Inflation in overall merchandise costs and prices has not been significant during the past three years.

Graph - Percentage of 1998 Sales by Merchandise Category
The pie chart depicts each merchandise category and its percent of total sales. Clockwise: Shoes - 19\%; Men's Apparel and Furnishings - 18\%; Women's Accessories - 20\%; Children's Apparel and Accessories - 4\%; Women's Apparel 37\%; Other - 2\%.

Sales by major merchandise category have changed only slightly over the past three years.

Cost of sales and related buying and occupancy
Cost of sales and related buying and occupancy expenses as a percentage of net sales were 66.5\% in 1998, 67.9\% in 1997 and $69.2 \%$ in 1996.

The 1998 decrease, as a percentage of net sales, was due primarily to higher merchandise margins resulting from favorable pricing strategies and from the Company's increased focus on managing inventory levels, which resulted in lower markdowns. A decrease in buying costs due to efficiencies gained through restructuring of certain buying responsibilities also contributed to the improvement. The decreases in cost of sales and buying costs were partially offset by increased occupancy costs related to new and remodeled stores.

The 1997 decrease, as a percentage of net sales, was due to higher merchandise margins. Initial markups were higher and markdowns were lower, reflecting a recovery from the impact of the changes in the merchandise mix in the women's apparel departments in 1996. Those changes caused a decline in initial markups during that year. Buying costs increased, as a percentage of net sales, due to additional merchandising personnel in the Company's newer regions and increased investment in development of the Company's own merchandise brands. Occupancy costs decreased, as a percentage of net sales, primarily due to comparable store sales growth.

Selling, general and administrative
Selling, general and administrative expenses as a percentage of net sales were $28.0 \%$ in 1998, $27.3 \%$ in 1997 and $27.3 \%$ in 1996.

The increase in 1998 from 1997 was due to higher sales promotion costs for the Company's direct sales catalog division, and spending on Year 2000 compliance and other information system operational costs. The increase was partially offset by decreases in bad debt expenses associated with the Company's credit card business and lower selling expenses, as a percentage of sales.

Interest expense
Interest expense increased $37 \%$ in 1998 as a result of incremental borrowings to finance share repurchases. During 1998, the Company repurchased 11.2 million shares at an aggregate cost of $\$ 346$ million.

Interest expense decreased in 1997, compared to 1996, primarily because of the use of proceeds from sale of the Company's VISA credit card receivables to repay short-term borrowings.

Service charge income and other, net

Service charge income and other, net primarily represents income from the Company's credit card operations, offset by miscellaneous expenses.

Service charge income and other, net was lower in 1998 than 1997, primarily due to lower accounts receivable balances on which the Company earns service charges.

In 1997, service charge income and other, net was lower than in 1996 primarily because of the impact of the sale, in August 1996, of the Company's VISA credit card receivables.

## Liquidity and Capital Resources

The Company finances its working capital needs, capital expenditures and share repurchase activity with cash provided by operations and borrowings. Also, during 1996, the Company sold its VISA credit card portfolio

For the fiscal year ended January 31, 1999, net cash provided by operating activities increased by approximately $\$ 300$ million compared to the 1997 amount, primarily because of the aforementioned decrease in merchandise inventories, higher net earnings and depreciation charges, and lower credit card receivables. For the fiscal year ended January 31, 1998, net cash provided by operating activities increased by approximately $\$ 66$ million compared to the 1996 amount, primarily due to higher earnings and lower credit card receivables.

The Company believes that operating working capital (net working capital excluding short-term investments, notes payable and current portion of long-term debt) is a more appropriate measure of the Company's ongoing working capital requirements than net working capital because it eliminates the effect of changes in the levels of short-term investments and borrowings These levels vary depending on the amount and timing of financing activities. The Company's operating working capital is shown below:

| Fiscal Year |  | 1998 | 1997 | 1996 |
| :---: | :---: | :---: | :---: | :---: |
| Operating working capital (in thousands) | \$822,160 | \$1, 017, 258 | \$971, 342 |  |
| Percentage change from prior year |  | (19.2\%) | 4.7\% | (11.2\%) |
| Net sales/average operating working capital | 5.5 | 4.9 | 4.3 |  |

During 1998, operating working capital declined primarily due to decreases in inventory levels and customer accounts receivable balances.

The increase in operating working capital during 1997 was fueled by growth in merchandise inventories which more than offset a decline in customer accounts receivable.

During 1996, growth in the Company's proprietary credit card balances leveled off due to competition within the credit card industry. The Company also reduced its efforts to promote its VISA credit card because of concerns about rising charge-offs. In addition, in 1996 the Company securitized its VISA credit card portfolio. These factors together resulted in a decrease in operating working capital for the year.

Graph - Investing and Operating Cash Flows
The vertical bar graph compares cash provided by operating activities and cash used in investing activities for each year, for the past ten years. Dollars in millions.

| Year | Cash used in investing activities | Cash provided by operating activities |
| :---: | :---: | :---: |
| 1989 | \$168.7 | \$122.2 |
| 1990 | \$200.7 | \$148.1 |
| 1991 | \$147.2 | \$154.0 |
| 1992 | \$ 71.9 | \$235.6 |
| 1993 | \$132.7 | \$262.1 |
| 1994 | \$246.9 | \$231.8 |
| 1995 | \$254.0 | \$121.9 |
| 1996 | \$191.9 | \$234.7 |
| 1997 | \$260.0 | \$300.4 |
| 1998 | \$267.6 | \$600. 8 |

In March 1998, the Company issued $\$ 300$ million of $6.95 \%$ Senior Debentures due in 2028. The proceeds were used to repay commercial paper and current maturities of long-term debt. In January 1999, the Company issued $\$ 250$ million of $5.625 \%$ Senior Notes due in 2009, the proceeds of which were used to repay short-term debt and for general corporate purposes. A substantial portion of the Company's total debt of $\$ 947$ million at January 31, 1999, finances the Company's credit card portfolio, which aggregated $\$ 592$ million at that date.

The Company spent nearly $\$ 700$ million over the last three years, net of deferred lease credits, to add new stores and facilities, and to improve existing stores and facilities. Over 2.8 million square feet of retail store space has been added during this time period, representing an increase of 27 percent.

The Company plans to spend about $\$ 900$ million on capital projects over the next three years, with approximately $\$ 150$ million allocated to the refurbishment of existing stores. At January 31, 1999, approximately \$68 million has been contractually committed for the construction of new stores or remodel of existing stores. Although the Company has made commitments for stores opening in 1999 and beyond, it is possible that some stores may not be opened as scheduled because of environmental and land use regulations, or for other reasons. In addition to its cash flow from operations, the Company has funds available under its revolving credit facilities. Management believes that the Company's current financial strength and credit position enable it to maintain its existing stores and to take advantage of attractive new opportunities.

The Board of Directors has authorized an aggregate of $\$ 950$ million of share repurchases since May 1995. As of January 31, 1999, the Company has purchased approximately 25 million shares of its common stock for approximately $\$ 630$ million pursuant to these authorizations and has remaining share repurchase authority of $\$ 320$ million. The share repurchases have been financed, in part, through additional borrowings, resulting in a planned increase in the Company's debt to capital ratio. At January 31, 1999, the Company's debt to capital ratio was . 4184.

Graph - Square Footage by Business Unit at January 31, 1999
The pie chart shows the percent of total square feet in each business unit and also gives the number of square feet for that business unit. Clockwise, Southwest - 33.5\%, 4,557,000; Northwest - 20.3\%, 2,754,000; Central States 15.3\%, 2,086,000; East Coast - 23.0\%, 3,126,000; Rack - 7.5\%, 1,013,000; Other - .4\%, 57,000.

The Company is taking steps to avoid potential negative consequences of Year 2000 software non-compliance and presently believes that any such noncompliance will not have a material effect on the Company's business, results of operations or financial condition. However, if unforeseen difficulties arise or if the modification, conversion and replacement activities that the Company has undertaken are not completed in a timely manner, the Company's operations may be negatively affected, either from its own computer systems or from interactions with vendors and other third parties with which it does business.

The Company is currently evaluating, replacing or upgrading its computer systems in an effort to make them Year 2000 compliant, and expects to have remediation efforts completed for its critical computer systems by mid-1999. Testing is being conducted based on criticality. Non-information technology systems, such as microchips embedded in elevators, are also being evaluated, replaced or upgraded, as needed. Although the Company's initial assessment of its Year 2000 compliance has been completed, reassessments are conducted on an ongoing basis to provide reasonable assurance that all critical risks have been identified and will be mitigated.

The Company's cumulative Year 2000 expenses through January 31, 1999, were approximately $\$ 13$ million. In 1998, approximately $\$ 7$ million of expenses were incurred, and 1999 expenses are expected to be about the same amount. In order to meet Year 2000 compliance goals, the Company has redeployed existing resources. While this reallocation of resources has resulted in the deferral of certain information technology projects, the impact of those deferrals is not material to the Company. The Company believes that all necessary Year 2000 compliance work will be completed in a timely fashion. However, there can be no guarantee that all systems will be compliant by the Year 2000, that the estimated cost of remediation will not increase, or that the systems of others (e.g. vendors and other third parties) on which the Company relies will be compliant.

Since 1996, the Company has been communicating with vendors to determine their state of readiness with regard to the Year 2000 issue. Based on its assessment to date, the Company has no indication that any third party is likely to experience Year 2000 non-compliance of a nature which would have a material impact on the Company. However, the risk remains that vendors or other third parties may not have accurately determined their state of readiness, in which case such parties' lack of Year 2000 compliance may have a material adverse effect on the Company's results of operations. The Company will continue to monitor the Year 2000 compliance of third parties with which it does business.

The Company believes that the most likely worst-case scenarios that it might confront with respect to Year 2000 issues have to do with the possible failure of third party systems over which the Company has no control, such as, but not limited to, power and telecommunications services. The Company has in place a business continuity plan that addresses recovery from various kinds of disasters, including recovery from significant interruption in conveyance of data within the Company's network information systems. The Company is using this plan to assist in development of more specific Year 2000 contingency plans, which it expects to complete around mid-1999.

## Recent Accounting Pronouncements

In June 1998, the Financial Accounting Standards Board issued Statement of Financial Accounting Standards ("SFAS") No. 133, "Accounting for Derivative Instruments and Hedging Activities." Effective for the Company in the fiscal year beginning February 1, 2000, SFAS 133 requires an entity to recognize all derivatives as either assets or liabilities in the statement of financial position and measure those instruments at fair value. Adoption of this standard is not expected to have a material impact on the Company's consolidated financial statements.

Dollars in thousands except per share amounts


The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.


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Dollars in thousands except per share amounts

| Common Stock | Unearned | Retained |  |
| :---: | :---: | :---: | :---: |
| Shares | Amount Compensation | Earnings |  |


| Balance at February 1, 1996 | 162,226,288 | \$168,440 | - | \$1, 254,532 | \$1,422,972 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Net earnings | - | - | - | 147,505 | 147,505 |
| Cash dividends paid (\$. 25 per share) | - | - | - | $(40,472)$ | $(40,472)$ |
| Issuance of common stock | 798,336 | 14,958 | - | - | 14,958 |
| Purchase and retirement of common stock | $(3,754,670)$ | - | - | $(71,771)$ | $(71,771)$ |
| Balance at January 31, 1997 | 159,269,954 | 183,398 |  | 1,289,794 | 1,473,192 |
| Net earnings | - | - | - | 186,213 | 186,213 |
| Cash dividends paid <br> (\$.265 per share) | - ${ }^{-}$ | 17, - |  | $(41,168)$ | $(41,168)$ |
| Issuance of common stock | 843,150 | 17,652 | - | - | 17,652 |
| Purchase and retirement of common stock | $(7,595,000)$ | - | - | $(160,831)$ | $(160,831)$ |
| Balance at January 31, 1998 | 152,518,104 | 201, 050 | - | 1,274, 008 | 1,475, 058 |
| Net earnings | - | - | - | 206,723 | 206,723 |
| Cash dividends paid (\$. 30 per share) | - | - | - ${ }^{-}$ | $(44,059)$ | $(44,059)$ |
| Issuance of common stock | 793,663 | 29,711 | \$ (4, 995 ) |  | - |
| Purchase and retirement of common stock | $(11,197,600)$ | - | - | $(346,077)$ | $(346,077)$ |
| Amortization of unearned compensation | - | - | 292 | - | 292 |
| Balance at January 31, 1999 | 142,114,167 | \$230, 761 | \$(4, 703 ) | \$1, | 090,595 \$1, |

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.


The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

Dollars in thousands except per share amounts
Note 1: Summary of Significant Accounting Policies
The Company: Nordstrom, Inc. is a fashion specialty retailer offering a wide selection of high quality apparel, shoes and accessories for women, men and children, principally through 67 large specialty stores and 25 clearance stores. All of the Company's stores are located in the United States, with approximately $34 \%$ of its retail square footage located in the state of California.

The Company purchases a significant percentage of its merchandise from foreign countries, principally in the Far East. An event causing a disruption in imports from the Far East could have a material adverse impact on the Company's operations. In connection with the purchase of foreign merchandise, the Company has outstanding letters of credit totaling \$52,749 at January 31, 1999.

Basis of Presentation: The Consolidated Financial Statements include the accounts of Nordstrom, Inc. and its subsidiaries, the most significant of which are wholly owned subsidiaries, Nordstrom Credit, Inc. and Nordstrom National Credit Bank. All significant intercompany transactions and balances are eliminated in consolidation. The presentation of these financial statements in conformity with generally accepted accounting principles requires management to make estimates and judgments that affect the reported amounts of assets, liabilities, revenues and expenses. Actual results could differ from those estimates.

Merchandise Inventories: Merchandise inventories are stated at the lower of cost (first-in, first-out basis) or market, using the retail method

Advertising: Costs for newspaper, television, radio and other media are generally expensed as incurred. Direct response advertising costs, consisting primarily of catalog book production and printing costs, are capitalized and amortized over the expected life of the catalog, not to exceed 6 months. Net capitalized direct response advertising costs were $\$ 3,436$ and $\$ 3,648$ at January 31, 1999 and 1998, and are included in prepaid taxes and other on the Consolidated Balance Sheets. Total advertising expenses were $\$ 145,841$, \$115,272 and \$97,216 in 1998, 1997 and 1996

Land, Buildings and Equipment: Straight-line and accelerated methods are applied in the calculation of depreciation and amortization. Lives used for calculating depreciation and amortization rates for the principal asset classifications are as follows: buildings, 10 to 40 years; store fixtures and equipment, three to 15 years; leasehold improvements, life of lease or applicable shorter period

Store Preopening Costs: Store opening and preopening costs are charged to expense when incurred

Capitalization of Interest: The interest carrying costs of facilities being constructed are capitalized during their construction period based on the Company's weighted average borrowing rate.

Cash Equivalents: The Company considers all short-term investments with a maturity at date of purchase of three months or less to be cash equivalents.

Customer Accounts Receivable: In accordance with industry practices, installments maturing in more than one year or deferred payment accounts receivable are included in current assets.

Cash Management: The Company's cash management system provides for the reimbursement of all major bank disbursement accounts on a daily basis. Accounts payable at January 31, 1999 and 1998 include \$10,189 and \$4,361 of checks not yet presented for payment drawn in excess of cash balances.

Deferred Lease Credits: Deferred lease credits are amortized on a straight-line basis primarily over the life of the applicable lease.

Fair Value of Financial Instruments: The carrying amount of cash equivalents and notes payable approximates fair value because of the short maturity of these instruments. The fair value of long-term debt (including current maturities), using quoted market prices of the same or similar issues with the same remaining term to maturity, is approximately \$894,000 and \$419,000 at January 31, 1999 and 1998.
(Note 1 continued)
Derivatives Policy: The Company limits its use of derivative financial instruments to the management of foreign currency and interest rate risks. The effect of these activities is not material to the Company's financial condition or results of operations. The Company has no material off-balance sheet credit risk, and the fair value of derivative financial instruments at January 31, 1999 and 1998 is not material.

In June 1998, the Financial Accounting Standards Board ("FASB") issued Statement of Financial Accounting Standards ("SFAS") No. 133, "Accounting for Derivative Instruments and Hedging Activities." SFAS 133 requires an entity to recognize all derivatives as either assets or liabilities in the statement of financial position and measure those instruments at fair value. The Company plans to adopt SFAS 133 on February 1, 2000, as required. Adoption of this standard is not expected to have a material impact on the Company's consolidated financial statements.

New Accounting Pronouncements: In 1998, the Company adopted SFAS No. 130, which establishes standards for the reporting and display of comprehensive income and its components. The Company's net earnings and comprehensive net income are the same for the year ended January 31, 1999. The Company also adopted SFAS No. 132 in 1998, which revises employers' disclosures about pension and other postretirement benefit plans. Adoption of these standards had no material effect on the Company's consolidated financial position, results of operations or cash flows

Reclassifications: Certain reclassifications of prior year balances have been made for consistent presentation with the current year

## Note 2: Employee Benefits

The Company provides a profit sharing plan for employees. The plan is fully funded by the Company and is non-contributory except for employee contributions made under Section 401(k) of the Internal Revenue Code. Under this provision of the plan, the Company provides matching contributions up to a stipulated percentage of employee contributions. Company contributions to the profit sharing portion of the plan vest over a seven year period. The Company contribution is established each year by the Board of Directors and totaled \$50,000, \$45,000 and \$36,000 in 1998, 1997 and 1996.

Note 3: Interest, Net
The components of interest, net are as follows:

| Year ended January 31, | 199919981997 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Short-term debt | \$10,707 | \$10,931 | \$13,135 |  |  |  |
| Long-term debt | 43,601 | 32,887 | 32,483 |  |  |  |
| Total interest cost |  | 54,308 | 43,818 | 45,618 |  |  |
| Less: Interest income | $(1,883)$ |  | $(1,221)$ |  | $(1,395)$ |  |
| Capitalized interest |  | $(5,334)$ |  | $(8,347)$ |  | $(4,823)$ |
| Interest, net | \$47, 091 \$34, 250 \$39,400 |  |  |  |  |  |

Note 4: Income Taxes
Income taxes consist of the following:


A reconciliation of the statutory Federal income tax rate to the effective tax rate is as follows:



Deferred income tax assets and liabilities result from temporary differences in the timing of recognition of revenue and expenses for tax and financial reporting purposes. Significant deferred tax assets and liabilities, by nature of the temporary differences giving rise thereto, are as follows:

| January 31, |  | 1999 | 1998 |  |
| :---: | :---: | :---: | :---: | :---: |
| Accrued expenses |  | \$27,760 | \$30, 070 |  |
| Compensation and benefits accruals | 30,404 | 24,199 |  |  |
| Merchandise inventories | 18,801 | 19,398 |  |  |
| Land, buildings and equipment basis and depreciation differences | $(29,017)$ |  | $(34,067)$ |  |
| Employee benefits |  | $(10,659)$ |  | $(10,278)$ |
| Other |  | $(2,020)$ |  | 4, 005 |
| Net deferred tax assets | \$35, 269 | \$33,327 |  |  |

## Note 5: Earnings Per Share

On May 19, 1998, the Company's Board of Directors approved a two-for-one stock split effective June 30, 1998. All share and per share amounts have been adjusted to give retroactive effect to the stock split.

Basic earnings per share are computed on the basis of the weighted average number of common shares outstanding during the year. Average shares outstanding were $146,241,091,154,972,560$ and $161,697,968$ in 1998, 1997 and 1996.

Diluted earnings per share are computed on the basis of the weighted average number of common shares outstanding during the year plus dilutive common stock equivalents (stock options). Average dilutive shares outstanding were $146,858,271,155,350,296$ and 161,924,758 in 1998, 1997 and 1996.

Options with an exercise price greater than the average market price were not included in the computation of diluted earnings per share. These options totaled 1,146,113, 303,622, and 714,164 shares in 1998, 1997, and 1996.

Note 6: Accounts Receivable
The components of accounts receivable are as follows:

| January 31, | 1999 | 1998 |
| :---: | :---: | :---: |
| Customers | \$592, 204 | \$672, 246 |
| Other | 19,474 | 22,586 |
| Allowance for doubtful accounts | $(24,543)$ | $(30,384)$ |
| Accounts receivable, net | \$587, 135 | \$664,448 |

Credit risk with respect to accounts receivable is concentrated in the geographic regions in which the Company operates stores. At January 31, 1999 and 1998, approximately $40 \%$ of the Company's receivables were obligations of customers residing in California. Concentration of the remaining receivables is considered to be limited due to their geographical dispersion.

Nordstrom National Credit Bank, a wholly-owned subsidiary of the Company, issues both a proprietary and VISA credit card. In 1996, the Company transferred substantially all of its VISA credit card receivables (approximately $\$ 203,000$ ) to a trust in exchange for certificates representing undivided interests in the trust. A Class A certificate with a market value of $\$ 186,600$ was sold to a third party, and a Class B certificate, which is subordinated to the Class A certificate, was retained by the Company. The Company owns the remaining undivided interests in the trust not represented by the Class A and Class B certificates (the "Seller's Interest").
(Note 6 continued)
Cash flows generated from the receivables in the trust are, to the extent allocable to the investors, applied to the payment of interest on the Class A and Class B certificates, absorption of credit losses, and payment of servicing fees to the Company, which services the receivables for the trust. Excess cash flows revert to the Company. The Company's investment in the Class 3 certificate and the Seller's Interest totals $\$ 8,208$ and $\$ 20,407$ at January 31, 1999 and 1998, and is included in customer accounts receivable.

Pursuant to the terms of operative documents of the trust, in certain events the Company may be required to fund certain amounts pursuant to a recourse obligation for credit losses. Based on current cash flow projections, the Company does not believe any additional funding will be required.

Note 7: Land, Buildings and Equipment

Land, buildings and equipment consist of the following (at cost):

| January 31, | 1999 |  | 1998 |  |
| :---: | :---: | :---: | :---: | :---: |
| Land and land improvements | \$ | 57,337 | \$ | 52,339 |
| Buildings |  | 500, 831 |  | 460,284 |
| Leasehold improvements | 957,877 | 825,950 |  |  |
| Store fixtures and equipment | 944,202 836,041 |  |  |  |
|  |  | 460, 247 |  | 174,614 |
| Less accumulated depreciation <br> and amortization <br> $(1,234,863)$ <br> $(1,087,516)$ |  |  |  |  |
|  |  | 225,384 |  | 087,098 |
| Construction in progress |  | 137,016 |  | 165,415 |
| Land, buildings and equipment, net |  | 362,400 |  | 252,513 |

At January 31, 1999, the net book value of property located in California is approximately $\$ 304,000$. The Company does not carry earthquake insurance in California because of its high cost.

Note 8: Other Assets
In 1998, the Company adopted AICPA Statement of Position 98-1, which requires that certain software costs be capitalized and amortized over the period of use. Software costs of $\$ 15,607$, which would have been expensed as incurred prior to adoption of this rule, were capitalized as of January 31, 1999, and are being amortized over terms up to five years.

In 1998, the Company invested an aggregate of $\$ 33$ million in non-voting convertible preferred stock in two companies which provide services to consumers utilizing internet technology. These investments are accounted for at cost.

| Year ended January 31, | 1999 |  | 1998 |  | 1997 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Average daily short- | \$195,596 |  | \$193, 811 |  | \$242, 033 |
| term borrowings |  |  |  |  |  |
| Maximum amount | 385,734 |  | 278,471 | 345,738 |  |
| outstanding |  |  |  |  |  |  |
| Weighted average |  |  |  |  |  |
| interest rate: |  |  |  |  |  |
| During the year |  | 5.5\% |  | 5.6\% | 5.4\% |
| At year-end | 5.2\% |  | 5.5\% |  |  |

At January 31, 1999, the Company has unsecured lines of credit with a group of commercial banks totaling $\$ 500,000$ which are available as liquidity support for the Company's commercial paper programs, and expire in July 2002. The line of credit agreements contain restrictive covenants which, among other things, require the Company to maintain a certain minimum level of net worth and a coverage ratio (as defined) of no less than 2 to 1 . The Company pays commitment fees for the lines based on the Company's debt rating.

Note 10: Long-Term Debt
A summary of long-term debt is as follows:


Aggregate principal payments on long-term debt are as follows: 1999-\$63,341; 2000-\$58,191; 2001-\$11,454; 2002-\$77,247; 2003-\$319; and, after 2003-\$657,682.

Note 11: Leases
The Company leases land, buildings and equipment under noncancelable lease agreements with expiration dates ranging from 1999 to 2080. Certain leases include renewal provisions at the Company's option. Most of the leases provide for additional rentals based upon specific percentages of sales and require the Company to pay for certain other costs.

Future minimum lease payments as of January 31, 1999 are as follows: 1999-\$43,744; 2000-\$44,149; 2001-\$42,581; 2002-\$34,580; 2003-\$33,131; and thereafter-\$307,331.

The following is a schedule of rent expense:
Year ended January 31, 199919981997

Minimum rent:
Store locations
\$19, 167 \$16, 869 \$15, 468
Offices, warehouses
and equipment 19,208 17,811 17,815
Store locations
percentage rent
8,603 12,542 13,673

```
Total rent expense $46,978 $47,222 $46,956
```



The Company has a stock option plan (the "Plan") administered by the Compensation Committee of the Board of Directors (the "Committee") under which stock options, performance shares and restricted stock are granted to key employees of the Company. Stock options are issued at the fair market value of the stock at the date of grant. Time-vested options vest over periods ranging from four to five years, and expire after ten years after the date of grant. Performance based options vest upon reaching certain financial goals, and expire in five to ten years after the date of grant.

In 1998, the Committee granted 185,202 performance shares which will vest over three years if certain financial goals are attained. Employees may elect to receive common stock or cash upon vesting of these performance shares. The Committee also granted 180,000 shares of restricted stock which vest over five years. No monetary consideration is paid by employees who receive performance shares or restricted stock. The Company applies Accounting Principles Board Opinion No. 25 in accounting for compensation costs under the Plan. Accordingly, no compensation cost has been recognized for timevested stock options because the option price equals the market price on the date of grant. For performance based stock options and performance shares, compensation expense is recorded over the performance period based on the fair market value of the stock at the date it is determined that such options or shares have been earned, reduced, in the case of performance based options, by the exercise price of the options. For restricted stock grants, compensation expense is based on the market price on the date of grant and is recorded over the vesting period. Compensation expense for performance based stock options, performance shares and restricted stock was \$9,545 in 1998.

If the Company had elected to follow the measurement provisions of SFAS No. 123 in accounting for its stock options, compensation expense would be recognized based on the fair value of the options at the date of grant. To estimate compensation expense which would be recognized under SFAS 123, the Company used the modified Black-Scholes option-pricing model with the following weighted-average assumptions for options granted in 1998, 1997 and 1996, respectively: risk-free interest rates of $5.2 \%$, $5.4 \%$ and $6.4 \%$; expected volatility factors of $.46, .32$ and .33 ; expected dividend yield of $1 \%$ for all years; and expected life of 5, 5 and 7 years.

If SFAS 123 were used to account for the Company's stock based compensation programs, the pro forma net earnings and earnings per share would be as follows:

| Year ended January 31, | 1999 | 1998 | 1997 |
| :---: | :---: | :---: | :---: |
| Pro forma net earnings | \$201, 499 | \$183, 618 | \$145,603 |
| Pro forma basic earnings per share | \$1.38 | \$1.18 | \$ . 90 |
| Pro forma diluted earnings per share | \$1.37 | \$1.18 | \$ . 90 |

The effects of applying SFAS 123 in this pro forma disclosure are not indicative of future amounts as awards prior to 1995 are not included, and additional awards in future years are anticipated.

The number of shares reserved for future stock option grants pursuant to the Plan is 6,155,093 at January 31, 1999.

| Year ended January 31 | 1999 |  | 1998 |  |  | 1997 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Shares |  | Weighted- <br> Average <br> Exercise <br> Price Sha |  | Weighted- <br> Average <br> Exercise <br> Price | Shares |  |
| Outstanding, |  |  |  |  |  |  |  |
| beginning of year | 3,401,602 | \$21 | 3,719,506 | \$19 | 4,202,678 | \$18 |  |
| Granted | 3,252, 217 | 31 | 692,764 | 26 | 744,244 | 23 |  |
| Exercised | $(599,593)$ | 18 | $(838,478)$ | 17 | $(858,838)$ | 16 |  |
| Cancelled | $(160,594)$ | 27 | $(172,190)$ | 22 | $(368,578)$ | 20 |  |
| Outstanding, |  |  |  |  |  |  |  |
| end of year | 5,893,632 | \$27 | 3,401,602 | \$21 | 3,719,506 | \$19 |  |
| Options exercisable |  |  |  |  |  |  |  |
| Weighted-average |  |  |  |  |  |  |  |
| fair value of options granted |  |  |  |  |  |  |  |
| during the year |  | \$14 |  | \$ 9 |  | \$10 |  |

The following table summarizes information about stock options outstanding as of January 31, 1999:


Supplementary cash flow information includes the following:

| Year ended January 31, | 1999 | 1998 | 1997 |
| :---: | :---: | :---: | :---: |
| Cash paid during |  |  |  |
| the year for: |  |  |  |
| Interest (net |  |  |  |
| interest) | \$ 44, 418 | \$ 35, 351 | \$ 43, 356 |
| Income taxes | 126,157 | 126,606 | 106,982 |

Note 14: Segment Reporting
In 1998, the Company adopted SFAS No. 131, "Disclosures about Segments of an Enterprise and Related Information," which established reporting and disclosure standards for an enterprise's operating segments. Operating segments are defined as components of an enterprise for which separate financial information is available and regularly reviewed by the Company's senior management.

The Company has two reportable segments which have been identified based on differences in products and services offered and regulatory conditions, the Retail Stores and the Credit Operations segments. The Retail Stores segment derives its sales from high quality apparel, shoes and accessories for women, men and children, sold through retail store locations. It includes the Company's Product Development Group which coordinates the design and production of private label merchandise sold in the Company's retail stores. Credit Operations segment revenues consist primarily of finance charges earned through issuance of the Nordstrom proprietary and VISA credit cards.

The Company's senior management utilizes various measurements to assess segment performance and to allocate resources to segments. The measurements used to compute net earnings for reportable segments are consistent with those used to compute net earnings for the Company.

The accounting policies of the operating segments are the same as those described in the summary of significant accounting policies in Note 1. Corporate and Other includes sales from the Company's direct sales catalog division, as well as certain expenses and a portion of interest expense which are not allocated to the operating segments. Intersegment revenues primarily consist of fees for credit card services and are based on fees charged by third party cards.

The following tables set forth the information for the Company's reportable segments and a reconciliation to the consolidated totals:


Net sales and revenues to
external customers \$4,695,054 - \$156,570 - \$4,851,624

Service charge income Intersegment revenues

| 695, 054 |  |  | \$156,570 | - | \$4,851, |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| - | \$12 |  | - | - | 122 |  |
| - |  |  | - | \$(27, 400) |  |  |
|  | - | 36,187 |  | $(1,170)$ | (767) | 34,250 |
|  | 147,847 | 667 |  | 10,455 | - | 158,969 |
| 152,700 |  |  | $(42,000)$ | - | 121 |  |
|  | 235,122 | 15,895 |  | $(64,804)$ | - | 186,213 |
|  | 1,956,527 | 681,391 |  | 242,906 | - | 2,880,824 |
|  | 221,384 | 242 |  | 38,309 | - | 259,935 |

Year ended January 31, 1997 Stores Operations and Other nations Tota | Retail Credit |
| :--- | andimi-

Net sales and revenues to external customers
Service charge income
Intersegment revenues
Interest, net
Depreciation
Income tax expense (benefit)
Net earnings
Assets (a)
Additions to land, buildings
and equipment

| \$4,348, 664 |  |  | \$104, 399 | - | \$4, 453 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | \$14 |  | - | - | 141 |  |
|  | 2 |  | - | \$ $(27,837)$ |  |  |
|  | - | 42,473 |  | (958) | $(2,115)$ | 39,400 |
|  | 144,578 | 678 |  | 9,866 | - | 155,122 |
| 120,300 |  |  | $(35,600)$ | - |  |  |
|  | 184,834 | 17,326 |  | $(54,655)$ | - | 147,505 |
|  | 1,813,694 | 735,899 |  | 167,062 | - | 2,716,655 |
|  | 186,223 | 885 |  | 17,170 | - | 204,278 |

(a) Segment assets in Corporate and Other include assets of the direct sales catalog division and unallocated assets in corporate headquarters, consisting primarily of land, buildings and equipment, and deferred tax assets.

Note 15: Contingent Liabilities
Because all of the lawsuits described below are in their preliminary stages and no discovery has commenced, the Company is not in a position at this time to quantify the amount or range of any possible losses related to those claims. The Company intends to vigorously defend the described cases and, while no assurances can be given as to the ultimate outcomes of these lawsuits, based on its preliminary investigation, management currently believes that resolving these matters will not have a material adverse effect on the Company's financial position.
(Note 15 continued)
Cosmetics. The Company is one of nine defendants in nine separate but substantially identical lawsuits filed in various Superior Courts of the State of California in May, June and July of 1998. The cases, which have now been consolidated in Marin County, seek class certification for all California residents who purchased cosmetics for personal use. The complaints allege that the Company and other department stores collusively control the sale price of cosmetics by charging identical prices, agreeing not to discount cosmetics and urging cosmetic manufacturers to refuse to sell to stores which discount cosmetics. The plaintiffs seek treble damages in an unspecified amount, attorneys' fees and prejudgment interest.

Nine West. The Company is one of 11 defendants in 12 substantially identical lawsuits filed in Federal District Court in New York in January and February of 1999. In addition to Nine West, a manufacturer of non-athletic footwear, other defendants include various department stores and specialty retailers. The lawsuits purport to be brought on behalf of a class of persons who purchased Nine West footwear from the defendants and allege that the retailer defendants conspired with Nine West and with each other by agreeing to minimum prices to be charged for Nine West shoes. The plaintiffs seek treble damages in an unspecified amount, attorneys' fees and prejudgment interest.

Saipan. The Company is one of 28 defendants in an action filed in Federal District Court in Los Angeles on January 13, 1999. A companion action was contemporaneously filed in state court in San Francisco against 18 defendants, including the Company, and on January 14, 1999 another action (not naming the Company) was filed in Federal Court in the Commonwealth of the Northern Mariana Islands against 22 garment manufacturers located in Saipan. The Los Angeles Federal District Court case purports to be filed as a class action on behalf of persons who have been employed in garment factories since 1988. The three lawsuits allege 'sweatshop' conditions in certain Saipan factories, some of which manufacture clothing which has been sold to the Company.

The Company is also subject to other routine litigation incidental to its business and with respect to which no material liability is expected.

Note 16: Selected Quarterly Data (unaudited)

| Year ended January 31, 1999 | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Total |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Net sales | \$1, 040, 215 | \$1, 447, 284 | \$1, 094, 349 | \$1, 446, 042 | \$5, 027, 890 |
| Gross profit | 341,915 | 476,041 | 377,249 | 487,740 | 1,682,945 |
| Earnings before income taxes | 52,837 | 113, 062 | 63,175 | 108,649 | 337, 723 |
| Net earnings | 32,337 | 69,162 | 38,675 | 66,549 | 206,723 |
| Basic earnings per share | . 22 | . 47 | . 27 | . 47 | 1.41 |
| Diluted earnings per share | . 21 | . 47 | . 27 | . 47 | 1.41 |
| Dividends per share | . 07 | . 07 | . 08 | . 08 | . 30 |
| Year ended January 31, 1998 | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Total |


| Net sales | $\$ 953,747$ |
| :--- | ---: |
| Gross profit | 307,235 |
| Earnings before income taxes | 53,349 |
| Net earnings | 32,349 |
| Basic and diluted |  |
| $\quad$ earnings per share | .21 |
| Dividends per share | .0625 |


| $\$ 1,353,345$ | $\$ 1,089,784$ |
| ---: | ---: |
| 428,991 | 365,703 |
| 96,686 | 59,645 |
| 58,586 | 36,145 |
|  |  |
| .38 | .23 |

\$1,454,748 \$4, 851, 624 453,882 1,555,811 97,533 $\begin{array}{r}\text { 1,555,811 } \\ \hline 18213\end{array}$ 59,133 186,213 .38 . 23
$.38 \quad 1.20$
Dividends per share . 0625 . 0625 . 07 . 07 ( 265

Nordstrom, Inc. and Subsidiaries

Management and Independent Auditors' Reports
Management Report
The accompanying consolidated financial statements, including the notes thereto, and the other financial information presented in this Annual Report have been prepared by management. The financial statements have been prepared in accordance with generally accepted accounting principles and include amounts that are based upon our best estimates and judgments. Management is responsible for the consolidated financial statements, as well as the other financial information in this Annual Report.

The Company maintains an effective system of internal accounting control. We believe that this system provides reasonable assurance that transactions are executed in accordance with management authorization, and that they are appropriately recorded, in order to permit preparation of financial statements in conformity with generally accepted accounting principles and to adequately safeguard, verify and maintain accountability for assets. The concept of reasonable assurance is based on the recognition that the cost of a system of internal control should not exceed the benefits derived

The consolidated financial statements and related notes have been audited by Deloitte \& Touche LLP, independent certified public accountants. The accompanying auditors' report expresses an independent professional opinion on the fairness of presentation of management's financial statements.

The Audit Committee of the Board of Directors is composed of the outside directors, and is responsible for recommending the independent certified public accounting firm to be retained for the coming year, subject to shareholder approval. The Audit Committee meets periodically with the independent auditors, as well as with management and the internal auditors, to review accounting, auditing, internal accounting controls and financial reporting matters. The independent auditors and the internal auditors also meet privately with the Audit Committee.

Michael A. Stein
Executive Vice President and Chief Financial Officer

## Independent Auditors' Report

We have audited the accompanying consolidated balance sheets of Nordstrom, Inc. and subsidiaries (the "Company") as of January 31, 1999 and 1998, and the related consolidated statements of earnings, shareholders' equity and cash flows for each of the three years in the period ended January 31, 1999. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Nordstrom, Inc. and subsidiaries as of January 31,1999 and 1998 , and the results of their operations and their cash flows for each of the three years in the period ended January 31, 1999, in conformity with generally accepted accounting principles.

As discussed in Note 8 to the consolidated financial statements, in 1998 the Company changed its method of accounting for certain software costs to conform with Statement of Position 98-1 of the American Institute of Certified Public Accountants.

Deloitte \& Touche LLP
Seattle, Washington; March 12, 1999


Dollars in thousands except square footage and per share amounts


## Ten Year Statistical Summary (continued)

Dollars in thousands except square footage and per share amounts

| Year ended January 31, | 1992 | 1991 | 1990 |
| :---: | :---: | :---: | :---: |
| Financial Position |  |  |  |
| Customer accounts receivable, | net \$585,490 | \$558, 573 | \$519, 656 |
| Merchandise inventories | 506,632 | 448,344 | 419,976 |
| Current assets | 1,177,638 | 1, 090,379 | 1,011,148 |
| Current liabilities | 547, 002 | 546, 084 | 485, 883 |
| Working capital | 630,636 | 544,295 | 525,265 |
| Working capital ratio | 2.15 | 2.00 | 2.08 |
| Land, buildings and equipment, | net 856,404 | 806,191 | 691,937 |
| Long-term debt, including current portion | 511,000 | 489,172 | 468,412 |
| Debt/capital ratio | . 4074 | . 4359 | . 4378 |
| Shareholders' equity | 939,231 | 826,410 |  |
| Shares outstanding | 163, 688, 454 | 163,475,820 | 63,169,420 |
| Book value per share | 5.74 | 5.06 | 49 |
| Total assets | 2,041,875 1, | 902,589 1, |  |
| Operations |  |  |  |
| Net sales | 3,179,820 | 2,893,904 | 2,671,114 |
| Costs and expenses: |  |  |  |
| Cost of sales and related buying and occupancy | 2,169,437 | 2,000,250 | 1,829,383 |
| Selling, general and administrative | 831,505 | 747,770 | 669,159 |
| Interest, net | 49,106 | 52,228 | 49,121 |
| Service charge income and other, net | $(87,443)$ | $(84,660)$ | $(55,958)$ |


| Total costs and expenses | 2,962,605 | 2,715,588 | 2,491,705 |
| :---: | :---: | :---: | :---: |
| Earnings before income taxes | 217,215 | 178,316 | 179,409 |
| Income taxes | 81, 400 | 62,500 | 64,500 |
| Net earnings | 135,815 | 115,816 | 114,909 |
| Basic earnings per share | . 83 | . 71 | . 70 |
| Diluted earnings per share | . 83 | . 71 | . 70 |
| Dividends per share | . 155 | . 15 | . 14 |
| Net earnings as a percent of net sales | 4.27\% | 4.00\% | 4.30\% |
| Return on average shareholders' equity | 15.38\% | 14.85\% | 16.74\% |
| Sales per square foot for Company-operated stores | 388 | 391 | 398 |
| ores | 68 | 63 | 59 |
| tal square footage | 8,590,000 | 7,655,000 | 6,898,000 |

Chairman
John J. Whitacre
46, Chairman of the Board of Directors
Co-Presidents
Blake W. Nordstrom
38, Co-President
Erik B. Nordstrom
35, Co-President
J. Daniel Nordstrom

36, Co-President
James A. Nordstrom
37, Co-President
Peter E. Nordstrom
36, Co-President
William E. Nordstrom
35, Co-President
Executive Vice Presidents
Jammie Baugh
45, Executive Vice President
Northwest General Manager
Gail A. Cottle
47, Executive Vice President
Nordstrom Product Development General Manager
Dale C. Crichton
50, Executive Vice President
Cosmetics Corporate Merchandise Manager
Robert J. Middlemas
42, Executive Vice President
Central States General Manager
James R. O'Neal
40, Executive Vice President
Southwest General Manager
Michael A. Stein
49, Executive Vice President
Chief Financial Officer
Susan A. Wilson Tabor
53, Executive Vice President
The Rack General Manager
Martha S. Wikstrom
42, Executive Vice President
East Coast General Manager
Vice Presidents
Laurie M. Black
39, Vice President
Women's Specialized Apparel Divisional Merchandise Manager
Northwest and Southwest Group
Victoria B. Dellinger
39, Vice President
Direct Sales Division General Manager
Joseph V. Demarte
47, Vice President
Human Resources
Annette S. Dresser
38, Vice President
Women's Apparel Corporate Merchandise Manager
Linda Toschi Finn
51, Vice President
Sales Promotion
Tamela J. Hickel
38, Vice President
East Coast - South Regional Manager
Darrel J. Hume
51, Vice President
Central States Regional Manager
Darren R. Jackson
34, Vice President,
Strategic Planning,
Treasurer
Bonnie M. Junell
42, Vice President
Brass Plum and Kids Wear Divisional Merchandise Manager
Northwest and Southwest Group
Kevin T. Knight
43, Vice President
President Nordstrom National Credit Bank/Nordstrom Credit, Inc.
General Manager of the Credit Business Unit
Llynn (Len) A. Kuntz
38, Vice President
East Coast - North Regional Manager

David P. Lindsey
49, Vice President
Store Planning
David L. Mackie
50, Vice President
Legal and Real Estate
Jack H. Minuk
44, Vice President
Women's Shoes Corporate Merchandise Manager
Charles T. Mitchell
51, Vice President
Information Services
Suzanne R. Patneaude
52, Vice President
Designer Apparel Corporate Merchandise Manager
Page 48
39, Vice President
Chief Information Officer
Delena M. Sunday
38, Vice President
Diversity Affairs
Geevy S.K. Thomas
34, Vice President
Los Angeles/Orange County Regional Manager
Other Officer
N. Claire Stack
37, Corporate Secretary
Directors
D. Wayne Gittinger
66, Director; Partner, Lane Powell Spears Lubersky
Seattle, WA
Enrique Hernandez, Jr.
43, Director; President and CEO,
Inter-Con Security Systems, Inc.
Pasadena, CA
Ann D. McLaughlin
57, Director; Chairman, The Aspen Institute
Aspen, CO
John A. McMillan
67, Director
Bruce A. Nordstrom
65, Director
John N. Nordstrom
61, Director
Alfred E. Osborne, Jr.
54, Director; Director of the Harold Price Center
for Entrepreneurial Studies and Associate
Professor of Business Economics,
The Anderson School at UCLA
Los Angeles, CA
William D. Ruckelshaus
66, Director; A Principal in Madrona Investment
Group, LLC
Seattle, WA
Elizabeth Crownhart Vaughan
70, Director; President, Salar Enterprises
Portland, OR
John J. Whitacre
46, Chairman of the Board of Directors
Bruce G. Willison
50, Director
Committees
Executive
John A. McMillan
Bruce A. Nordstrom
John N. Nordstrom

Audit
Enrique Hernandez, Jr Ann D. McLaughlin, Chair
Alfred E. Osborne, Jr.
William D. Ruckelshaus
Elizabeth Crownhart Vaughan
Bruce G. Willison

Compensation and Stock Option
D. Wayne Gittinger

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John A. McMillan
Alfred E. Osborne, Jr.
William D. Ruckelshaus, Chair
Elizabeth Crownhart Vaughan
Finance
Enrique Hernandez, Jr.
John N. Nordstrom
Alfred E. Osborne, Jr., Chair
Bruce G. Willison

Corporate Governance and Nominating
D. Wayne Gittinger, Chair

Ann D. McLaughlin
William D. Ruckelshaus
Elizabeth Crownhart Vaughan
Profit Sharing and Benefits
Joseph V. Demarte, Chair
D. Wayne Gittinger

Peter E. Nordstrom
William E. Nordstrom
John J. Whitacre

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The following table sets forth certain information with respect to each of the stores operated by the Company. The Company also operates seven distribution centers and owns or leases other space for administrative functions.

| Location |  | Year opened or acquired | Present total store area/sq. ft |
| :---: | :---: | :---: | :---: |
| Location | Store Name |  |  |

Southwest Group


|  | Present |  |
| :--- | :--- | :--- |
| Location |  | Year opened |
| Stotal store |  |  |

East Coast Group
(continued)


[^0]| Illinois |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Oakbrook |  | Oakbrook Center | 1991 |  | 249,000 |  |
| Schaumburg |  | Woodfield Shopping Center |  | 1995 |  | 215,000 |
| Skokie |  | Old Orchard Center |  | 1994 |  | 209, 000 |
| Indiana |  |  |  |  |  |  |
| Indianapolis | Circle | Centre Mall | 1995 |  | 216,000 |  |
| Michigan |  |  |  |  |  |  |
| Troy |  | Somerset Collection North |  | 1996 |  | 258,000 |
| Minnesota |  |  |  |  |  |  |
| Bloomington |  | Mall of America | 1992 |  | 240, 000 |  |
| Ohio |  |  |  |  |  |  |
| Beachwood |  | Beachwood Place | 1997 |  | 231, 000 |  |
| Texas |  |  |  |  |  |  |
| Dallas |  | Dallas Galleria | 1996 |  | 249, 000 |  |


| Location | Store Name |  | Year opened or acquired |  | Present total store area/sq. ft |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Northwest Group |  |  |  |  |  |
| Alaska |  |  |  |  |  |
| Anchorage | Anchorage 5th Avenue Mall |  | 1975 |  | 97,000 |
| Colorado |  |  |  |  |  |
| Denver | Park Meadows Mall |  | 1996 |  | 245,000 |
| Oregon |  |  |  |  |  |
| Portland | Clackamas Town Center | 1981 |  | 121,000 |  |
| Portland | Downtown Portland |  | 1966 |  | 174,000 |
| Portland | Lloyd Center |  | 1963 |  | 150, 000 |
| Salem Salem | Center | 1980 |  | 71,000 |  |
| Tigard | Washington Square |  | 1974 |  | 189,000 |
| Utah |  |  |  |  |  |
| Murray | Fashion Place Mall |  | 1981 |  | 110,000 |
| Salt Lake City | Crossroads Plaza |  | 1980 |  | 140,000 |
| Washington |  |  |  |  |  |
| Bellevue | Bellevue Square | 1967 |  | 285,000 |  |
| Lynnwood | Alderwood Mall | 1979 |  | 127,000 |  |
| Seattle | Downtown Seattle | 1963 |  | 383, 000 |  |
| Seattle | Northgate Mall | 1965 |  | 122,000 |  |
| Spokane | Riverpark Square |  | 1974 |  | 121, 000 |
| Tacoma | Tacoma Mall |  | 1966 |  | 134,000 |
| Tukwila | Southcenter Mall |  | 1968 |  | 170,000 |
| Vancouver | Vancouver Mall | 1977 |  | 71,000 |  |
| Yakima | Downtown Yakima |  | 1972 |  | 44,000 |
| Other |  |  |  |  |  |
| Faconnable |  |  |  |  |  |
| Beverly Hills, CA |  |  | 1997 |  | 17,000 |
| Costa Mesa, CA |  |  | 1997 |  | 8,000 |
| New York, NY |  | 1993 |  | 10,000 |  |
| Women's Ala Moana |  |  |  |  |  |
| Honolulu, HI |  | 1997 |  | 14,000 |  |
| Men's Ala Moana |  |  |  |  |  |
| Honolulu, HI |  | 1997 |  | 8,000 |  |

1 Excludes approximately 278,000 square feet of corporate and administrative offices.

|  | Present |
| :--- | :--- |
| Year opened | total store |
| or acquired | area/sq. ft. |


| 1992 |  | 48,000 |
| :---: | ---: | ---: |
|  | 30,000 |  |
|  | 31,000 |  |
| 1985 | 50,000 | 57,000 |
| 1998 |  | 48,000 |
| 1984 | 44,000 |  |
| 1998 |  | 48,000 |
|  | 40,000 |  |
| 45,000 |  |  |
| 1992 | 37,000 |  |
| 41,000 |  | 31,000 |
|  | 48,000 |  |
| 1998 |  | 53,000 |
|  | 28,000 |  |
| 1993 | 19,000 |  |
|  | 31,000 | 43,000 |
|  | 46,000 |  |
|  | 48,000 |  |
|  | 46,000 |  |
|  | 25,000 |  |
|  | 42,000 |  |

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*

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Page 51
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$\qquad$
$\qquad$


Page

Independent Auditors
Deloitte \& Touche LLP
Counsel
Lane Powell Spears Lubersky
Transfer Agent and Registrar
ChaseMellon Shareholder Services
Telephone (800) 318-7045
General Offices
1617 Sixth Avenue, Seattle, WA 98101-1742
Telephone (206) 628-2111
Annual Meeting
May 18, 1999 at 11:00 a.m. Pacific Daylight Time
John W. Nordstrom conference room
Downtown Seattle Store
1617 Sixth Avenue
Seattle, WA
Form 10-K
The Company's Annual Report to the Securities and Exchange Commission on Form 10-K for the year ended January 31, 1999 will be provided to shareholders upon written request to: Nordstrom, Inc. Investor Relations
P.O. Box 2737

Seattle, WA 98111
or by calling (206) 233-6301.
Shareholder Information
Please visit our www. nordstrom.com web site to obtain the latest available information.
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Net Sales ..... 4
Net Earnings ..... 4
Percentage of 1998 Sales by Merchandise Category ..... 26
Investing and Operating Cash Flows ..... 28
Square Footage by Business Unit at January 31, 1999 ..... 29

## Name of Subsidiary

Nordstrom Credit, Inc.
Nordstrom National Credit Bank

State of Incorporation
------------------------
Colorado
Colorado

```
12-MOS
    JAN-31-1999
        JAN-31-1999
                                    241,431
                                    0
                    611,678
                    24,543
                750,269
        1,680,407
        1,234,863
        3,115,407
    768,542
                        804,893
                0
                    0
                    230,761
            1,085,892
3,115,407
                                    5,027,890
    5,027,890
                            3,334,945
        4,643,076
            0
            0
        47,091
            337,723
            131,000
206,723
            0
                0
                    0
            206,723
                1.41
                1.41
```


[^0]:    Central States Group
    Kansas

