Q2 2021 EARNINGS CALL

NORDSTROM
FORWARD-LOOKING STATEMENTS

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

CHIEF EXECUTIVE OFFICER
Strong performance in stores and online

- **1%** increase in total event sales vs '19
- **Record** volumes on Nordstrom.com while store traffic improved
- **52%** increase in orders picked up in-stores vs '19

Results reflect the total event, including the final week which fell in Q3 FY21
COMMITTED TO OUR STRATEGIC PRIORITIES

WIN IN OUR MOST IMPORTANT MARKETS

BROADEN THE REACH OF NORDSTROM RACK

INCREASE DIGITAL VELOCITY
POSITIVE CUSTOMER RESPONSE TO MARKET STRATEGY

Market Strategy is active in all of our top 20 markets

~40% of Anniversary Sale next-day pickup orders\(^1\) were picked up in a Rack Store

4x Average selection available next day

1 Day Faster shipping

\(^1\)Only includes Nordstrom.com orders
BROADENING THE REACH OF NORDSTROM RACK

~500bps sequential improvement in sales trends vs Q1

Encouraging early results from expanding price points
INCREASING DIGITAL VELOCITY

CONTINUED GROWTH

24% ↑
digital sales vs Q2 ’19*

SEAMLESS EXPERIENCE

Completed the integration of the Rack.com & Nordstrom.com platform, positioning us for more profitable growth as we scale.

*Including a (500bps) impact from shifting 1 week of the Anniversary Sale from Q2 to Q3 in FY21
OUR ASOS PARTNERSHIP

New opportunities to lead digitally
ANNE BRAMMAN
CHIEF FINANCIAL OFFICER
4TH CONSECUTIVE QUARTER OF SEQUENTIAL IMPROVEMENT

Net Sales Increase / (Decrease) vs 2019

<table>
<thead>
<tr>
<th>Q1 '20</th>
<th>Q2 '20</th>
<th>Q3 '20</th>
<th>Q4 '20</th>
<th>Q1 '21</th>
<th>Q2 '21</th>
</tr>
</thead>
<tbody>
<tr>
<td>(40%)</td>
<td>(53%)</td>
<td>(16%)^1</td>
<td>(20%)</td>
<td>(13%)</td>
<td>(6%)^2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>~+10% Anniversary shift</td>
<td></td>
<td>~2% Anniversary shift</td>
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<tr>
<td></td>
<td></td>
<td>^1Includes the impact of Anniversary Sale shift from Q2 FY20 to Q3 FY20</td>
<td></td>
<td>^2Includes the impact of Anniversary Sale shift, with approximately one week shifting from Q2 FY21 to Q3 FY21</td>
<td></td>
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## Q2 2021 RESULTS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Q2 vs Q2'20</th>
<th>Q2 vs Q2'19</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET SALES</td>
<td>101%</td>
<td>(6%)¹</td>
</tr>
<tr>
<td>GROSS PROFIT %</td>
<td>~1,370 bps</td>
<td>~flat</td>
</tr>
<tr>
<td>SG&amp;A %</td>
<td>~1,350 bps</td>
<td>~(170 bps)</td>
</tr>
<tr>
<td>EBIT %</td>
<td>~2,500 bps</td>
<td>~(150 bps)</td>
</tr>
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¹Includes the impact of Anniversary Sale shift, with approximately one week shifting from Q2 FY21 to Q3 FY21 as compared to FY19

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We further strengthened our balance sheet by retiring $500M of unsecured notes
<table>
<thead>
<tr>
<th>Metric</th>
<th>Prior</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Growth</td>
<td>25%+</td>
<td>35%+</td>
</tr>
<tr>
<td>EBIT</td>
<td>~3%</td>
<td>~3% to 3.5%</td>
</tr>
<tr>
<td>Income Tax</td>
<td>~27%</td>
<td>~27%</td>
</tr>
<tr>
<td>CAPEX</td>
<td>~3 to 4%</td>
<td>~3 to 4%</td>
</tr>
<tr>
<td>Leverage Ratio</td>
<td>~3x</td>
<td>~3x</td>
</tr>
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</table>
OUR LONG-TERM CAPITAL ALLOCATION PRIORITIES

1. REINVEST IN THE BUSINESS
   - CAPEX of 3-4% of sales
   - Investments primarily in technology and supply chain capabilities

2. REDUCE LEVERAGE
   - Combination of earnings improvement and debt reduction
   - Targeting leverage ratio ~3x by end of 2021, and ~2.5x by end of 2022

3. RETURN CASH TO SHAREHOLDERS
   - Targeting to be in a position to return cash to shareholders by the end of 2021

We remain committed to an investment grade credit rating