



Q4 2020 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



BROAD-BASED SEQUENTIAL IMPROVEMENT IN TOPLINE

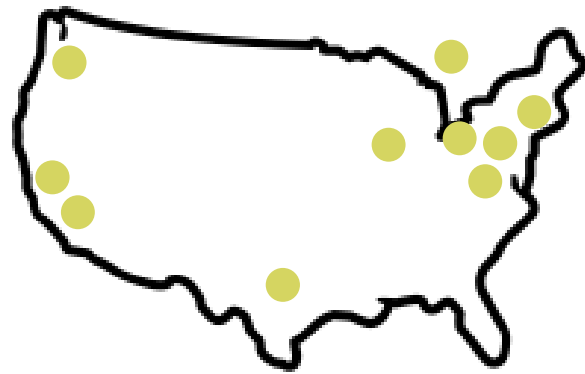
CONTINUED IMPROVEMENT



~600bp*

increase relative to Q3

MARKET STRATEGY



~200bp

higher topline growth in top 10 markets relative to other markets

HOLIDAY GIFTING



67%

of sales, up ~600bp versus LY

INCREASING CUSTOMER ENGAGEMENT



CONVENIENCE

30%

online orders
fulfilled from
stores

10%

online orders
picked up in
stores

CONNECTION

Remote selling options drive



Customer
Satisfaction Score



Conversion



Average
Transaction Size

CUSTOMER TRENDS

CUSTOMER ACQUISITION



1.8M

new online customers in Q4

NORDY CLUB



~40% of customers

are in our loyalty program,
contributing ~2/3 of total sales

A PIVOT TO MARKET SHARE CAPTURE AND PROFITABLE GROWTH

CLOSER TO YOU

UNLOCKING THE FULL POTENTIAL OF OUR DIGITAL-FIRST PLATFORM



WIN IN OUR MOST
IMPORTANT MARKETS



BROADEN THE REACH OF
NORDSTROM RACK



INCREASE DIGITAL
VELOCITY



LOW SINGLE-DIGIT
REVENUE GROWTH

From 2019 Levels



EBIT MARGIN
ABOVE 6%



LOW TEENS
ROIC



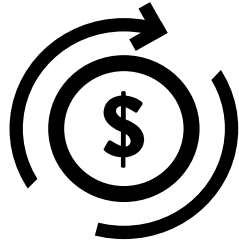
\$1B+ OPERATING
CASH FLOW

ANNE BRAMMAN

CHIEF FINANCIAL OFFICER



STRONG FINANCIAL POSITION



OPERATING CASH FLOW

\$425M+

over the past three quarters



REBASING COST STRUCTURE

\$300M+

permanent overhead reductions in
FY 2020

POSITIVE EARNINGS & CASH FLOW IN Q4

	Q1	Q2	Q3	Q4	FY20
TOTAL SALES YOY %*	(40%)	(53%) <small>~(10%) Anniversary Shift</small>	(16%) <small>~+10% Anniversary Shift</small>	(20%)	(32%)
EBIT (\$M)	(813)	(370)	106	30	(1,047)
OPERATING CASH FLOW (\$M)	(778)	187	155	88	(348)
TOTAL LIQUIDITY (\$B)	1.4	1.3	1.5	1.5	1.5

2021 OUTLOOK

H1 CONSIDERATIONS

	FY2021
REVENUE GROWTH <i>YoY Growth</i>	25%+
EBIT <i>% of sales</i>	~3%
INCOME TAX	~27%
CAPEX <i>% of sales</i>	~3-4%
LEVERAGE RATIO	~3x

Reflects 45% of total year sales

EBIT expected to be approximately breakeven



Q&A

NORDSTROM

