

## OUR COMPETITIVE ADVANTAGE



ENGAGEMENT ACROSS OUR BUSINESSES ENCOURAGES MORE VISITS AND SPEND



## OUR MARKET STRATEGY IS DRIVING INCREASED ENGAGEMENT

ACCELERATED IN 2019



SCALING IN 2020



GETTING US CLOSER TO CUSTOMERS

INCREASED MERCHANDISE SELECTION AVAILABLE NEXT-DAY  
Up to 7x

GREATER ACCESS TO SERVICES

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

WE REMAIN IN A STRONG FINANCIAL POSITION

FAVORABLE INVENTORY POSITION THROUGHOUT 2019



9 consecutive quarters of increased inventory turns in Off-Price

NORDSTROM RACK HAUTELOOK

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



Operating cash flow for the 11th consecutive year

## WE CONTINUE TO SERVE CUSTOMERS ON THEIR TERMS

30% of our customers shop across channels

1/2 of store sales involve an online journey

1/3 of online sales involve a store experience



1/3 OF SALES ARE MADE DIGITALLY

Q4 order pickup sales doubled and represent

50% of Full-Price digital sales growth

THE Nordy CLUB

## CONTINUES TO GROW

MEMBERS GENERATED



2/3 OF SALES

4X MORE SPEND

and

3X MORE TRIPS

than non-members



13 MILLION MEMBERS