



Long-Range Plan Fact Sheet

2010-2014

JCPenney's vision for growth is to be America's shopping destination for discovering great styles at compelling prices. Currently, JCPenney does business with over half of the households in America each year. We're focused on getting those customers to spend more with us, while also finding ways to engage the other half to experience our great style and quality at smart prices.

To do this, we are focused on a Long-Range Plan consisting of four integrated business strategies intended to drive profitable sales growth, enhance our financial performance and achieve industry leadership:

Customers: Become America's favorite retail destination for apparel, accessories and home fashion.

- Refine marketing and messaging to improve JCPenney's image positioning.
- Build our lead in customer satisfaction and loyalty.
- Deliver an exciting and interactive shopping experience.
- Inspire our customers to shop more with us.
- Attract a higher market share among younger customers.
- Capture customers' attention utilizing all media platforms.

Merchandise: Consistently delight our customers with our merchandise and services.

- Offer stylish, high-quality merchandise for our customers' lifestyles.
- Create a sense of discovery and excitement each shopping visit.
- Offer an exceptional and complete assortment of apparel, accessories and home merchandise.
- Leverage our superior trend, design, product development and sourcing capabilities across our merchandise categories.
- Maximize the benefits from our industry-leading merchandise flow tools and talent.

Associates: Become the preferred choice for a retail career.

- Build a company culture that fosters innovation and teamwork.
- Retain, attract, develop and reward the best talent in retail.

Performance/Shareholders: Establish JCPenney as the growth leader in our industry.

- Deliver industry leading financial performance.
- Increase sales and market share in the highest potential areas of the country.
- Invest resources to support growth and innovation.
- Pursue longer-term growth opportunities to maximize earnings potential and shareholder value.