



SAKS INCORPORATED

2003 ANNUAL REPORT

Up
trend





moving Up

Saks Incorporated operates two distinct business segments.

SAKS DEPARTMENT STORE GROUP consists of 241 department stores under the nameplates of Parisian, Proffitt's, McRae's, Youngers, Herberger's, Carson Pirie Scott, Bergner's, and Boston Store and 22 Club Libby Lu specialty stores.

SAKS FIFTH AVENUE ENTERPRISES consists of 62 Saks Fifth Avenue luxury department stores and 53 Saks Off 5th stores.



SAKS INCORPORATED FINANCIAL HIGHLIGHTS

(In thousands, except per share amounts)	Year Ended		
	January 31, 2004	February 1, 2003	February 2, 2002
Net Sales	\$ 6,055,055	\$ 5,911,122	\$ 6,070,568
Net Income Before Accounting Change	\$ 82,827	\$ 69,837	\$ 322
Net Income	\$ 82,827	\$ 24,244	\$ 322
Diluted Earnings Per Common Share, Before Accounting Change	\$ 0.58	\$ 0.48	\$ 0.00
Diluted Earnings Per Common Share	\$ 0.58	\$ 0.17	\$ 0.00
Diluted Weighted Average Common Shares	142,921	146,707	144,498
Total Assets	\$ 4,654,869	\$ 4,579,356	\$ 4,595,521
Total Long-Term Debt, Including Current Maturities	\$ 1,277,521	\$ 1,332,162	\$ 1,361,641
Shareholders' Equity	\$ 2,322,168	\$ 2,267,272	\$ 2,271,437
Total Debt To Capitalization	35.5%	37.0%	37.5%

to our shareholders

Up 2003

2003 was a year of progress for Saks Incorporated. We saw recovery in the business over the course of the year, and we are well positioned to take advantage of an improving economic environment in 2004.

Diluted earnings per share increased to \$.58 in 2003, from \$.48 (before the cumulative effect of an accounting change) in 2002. This improvement was driven by a 1.6% comparable store sales gain and higher merchandise margins. Progress was achieved in spite of increased SG&A expenses, largely related to a lower contribution from credit operations, due to our alliance with Household International, which was consummated in April 2003.



2003

Our key strategic accomplishments included:

Upgrading our leadership team and streamlining our organizational structure.

We added key management at both Saks Fifth Avenue Enterprises ("SFAE") and the Parisian division of Saks Department Store Group ("SDSG"). We also completed the consolidation of Younkers' home offices into those of Carson Pirie Scott.

Improving our financial position and strengthening our balance sheet.

In addition to consummating the strategic credit card alliance with Household International, which reduced risk and will enhance returns on invested capital, we took additional steps to strengthen our financial condition. We increased our revolving credit facility to \$800 million and extended the maturity to 2009.

We completed an exchange offer on our 2008 senior debt, which lowered the coupon rates, extended maturities, and reduced debt by approximately \$50 million. At year end, our debt-to-capitalization ratio was 35.5%, and cash on hand totaled \$366 million. During the year, we purchased approximately 7.9 million shares of stock (for a total price of approximately \$80 million) under our common stock repurchase programs. We have approximately 21.9 million shares remaining under the authorization. In January 2004, we also made a voluntary cash contribution of \$70 million to our pension plans, substantially reducing the underfunded position of the plans and future cash contribution requirements.

Subsequent to year end, the Board of Directors declared a special one-time cash dividend of \$2 per share, with an expected pay out of approximately \$284 million. We believe this dividend represents the most efficient way to distribute surplus capital to our shareholders and demonstrates our confidence in the continued profitable growth of the business and our commitment to enhancing total shareholder returns. We have the financial resources and liquidity to pursue our strategies.

measuring



Further enhancing our real estate portfolio.

Our real estate strategy remains centered on enhancing our position in existing core markets and on entering key strategic markets. During the year, our capital expenditures totaled \$180 million, with nearly half related to opening seven new stores and renovating six others. Saks Fifth Avenue opened stores in two new key markets—Indianapolis, Indiana and Richmond, Virginia. At SDSG, we strengthened our position in several important existing markets including Omaha, Nebraska; Lansing, Michigan; Green Bay, Wisconsin; and Peoria, Illinois. In addition, we opened a new Off 5th store in St. Louis, Missouri. We also closed or converted six under-productive units. We ended the year with 34.4 million square feet of store space. As a result of our approach, we are generating improved returns on invested capital and higher sales per square foot from our real estate portfolio.

Investing in strategic systems improvements.

We completed the conversion of each of our operating divisions to a common technology platform with greatly enhanced inventory management tools, permitting more sophisticated inventory planning and more precise by-store inventory allocation. We also began the company-wide installation of advanced point-of-sale systems, which will allow for more clienteling and customer relationship management capabilities. Logistics enhancements installed at our distribution centers have increased the efficiency at which merchandise arrives at our stores. Web-enabled technology is becoming more important, with multiple applications throughout the Company, including benefits administration, travel management, e-procurement for supply purchasing, and “reverse” auctions for private brand merchandise sourcing, which is leading to greater profitability in this increasingly important area of our business.





SAKS DEPARTMENT STORE GROUP



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SDSG operates 241 department stores, in 24 states, with 26.4 million square feet, under the nameplates of Parisian, Proffitt's, McRae's, Youngers, Herberger's, Carson Pirie Scott, Bergner's, and Boston Store, and 22 Club Libby Lu specialty stores. We are the "hometown" stores and have the number one or number two market share in 90% of our trade areas.

SDSG comparable store sales grew 0.4%, and this performance was at the upper end of our traditional department store peer group. SDSG operating income totaled \$183 million compared to \$197 million last year. The decline primarily was a result of a \$33 million pre-tax decrease in net credit contribution related to the sale of the private label credit card portfolio.

Areas of focus in 2003 for SDSG included:

Adding excitement to our merchandise assortments through differentiation, key items, and expanded categories.

We are successfully providing product differentiation through merchandise from unique vendors, selections from emerging suppliers, exclusive products from our



core vendors, and most important, from our own proprietary brands. Differentiated products represented nearly 30% of our revenues in 2003, up from 17% two years ago.

Our key item strategy is delivered with authoritative presentations of "must-have" selections in meaningful quantities on our sales floor, supported by compelling fixturing and signing. Revenues from key items exceeded 16% of total sales in 2003, up from 11% two years ago.

We are continuing to add unique elements and departments that make us a shopping destination and bring a new level of energy to our stores. An example of this is Club Libby Lu, a fresh, distinctive retail concept that offers a truly unique assortment of products and experiences for the "tween" customer. We acquired this specialty retailer last May and now have 22 mall-based Club Libby Lu stores and Club Libby Lu shops in six of our department stores. This special customer receives the "royal" treatment as she enters the preteen fantasyland for shopping, birthday parties, and special events.



SAKS DEPARTMENT STORE GROUP

hometown stores

Transforming the shopping experience.

We continued to make our stores more customer-friendly and convenient to shop. We have added many innovative features including high-visibility directional signing, "comfort zones" and "living room" areas, headsets in high-traffic shoe departments, and a "Wrap-it Express" program. Independent monitoring indicates that we are making progress in the service arena as our marks in customer satisfaction continue to improve year over year.

Reducing pricing confusion.

We are maintaining our emphasis on simplifying pricing and offering great value for our customers. Our "Incredible Value" program has proven highly successful in providing great products that are guaranteed to never be on sale for less during the season. We also support this value proposition by offering a "price guarantee" on widely distributed brands.



our Customer Relationship Management objectives, using customer spending habits to not only build our merchandise assortments by location, but also to market more effectively to unique customer groups and to improve the in-store experience by offering a variety of fresh events catered to local markets.

Reinvigorating the Parisian business.

George Jones, President and CEO of SDSG, assumed the CEO role at Parisian in addition to his SDSG responsibilities, and subsequently appointed new leadership in key merchandising, store, and marketing positions at this division. With strengthened leadership,



we have renewed our commitment to assuring that these stores indeed provide our customers more differentiated product, an even higher level of customer service, and intensified one-on-one clienteling. As a result, comparable store sales grew substantially in the second half of 2003.

Executing innovative localized marketing.

Our marketing supports our strategy of offering differentiated products, key items, and enjoyable in-store experiences. In addition, we are executing

In 2004, we will remain focused on delivering the right product, enhancing the shopping experience, eliminating pricing confusion, executing innovative localized marketing, and maximizing the opportunities in the Parisian business.





SF AAE

SAKS FIFTH AVENUE ENTERPRISES



SFAE operates 62 Saks Fifth Avenue luxury department stores, in 26 states, with 6.5 million square feet of space, and 53 Saks Off 5th stores, in 23 states, with 1.4 million square feet.

At SFAE, comparable store sales grew by 3.4%. Operating income rose to \$109 million, from \$102 million in the prior year, in spite of a \$17 million pre-tax decline in net credit contribution related to the sale of the private label credit card portfolio.

Excellent progress was made in 2003 to position SFAE for a promising future. Specifically, we:

Added outstanding leadership to the SFAE organization.

Fred Wilson, former Chairman, President, and CEO of Donna Karan, joined SFAE as Chairman and CEO in December 2003. Shortly after year end, Andrew Jennings, former President of Holt Renfrew, Canada's definitive luxury store, was named President of Saks Fifth Avenue, reporting to Fred. We have also added new marketing and Customer Relationship Management talent at SFAE. We now have the leadership in place to capitalize on the enormous power and opportunities inherent in this great franchise.

Enhanced the luxury shopping experience.

In our stores, warm environments, progressive training and hiring, and various new service initiatives combine to create an inviting luxury experience. We added "living room" areas to our stores and completed the



nationwide roll-out of our ServiceFirst desks. These areas, prominently located in each store, are a single point of contact for all of our service offerings, including personal shopping, alterations, credit services, and returns. Independent monitoring shows meaningful year-over-year improvement in service levels.

We offer an unsurpassed luxury shopping experience and the same great merchandise assortments regardless of the channel our customer selects—in store, on-line, or via catalog. More and more customers are buying on-line or through our catalogs, and these revenues grew by more than 50% in 2003.



Reinforced our style leadership in focus businesses.

Saks Fifth Avenue is intent on being the foremost style authority in several key businesses, including cosmetics, handbags, women’s footwear, fine jewelry, "gold range" women’s apparel (positioned between bridge and designer), and contemporary women’s apparel. In each of these areas, we expanded inventory, staffing, and space commitments. Revenues for these six focus businesses grew nearly 12% during 2003 and comprise approximately 40% of the business.

Cultivated customer relationships.

We intensified our emphasis on Customer Relationship Management (CRM) in order to foster engagement, repeat visits, and loyalty through marketing and clienteling efforts. Our CRM initiatives emphasize differentiated service and experiences based on shopping patterns and a personalized direct marketing approach.

We elevated our SaksFirst Rewards program, the most rewarding affinity program in retail. A new Diamond Tier was introduced for \$25,000 spenders. We also added more benefits from our strategic partners, including Ritz-Carlton, Cunard, and British Airways. Sales from SaksFirst customers now comprise nearly 30% of Saks Fifth Avenue’s revenues.

We also are focused on important, cause-related marketing efforts to further create a connection with the communities and customers we serve.

Examples include "Key to the Cure," a special, nationwide shopping event to support



women’s cancer research, and "Save the Music," our holiday charitable initiative charged with restoring music programs in public schools across the U.S.

Entered new business categories.

We are extending our style authority into other businesses, as well. For example, we now offer a full



bridal service—gowns, jewelry, and gift registry—which was introduced into ten stores in 2003.

As we enter 2004 at SFAE, we will remain focused on improving the luxury shopping experience, reinforcing our style leadership, strengthening relationships with our customers, and entering new business categories.



We recently announced the appointment of Steve Sadove, Vice Chairman of Saks Incorporated, to the additional post of Chief Operating Officer of the Company. Steve has made an outstanding contribution in the two years since he joined the leadership team of Saks Incorporated. In the role of COO, he will foster an enhanced connection between the operations of our two principal business segments and our central corporate support group, including information technology, credit administration, and logistics. He will also provide leadership on key business processes, such as strategic planning and human resources policies and practices.

We are pleased that Ron Fresch, former Bergdorf Goodman Chairman and CEO, has recently joined our Company. We expect Ron to play a very important role in the future success of our enterprise.

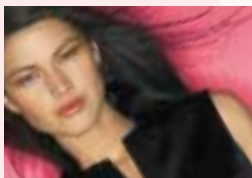
In June, Bernard E. Bernstein will retire from Saks Incorporated's Board of Directors. Bernie has made countless contributions to Saks, and we are extremely appreciative of his counsel and dedicated service over the years. We are also pleased that Robert B. Carter, Executive Vice President and Chief Information Officer of FedEx Corporation, has joined our Board. With his exceptional business and technology background, Rob will make an outstanding contribution to our Board and to the Company.

Looking ahead, we have the leadership team and clear business plans in place to grow sales, expand operating margins, and improve returns on invested capital. Thank you for your support and investment in our Company.



R. Brad Martin
Chairman of the Board and Chief Executive Officer

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*directors & certain officers***BOARD OF DIRECTORS**

R. BRAD MARTIN
Chairman of the Board and Chief Executive
Officer of Saks Incorporated

RONALD DE WAAL
Vice Chairman of the Board; Chairman of
We International, B.V.

BERNARD E. BERNSTEIN
Senior Partner in the law firm of Bernstein,
Stair & McAdams LLP

STANTON J. BLUESTONE
Retired Chairman and Chief Executive
Officer of Carson Pirie Scott & Co.

ROBERT B. CARTER
Executive Vice President and Chief Information
Officer of FedEx Corporation

JAMES A. COGGIN
President and Chief Administrative Officer
of Saks Incorporated

JULIUS W. ERVING
President of The Erving Group

MICHAEL S. GROSS
Principal of Apollo Management, L.P.

DONALD E. HESS
Chairman Emeritus of Parisian; Chief Executive
Officer of Southwood Partners

GEORGE L. JONES
President and Chief Executive Officer
of Saks Department Store Group

NORA P. McANIFF
Executive Vice President of Time, Inc.

DR. C. WARREN NEEL
Executive Director, Corporate Governance
Center at the University of Tennessee

STEPHEN I. SADOVE
Vice Chairman and Chief Operating Officer
of Saks Incorporated

MARGUERITE W. SALLEE
Staff Director, Senate Subcommittee
on Children and Families

CHRISTOPHER J. STADLER
Managing Director of Investcorp, S.A.

**CERTAIN CORPORATE
OFFICERS**

R. BRAD MARTIN
Chairman of the Board and
Chief Executive Officer

STEPHEN I. SADOVE
Vice Chairman and
Chief Operating Officer

JAMES A. COGGIN
President and Chief
Administrative Officer

DOUGLAS E. COLTHARP
Executive Vice President and
Chief Financial Officer

CHARLES J. HANSEN
Executive Vice President
and General Counsel

DONALD E. WRIGHT
Executive Vice President of Finance
and Chief Accounting Officer

**BUSINESS UNIT AND
STORE OFFICERS****SAKS DEPARTMENT STORE GROUP**

GEORGE L. JONES
President and Chief Executive Officer
of Saks Department Store Group

TONI E. BROWNING
President and Chief Executive
Officer of Proffitt's/McRae's

ANTHONY J. BUCCINA
President of Carson Pirie Scott & Co.

MICHAEL R. MACDONALD
Chairman and Chief Executive Officer
of Carson Pirie Scott & Co.

SAKS FIFTH AVENUE ENTERPRISES

FREDERICK W. WILSON
Chairman and Chief Executive Officer
of Saks Fifth Avenue Enterprises

ANDREW R. JENNINGS
President of Saks Fifth Avenue

Saks Fifth Avenue Enterprises

SAKS FIFTH AVENUE STORES

ALABAMA
Birmingham

ARIZONA
Phoenix

CALIFORNIA
Beverly Hills
Carmel
Costa Mesa
La Jolla
Mission Viejo
Palm Desert
Palos Verdes
Pasadena
San Diego
San Francisco
Santa Barbara

COLORADO
Denver

CONNECTICUT
Greenwich
Stamford

FLORIDA
Bal Harbor
Boca Raton
Ft. Lauderdale
Ft. Myers
Naples
Orlando
Palm Beach
Palm Beach Gardens
Sarasota
South Miami
Tampa

GEORGIA
Atlanta

ILLINOIS
Chicago
Highland Park
Skokie

INDIANA
Indianapolis

LOUISIANA
New Orleans

MARYLAND
Chevy Chase

MASSACHUSETTS
Boston

MICHIGAN
Troy

MINNESOTA
Minneapolis

MISSOURI
St. Louis
Kansas City

NEVADA
Las Vegas

NEW JERSEY
Hackensack
Short Hills

NEW YORK
Garden City
Huntington
New York City
Southampton

OHIO
Beachwood
Cincinnati
Columbus

OKLAHOMA
Tulsa

OREGON
Portland

PENNSYLVANIA
Bala Cynwyd
Pittsburgh

SOUTH CAROLINA
Charleston
Hilton Head

TEXAS
Austin
Dallas
Houston
Hurst
San Antonio

VIRGINIA
McLean
Richmond

OFF 5TH STORES

ARIZONA
Tempe
Tucson

CALIFORNIA
Anaheim
Cabazon
Camarillo
Folsom
Milpitas
Ontario
Petaluma
San Diego

COLORADO
Castle Rock
Denver

CONNECTICUT
Clinton

FLORIDA
Ellenton
Miami
Naples
Orlando
Sunrise

GEORGIA
Dawsonville
Lawrenceville

HAWAII
Waipahu

ILLINOIS
Gurnee
Schaumburg
Skokie

MARYLAND
Baltimore

MASSACHUSETTS
Worcester
Wrentham

MICHIGAN
Auburn Hills
Dearborn

MINNESOTA
Minneapolis

MISSOURI
St. Louis

NEVADA
Las Vegas

NEW JERSEY
Elizabeth
Paramus

NEW YORK
Central Valley
Niagara Falls
Riverhead
Westbury

NORTH CAROLINA
Concord
Morrisville

OHIO
Aurora
Cincinnati

PENNSYLVANIA
Grove City
Philadelphia

SOUTH CAROLINA
Myrtle Beach

TENNESSEE
Nashville (2)

TEXAS
Grapevine
Katy
San Marcos
Stafford

VIRGINIA
Leesburg
Woodbridge

Saks Department Store Group

PARISIAN STORES

ALABAMA

Birmingham (6)
Decatur
Dothan
Florence
Huntsville (2)
Mobile
Montgomery (2)
Tuscaloosa

FLORIDA

Jacksonville
Orlando (2)
Pensacola
Tallahassee

GEORGIA

Atlanta (7)
Columbus
Macon

INDIANA

Indianapolis (2)

MICHIGAN

Livonia
Rochester Hills

MISSISSIPPI

Tupelo

OHIO

Cincinnati
Dayton

SOUTH CAROLINA

Charleston
Columbia (2)

TENNESSEE

Chattanooga
Knoxville
Nashville

PROFFITT'S STORES

GEORGIA

Dalton
Rome

KENTUCKY

Ashland
Elizabethtown

NORTH CAROLINA

Asheville
Goldsboro
Greenville
Kinston
Rocky Mount

SOUTH CAROLINA

Greenville
Spartanburg

TENNESSEE

Athens
Chattanooga (2)
Cleveland
Greenville
Johnson City
Kingsport
Knoxville (2)
Maryville
Morristown
Oak Ridge

VIRGINIA

Bristol

WEST VIRGINIA

Morgantown
Parkersburg

McRAE'S STORES

ALABAMA

Birmingham (3)
Dothan
Gadsden
Huntsville
Mobile
Selma
Tuscaloosa

FLORIDA

Mary Esther
Pensacola

LOUISIANA

Baton Rouge
Monroe

MISSISSIPPI

Biloxi
Columbus
Gautier
Greenville
Hattiesburg
Jackson (4)
Laurel
McComb
Meridian
Natchez
Tupelo
Vicksburg

YOUNKERS STORES

ILLINOIS

Moline

IOWA

Ames
Cedar Falls
Cedar Rapids (2)
Coralville
Davenport
Des Moines (4)
Dubuque
Fort Dodge
Iowa City
Marshalltown
Mason City
Sioux City (2)
Waterloo
West Burlington

MICHIGAN

Bay City
Grandville
Holland
Lansing
Marquette
Muskegon
Okemos
Port Huron
Traverse City

MINNESOTA

Austin
Duluth

NEBRASKA

Grand Island
Lincoln
Omaha (3)

SOUTH DAKOTA

Sioux Falls

WISCONSIN

Appleton
Eau Claire
Fond du Lac
Green Bay (2)
Manitowoc
Marinette
Marshfield
Sheboygan
Sturgeon Bay
Superior
Wausau
Wisconsin Rapids

HERBERGER'S STORES

COLORADO

Grand Junction

IOWA

Ottumwa

MINNESOTA

Albert Lea
Alexandria
Bemidji
Bloomington
Brainerd
Fergus Falls
Mankato
Moorhead
New Ulm
Rochester
Roseville
St. Cloud
St. Paul
Stillwater
Virginia
Willmar

MONTANA

Billings
Butte
Great Falls
Havre
Kalispell
Missoula

NEBRASKA

Hastings
Kearney
Norfolk
North Platte
Scottsbluff

NORTH DAKOTA

Bismarck
Dickinson
Fargo
Minot

SOUTH DAKOTA

Aberdeen
Rapid City
Watertown

WISCONSIN

Beaver Dam
La Crosse
Rice Lake

WYOMING

Rock Springs

CARSON PIRIE SCOTT STORES

ILLINOIS

Aurora (3)
Bloomington
Bourbonnais
Calumet City
Chicago (3)
Chicago Ridge
Dundee
Evergreen Park
Joliet
Lincolnwood
Lombard (2)
Matteson
Mount Prospect
Naperville
Norridge
North Riverside
Orland Park
St. Charles
Schaumburg (2)
Vernon Hills
Wilmette (2)

INDIANA

Hammond
Merrillville
Michigan City

BOSTON STORES

WISCONSIN

Brookfield (2)
Janesville
Madison (2)
Milwaukee (4)
Racine

BERGNER'S STORES

ILLINOIS

Bloomington
Champaign
Forsyth
Galesburg
Galeshney Park
Pekin
Peoria (2)
Peru
Quincy
Rockford (2)
Springfield
Sterling

SALES RELEASE DATES FOR 2004

Sales Period	Release Date
February 2004	3/4/04
March 2004	4/8/04
April 2004	5/6/04
May 2004	6/3/04
June 2004	7/8/04
July 2004	8/5/04
August 2004	9/2/04
September 2004	10/7/04
October 2004	11/4/04
November 2004	12/2/04
December 2004	1/6/05
January 2005	2/3/05

EARNINGS RELEASE DATES FOR 2004

Quarter	Release Date
First	5/18/04
Second	8/17/04
Third	11/16/04
Fourth	To be announced

ANNUAL MEETING

The Annual Meeting of Shareholders of Saks Incorporated will be held at 11:30 a.m. Eastern Time, Tuesday, June 8, 2004, at the Ritz-Carlton Hotel, 181 Peachtree Street N.E., Atlanta, Georgia 30303. Shareholders are cordially invited to attend.

INQUIRIES REGARDING YOUR STOCK HOLDINGS

Registered shareholders (shares held by you in your name) should address communications to the Company's Transfer Agent and Registrar:

The Bank of New York
 (866) 455-3121 (telephone)
 shareowners@bankofny.com (e-mail)
 www.stockbny.com (web site)

Address shareholder inquiries to:

Shareholder Relations Department
 P.O. Box 11258
 Church Street Station
 New York, New York 10286

Send certificates for transfer and address changes to:

Receive and Deliver Department
 P.O. Box 11002
 Church Street Station
 New York, New York 10286

In all correspondence or telephone inquiries, please mention Saks Incorporated, your name as printed on your stock certificate, your Social Security number, your address, and your phone number.

Beneficial shareholders (shares held by you in the name of your broker or other nominee) should direct communications on all administrative matters to your nominee owner.

TO REACH US

Visit www.saksincorporated.com/investor_relations.html to:

- Receive news releases by signing up for e-mail alerts
- View SEC filings, investor presentations, financial results, and other company information.

Contact us at:

Investor Relations Department
 Saks Incorporated
 P.O. Box 9388
 Alcoa, Tennessee 37701
 (865) 981-9541 (telephone)
 (865) 981-6325 (facsimile)
 julia_bentley@saksinc.com (e-mail)

WE ARE COMMITTED TO FOSTERING AN INCLUSIVE ENVIRONMENT FOR OUR ASSOCIATES, CUSTOMERS, AND SUPPLIERS.

Understanding and valuing diversity are core to this commitment. At Saks, managing diversity is a strategic imperative. Through an intentional combination of recruiting, retention, and development efforts, over the past 5 years we have improved minority representation among our management associates by more than 20%. We will continue this focus.

Building upon this momentum, in 2003 we created a Diversity Steering Committee. This Steering Committee is charged with furthering our diversity strategy. Our strategy is focused in four key areas: education and awareness, representation, talent management and development, and business growth initiatives. Our Board of Directors monitors our performance in this regard.

CORPORATE HEADQUARTERS

750 Lakeshore Parkway
Birmingham, Alabama 35211
(205) 940-4000

SAKS FIFTH AVENUE ENTERPRISES HEADQUARTERS

12 East 49th Street
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(212) 940-4048

SAKS DEPARTMENT STORE GROUP HEADQUARTERS

PARISIAN
750 Lakeshore Parkway
Birmingham, Alabama 35211
(205) 940-4000

PROFFITT'S AND McRAE'S
115 North Calderwood Street
Alcoa, Tennessee 37701
(865) 983-7000

NORTHERN DEPARTMENT STORE GROUP
(CARSON PIRIE SCOTT, BOSTON STORE,
BERGNER'S, HERBERGER'S, AND YOUNKERS)
331 West Wisconsin Avenue
Milwaukee, Wisconsin 53203
(414) 347-4141

INDEPENDENT ACCOUNTANTS

PricewaterhouseCoopers LLP
Birmingham, Alabama



SAKS
INCORPORATED