

## BOARD OF DIRECTORS

**Myron E. (Mike) Ullman, III**  
Chairman of the Board and  
Chief Executive Officer

**William A. Ackman**<sup>4</sup>  
Founder and Chief Executive Officer,  
Pershing Square Capital Management

**Colleen C. Barrett**<sup>2,3</sup>  
President Emeritus,  
Southwest Airlines Co.

**M. Anthony Burns**<sup>2,3</sup>  
Chairman Emeritus,  
Ryder System, Inc.

**Thomas J. Engibous**<sup>1,4,5</sup>  
Retired Chairman of the Board,  
Texas Instruments Inc.

**Kent B. Foster**<sup>1,4</sup>  
Retired Chairman of the Board,  
Ingram Micro Inc.

**Geraldine B. Laybourne**<sup>2,3</sup>  
Founder and Former Chairman and  
Chief Executive Officer, Oxygen Media

**Burl Osborne**<sup>2,3</sup>  
Retired Chairman of the Board,  
The Associated Press

**Leonard H. Roberts**<sup>1,4</sup>  
Retired Chairman and Chief Executive Officer,  
RadioShack Corporation

**Steven Roth**<sup>4</sup>  
Chairman of the Board,  
Vornado Realty Trust

**Javier G. Teruel**<sup>1,4</sup>  
Retired Vice Chairman,  
Colgate-Palmolive Company;  
Partner, Spectron Desarrollo, SC

**R. Gerald Turner**<sup>2,3</sup>  
President,  
Southern Methodist University

**Mary Beth West**<sup>1,2</sup>  
Executive Vice President and Chief Category  
and Marketing Officer, Kraft Foods Inc.

## EXECUTIVE BOARD

**Myron E. (Mike) Ullman, III**  
Chairman of the Board and  
Chief Executive Officer

**Ruby Anik**  
Senior Vice President,  
Brand Marketing

**Michael J. Boylson**  
Executive Vice President and  
Chief Marketing Officer

**Thomas A. Clerkin**  
Senior Vice President,  
Property Development

**Michael P. Dastugue**  
Executive Vice President and  
Chief Financial Officer

**Janet L. Dhillon**  
Executive Vice President,  
General Counsel  
and Secretary

**Lorraine Hitch**  
Senior Vice President,  
General Merchandise Manager–  
Handbags and Shoes

**Jan Hodges**  
Senior Vice President,  
General Merchandise Manager–  
Women's Accessories

**Clarence Kelley**  
Executive Vice President,  
Planning and Allocation

**Jim Kenney**  
Senior Vice President,  
Corporate Strategy

**Marie Lacertosa**  
Senior Vice President,  
Supply Chain

**Steven Lawrence**  
Executive Vice President,  
Senior General Merchandise  
Manager

**Ken Mangone**  
Executive Vice President,  
Product Development,  
Design and Sourcing

**Clark McNaught**  
Senior Vice President,  
General Merchandise  
Manager–Children's

**Pam Mortensen**  
Senior Vice President,  
General Merchandise Manager–  
Fine Jewelry

**Thomas Nealon**  
Group Executive Vice President

**Ed Robben**  
Senior Vice President and  
Chief Information Officer

**Elizabeth H. Sweney**  
Executive Vice President,  
Senior General Merchandise  
Manager

**Michael W. Taxter**  
Executive Vice President,  
jcpenny Stores

**Michael T. Theilmann**  
Group Executive Vice President

**John J. Tighe**  
Senior Vice President,  
General Merchandise  
Manager–Home

**1. Member of the Audit Committee:** This committee selects and retains the independent auditors for the annual audit of the Company's consolidated financial statements; approves audit fees and non-audit services and fees of the independent auditors; reviews the independent auditors' audit strategy and plan, scope, audit results, performance, and independence; participates in the certification process for periodic reports filed pursuant to the Securities Exchange Act of 1934; reviews internal audit reports on the adequacy of internal controls; reviews the status of significant legal matters, the Company's ethics program; the scope of the internal auditors' plans and budget and results of their audits; and reviews the effectiveness of the Company's program for correcting audit findings.

**2. Member of the Corporate Governance Committee:** This committee considers matters of corporate governance and reviews developments in the governance area as they affect relations between the Company and its stockholders; develops and recommends to the Board corporate governance principles and practices for the Company; makes recommendations to the Board on the size, composition, organization, and responsibilities of the Board and its Directors; makes recommendations to the Board with respect to the qualifications of Directors, candidates for election as Directors, and the compensation of Directors; and makes recommendations to the Board regarding annual independence determinations and the annual performance self-assessment by the Board.

**3. Member of the Human Resources and Compensation Committee:** This committee reviews and administers the Company's annual and long-term incentive compensation plans; recommends or takes action with respect to senior executive officer compensation; performs periodic reviews of succession plans for key Company executives, including the CEO; reviews the annual financial condition and investment performance of the Company's retirement and welfare plans, including the annual actuarial valuation reports for the plans; and oversees the administration and operation of certain Company retirement and welfare plans.

**4. Member of the Finance and Planning Committee:** This committee reviews the Company's financial policies, strategies and capital structure.

**5. Lead Independent Director**