



a Thanksgiving message from Ron Johnson

Happy Thanksgiving! I want to take a moment and thank each of you for the hard work you've done to get us ready for Black Friday and the holiday shopping season. This Friday marks our one big sale of the year and I'm proud of how the stores look. You should be too.

While other retailers are opening on Thanksgiving, I hope you and your loved ones will enjoy a very special day together. Spending Thanksgiving with family is one of America's greatest traditions and, as a company founded on the Golden Rule, I'm proud we're going to honor it by not opening our stores that day.

Black Friday is another great American tradition — and we are going to honor it as well. The value we offer on Black Friday is amazing. I've had an opportunity to compare our offerings to other retailers, and I am confident that — after customers enjoy Thanksgiving at home with their families on Thursday — they will have good reason to join us early Friday to get the best start on their holiday shopping.

In this season of giving thanks, I am most grateful to be part of this extraordinary team and for everything you have done this year to drive our transformation. And I know that our best work is still to come as we help each customer discover all that the new jcp has to offer this holiday season.

Yours truly,

Ron

