

# Brian Cornell

🎯 Chairman & Chief Executive Officer



# Goals and Results

**5** consecutive quarters  
of positive traffic





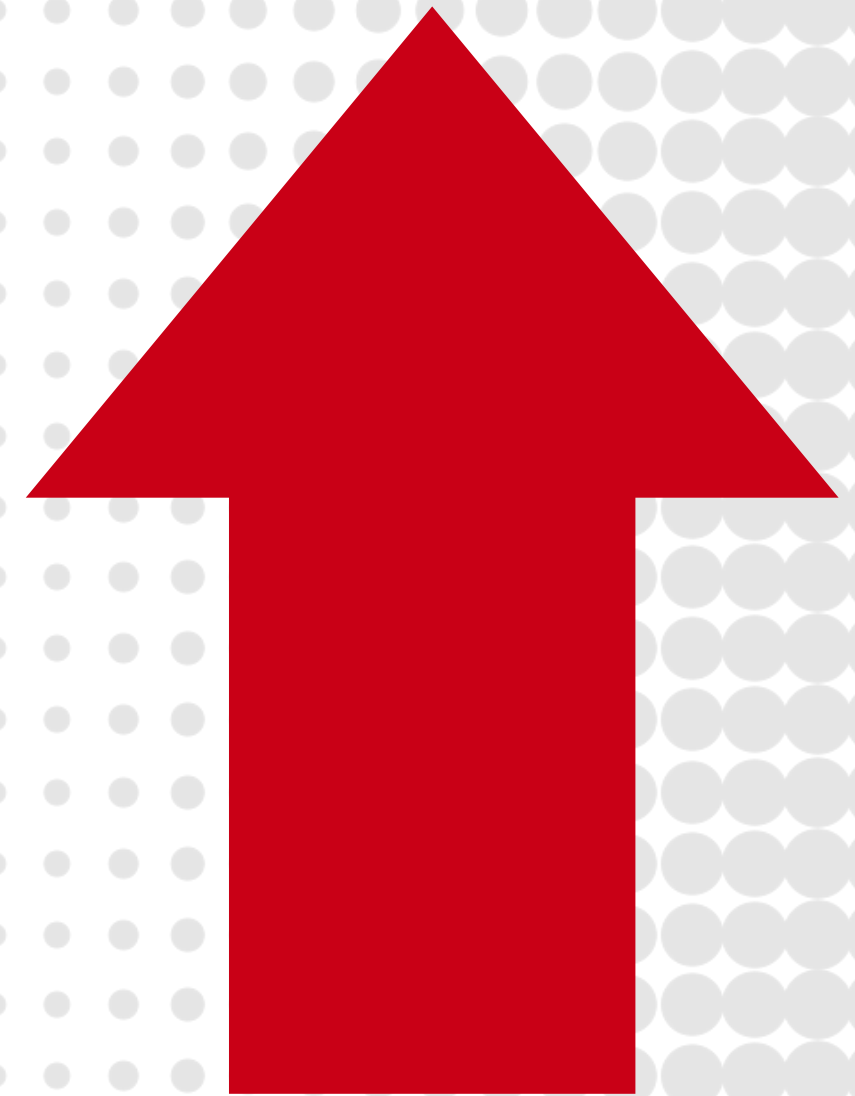
**Hit high-end**  
of comparable guidance



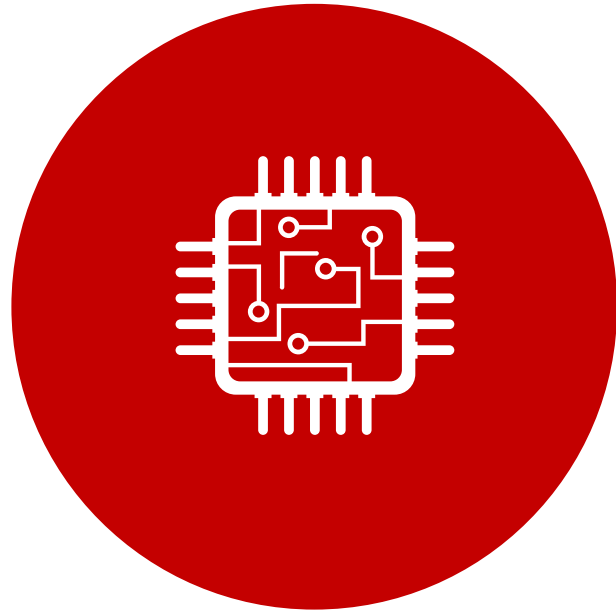
**3x** faster growth in  
Signature Categories



**31%** growth in digital



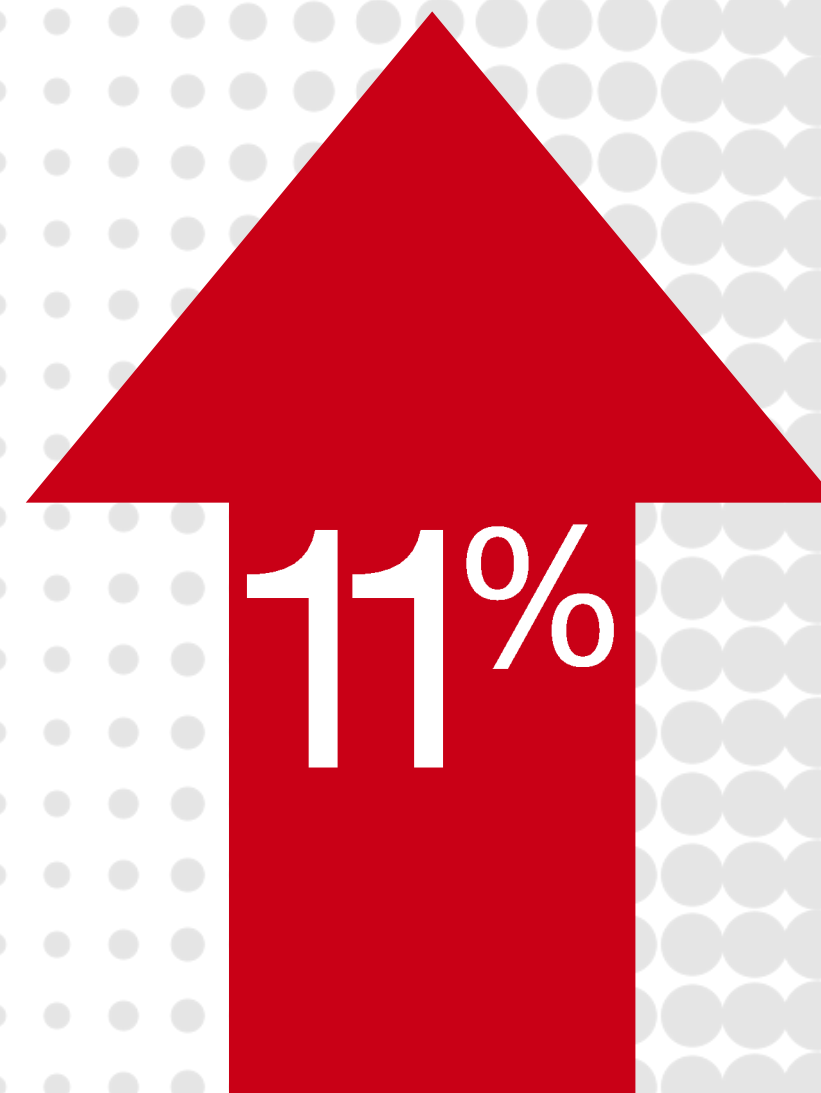




Prior guidance  
adjusted **EPS \$4.45-\$4.65**

**\$4.69**

adjusted EPS



## Target Crushed Walmart During the Holiday Shopping Season

Mannequins, home decor kept Target turnaround successful in Q4

Target is soaring past Walmart and Amazon in the most important category

Target comp sales beat shows turnaround efforts gaining traction





April 3

He didn't want to leave so you know I had to break out the camera real quick!"



@Target when I tell my kids we are going to target they get super excited – as excited as if we are going to Disney world!

June 4



Can I just say,  
I freaking love Target.  
#obsessed #targetlove

Jan 29



Top 10 best decisions I have ever made...getting a @Target Red Card. 5% off all purchases & free shipping!

Aug 24





Drive **profitable growth**  
today, tomorrow and  
well into the future



# 5 Priorities

On-Demand Shopping


Merchandise Categories

Localization & Personalization

Flexible Formats

Simplify & Control Costs



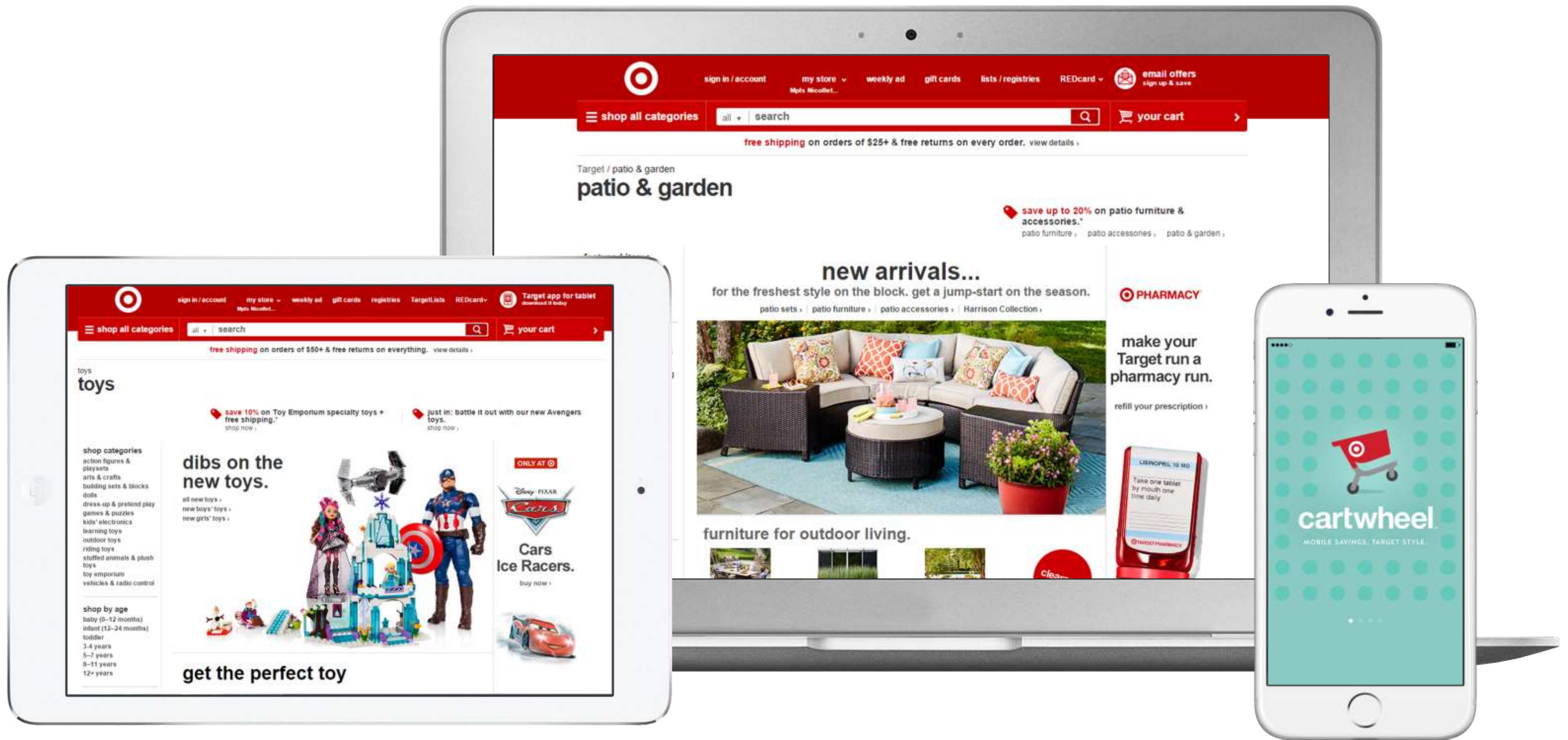
A woman with long dark hair, wearing a purple cardigan over a blue top, is smiling and holding a red Target shopping basket. She is in a grocery store aisle with shelves of products in the background. The image has a dark overlay.

Focus

Clarity

Prioritization











# Developing a meaningful loyalty rewards program







# 5 Priorities

On-Demand Shopping

Merchandise Categories

Localization & Personalization

Flexible Formats

Simplify & Control Costs

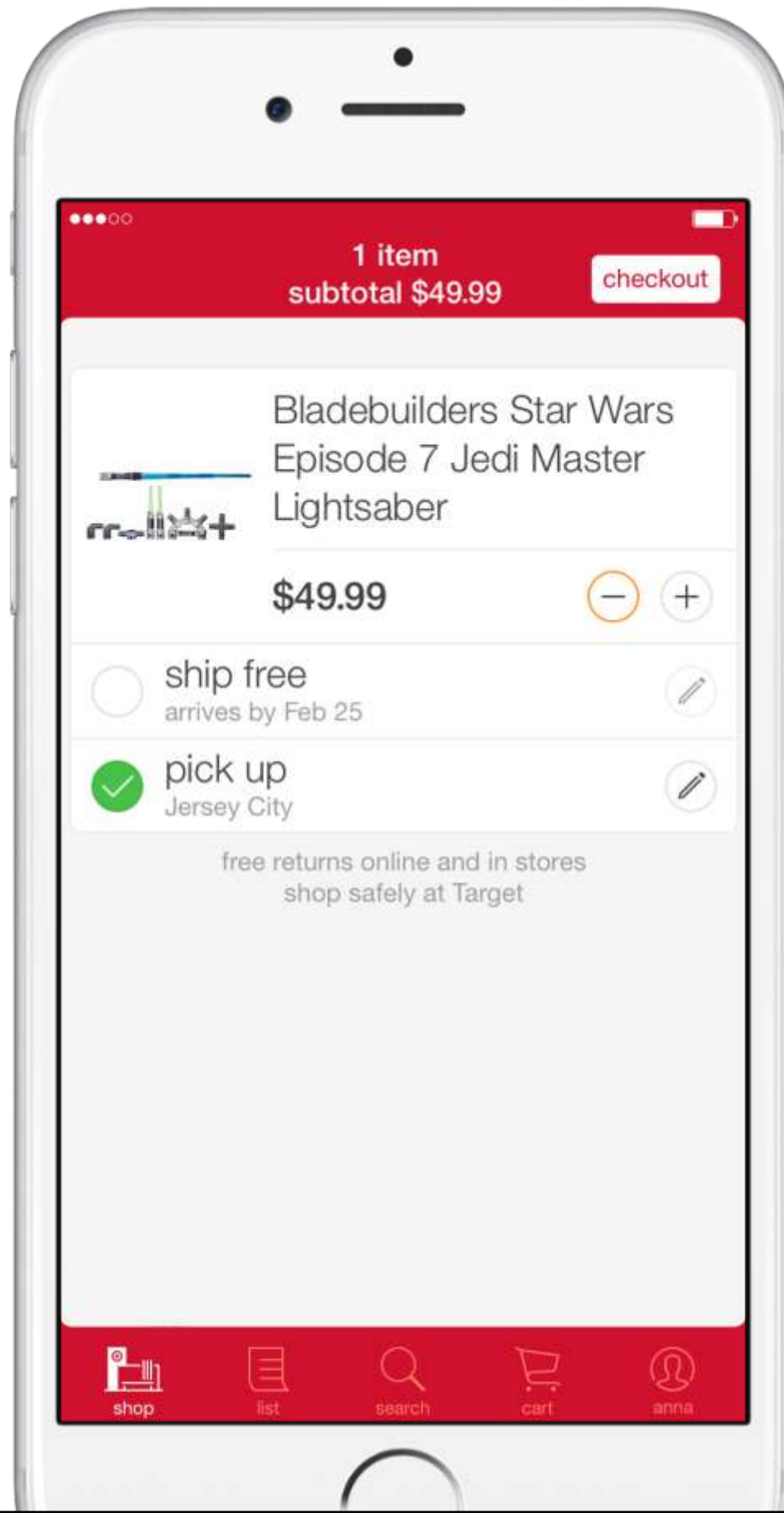




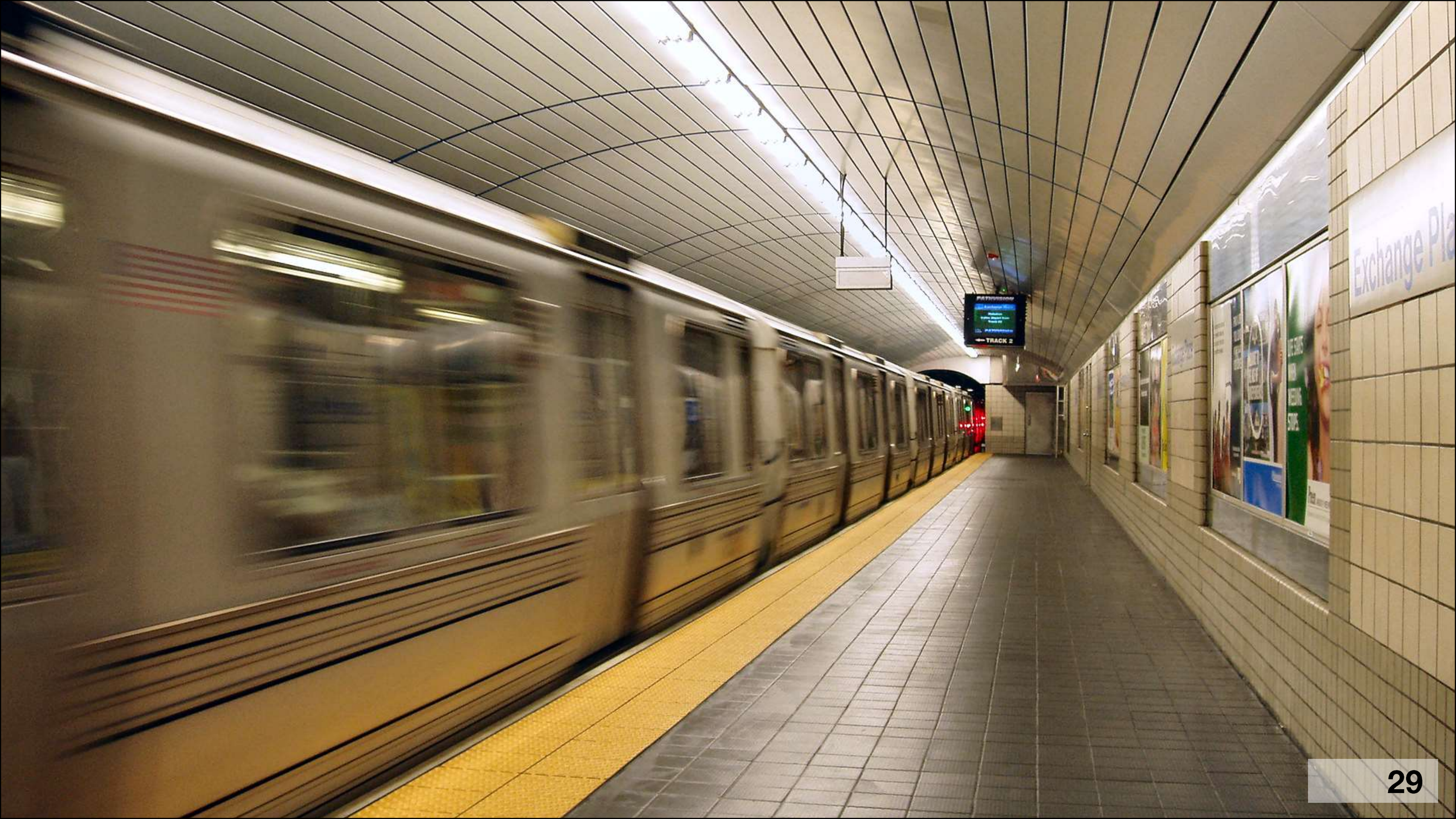




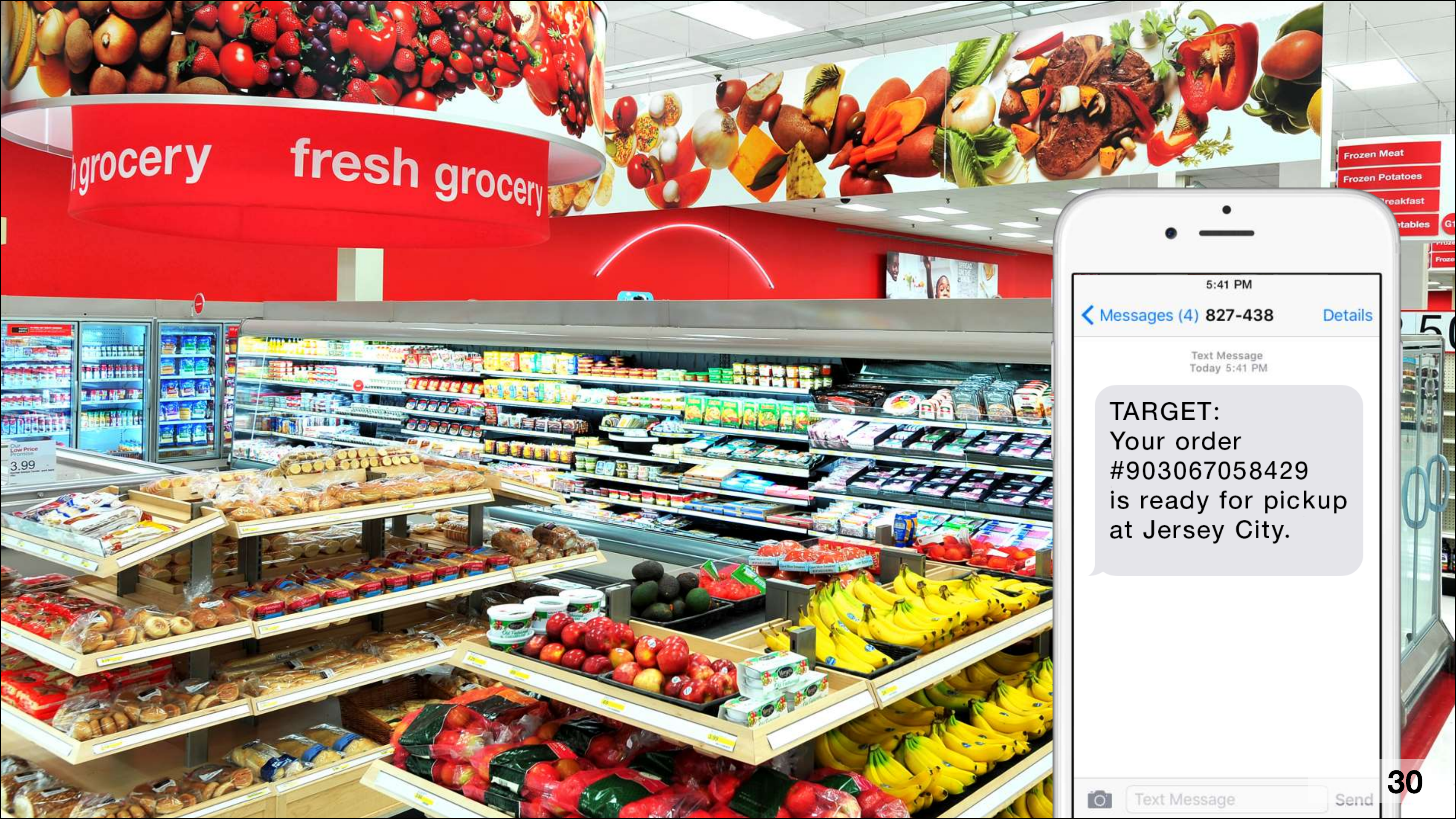












grocery

fresh grocery

5:41 PM  
Messages (4) 827-438 Details

Text Message  
Today 5:41 PM

TARGET:  
Your order  
#903067058429  
is ready for pickup  
at Jersey City.



Text Message

Send













# Fundamentals

Modernize Our Supply Chain

Enhance Technology

Remove System & Process Complexity

Elevate the Use of Data & Analytics

Drive Productivity Savings









# Guest Center of Excellence



# The Long Target Haul

My one year commitment to shopping the Bullseye (and only the Bullseye)

[HOME](#) [ABOUT](#) [THE RULES](#) [SELECT DATA](#) [I WISH TARGET HAD](#) [THE CHEATS](#) [JOIN THE CHALLENGE](#)

## Peter Pilotto + cauliflower – where else but Target?

POSTED ON FEBRUARY 5, 2014

Two forms of art:



Just a couple quick musings from a week in the life of a Target-only shopper: Target's latest design partner, Peter Pilotto, launches his new collection on 2/9 - preview the collection [here](#). Not sure I could personally pull off the look — and definitely not at 19-weeks pregnant! But I grabbed a screenshot of the dress above from the lookbook because I think it's adorable.

### Recent Posts

- [The year is up– time to face the competition](#)
- [This is not a story about yogurt](#)
- [Don't call it a comeback!](#)
- [It's farmers' market season – time to recommit!](#)
- [My Make-up got a Makeover, for 64% less](#)

### Categories

[Comparison shopping](#)  
[This Week at Target](#)

### Archives

[February 2015](#)  
[November 2014](#)  
[October 2014](#)  
[June 2014](#)  
[April 2014](#)  
[March 2014](#)

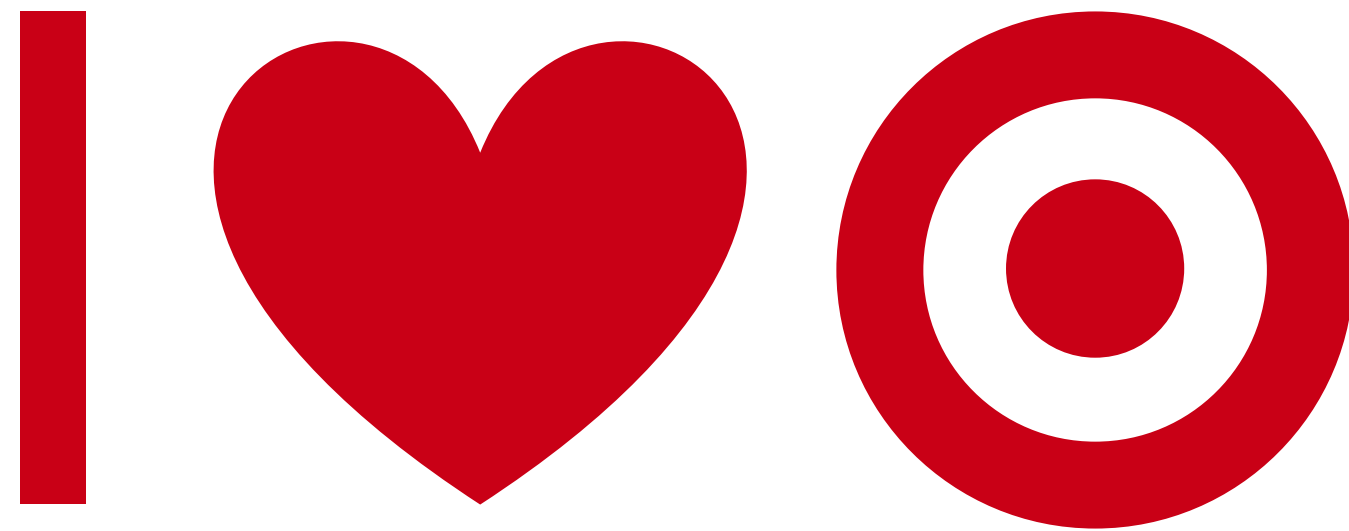








Understand how to make  
**guests' lives easier**



But sometimes...



# On-Demand





# LA25

# FAST COMPANY

THE WORLD'S

# 50

2015 MOST  
INNOVATIVE  
COMPANIES





+22M  
users

\$3B  
sales



**cartwheel™**



**REDperks™**



# Loyalty Program

A woman with long red hair, wearing a teal top, is smiling and looking to her right while holding a smartphone. She is in a clothing store, with racks of clothes and mannequins in the background. The image has a dark overlay.

Attitudes

Preferences

Behaviors



**Keith Colbourn**  
SVP, Loyalty & Lifecycle Marketing



# Merchandise Categories











# Signature Categories



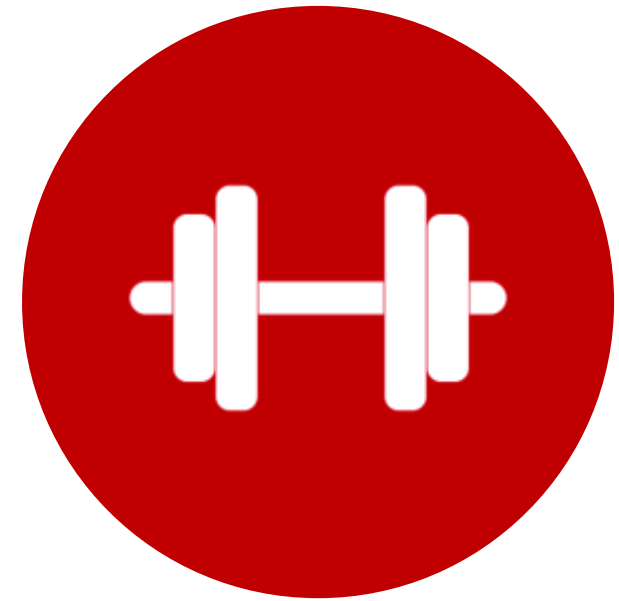
Style



Baby



Kids



Wellness



faster growth in  
Signature Businesses



# Signature Categories



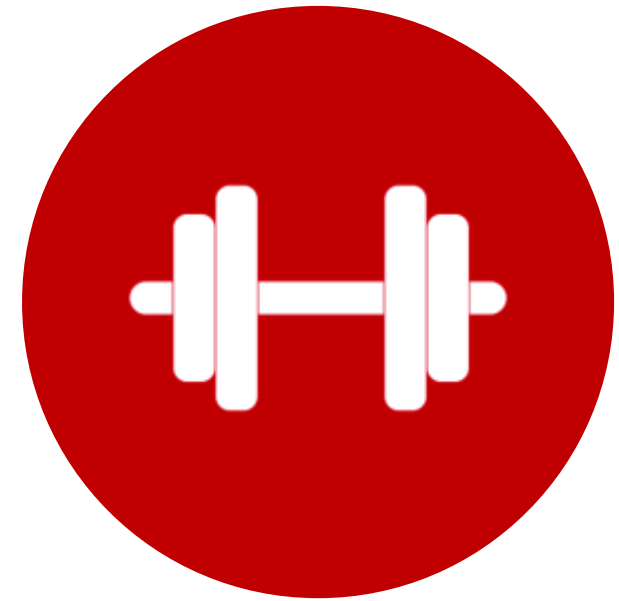
Style



Baby



Kids

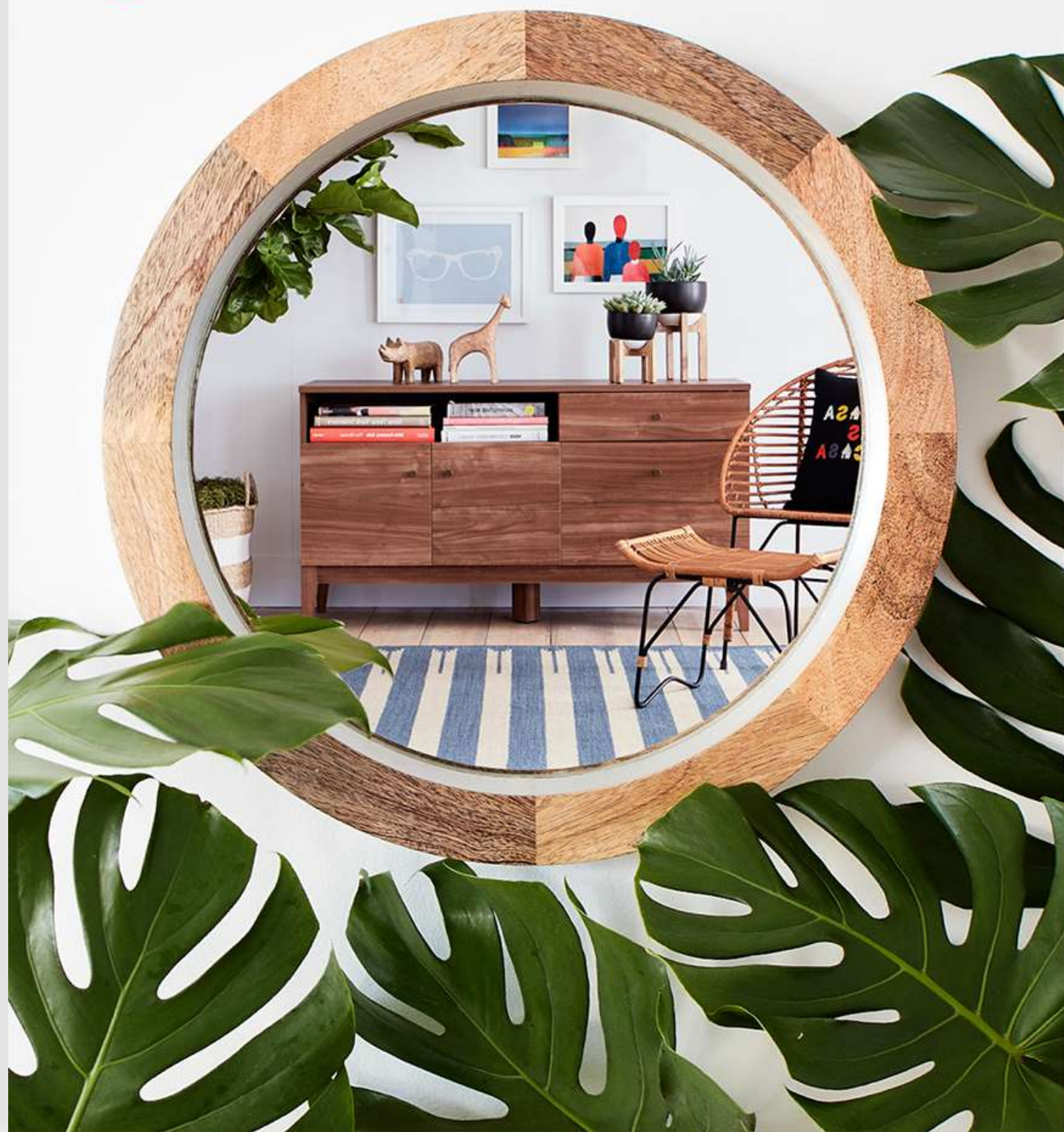


Wellness

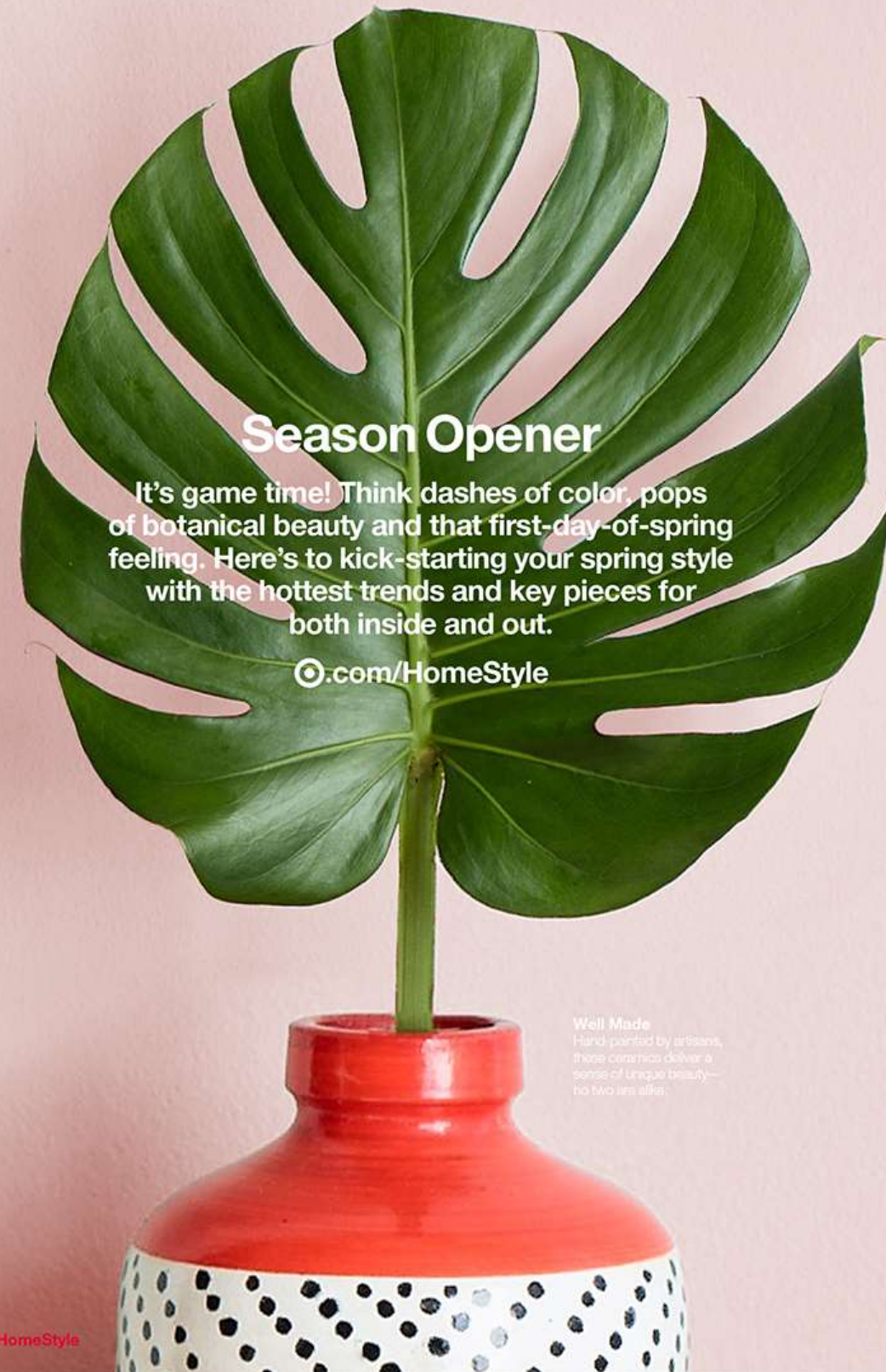












## Season Opener

It's game time! Think dashes of color, pops of botanical beauty and that first-day-of-spring feeling. Here's to kick-starting your spring style with the hottest trends and key pieces for both inside and out.

[Target.com/HomeStyle](https://www.target.com/HomeStyle)

**Well Made**  
Hand-painted by artisans, these ceramics deliver a sense of unique beauty—no two are alike.

Find more at [Target.com/HomeStyle](https://www.target.com/HomeStyle)

See More.  
Search **Home Style**  
at **Target.com**



**This page:** Zuo 7-pc. palmerston ceiling light with filament bulb \$498 (online only) 000-00-0000 | Threshold wood & metal bench 89.99 000-00-0000 | Zuo rose gold forecast pendant 461.99 (online only) 000-00-0000 | Threshold mercury glass bell pendant 59.99 (online only) 000-00-0000 | white crosby floor lamp 49.99 000-00-0000 | Zuo brass faceted metal lamp base 37.99 000-00-0000 | Threshold square white lamp shade 19.99 000-00-0000 | Threshold marble accent table 79.99 000-00-0000 |





**\$XX**  
**Short Products**  
 Short Description  
 Description aliqua.  
 XX.XX 000-00-0000



## Get Fresh

The brightness of spring shouldn't be relegated to outdoor spaces. Mix things up with texture and color—each elevates the other and makes for a great party vibe.

Find more at [houzz.com/HomeStyle](https://www.houzz.com/HomeStyle)

















Loving this  
#whowhatwear skirt!

Feb 18



New pieces mean  
new looks for my  
Who What Wear ladies!

Feb 20



#mywhowhatwear

Feb 26











Finnish,  
TargetStyle.



# marimekko

FOR TARGET











Mix and match at [Target.com/swim](https://www.target.com/swim) 

#1  
market  
share

15%  
growth







Search **girls' stock up**  
Find more sizes at  
**Target.com**





pillowfort™

Cat & Jack™

pillowfort™







**pillowfort**  
play. make. believe.

SERIES

YOU  
ARE  
AMAZING

BCDEH  
JKLMN

ALWAYS  
ON THE  
BRIGHT SIDE

HIP HIP  
Hooray!



*Cat & Jack*<sup>TM</sup>



pillowfort™

Cat & Jack™

Textile  
Engineers

Sustainability  
Experts

Fashion  
Designers

Trend  
Spotters



Philosophers







save 12.99  
**\$15**

**Sale** reg. 27.99,  
C9 Champion  
women's Performance  
printed leggings.

all C9 Champion  
sports bras

**40%  
off**

Style shown:  
reg. 16.99, sale 10.19

save 7.99  
**\$20**

**Sale** reg. 27.99,  
C9 Champion®  
women's run  
1/4-zip.

The Live Well Event

**get fit  
get going**

save big on activewear in stores & at Target.com

**free CamelBak water bottle**

(up to a \$14.99 value) when you buy any  
Fitbit fitness tracker over \$99

**149.99**

Fitbit Charge HR syncs  
heart rate, workout stats  
and displays caller ID.  
Free offer quantities limited; no rain  
checks. Items packaged separately.  
Fitbit available in Electronics and  
Sporting Goods Depts.







# NATURALS

## NATURALS

## NATURALS

NATURALLY BEAUTIFUL

GLOW FORWARD

Innovative ways to soothe and renew.

CLEANSING OIL

STEM CELL MASK

15.99

yes

















## Tech Tees



# New food partners for Target Cafe



# Corporate Social Responsibility



# Food



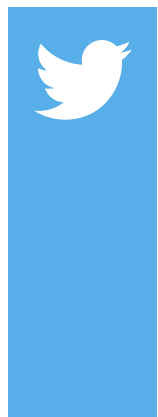






Grocery-wise, Target lacks for me. What they have is a bit more upscale, but they lack selection!

Jan 3



Too bad. Wish Target had a better grocery selection so I could tell Walmart they lost a customer over this.

Oct 2



Where can I buy organic raw honey? Because apparently Target doesn't have it :(

May 21



@Target I adore Target for so many things. Produce is not one of them. Bad selection, over-priced, poor quality.

Sept 21





Dove deep into  
**our food business**



# Fundamental Challenges

Market Share Out of Balance

Strong in Categories with Least Growth Potential

Missing Perimeter Growth Opportunities

Touching Product Too Often



# Transformation

Improve Organics & Freshness

Drive Owned-Brand Penetration

Focus on the Business Basics

Zero in on Key Seasonal Moments









livin'  
local

organic



# Grocery Transformation

Strategy

Assortment Changes

Presentation Changes

Sourcing Transformation

Store Labor Model

Supply Chain Implementation

Owned-Brand Repositioning

2016

2017







# Innovation



# Entrepreneurs in Residence







# Internet of Things



# Portfolio Approach

# Disciplined Investment Strategy



