

**John
Mulligan**

🎯 EVP & Chief Operations Officer



Our platform
functioned **flawlessly**



search



day 9

10 days of deals

SAVE 15%

on every order all day*
promo code CYBER15

**Cyber
Monday**

Cyber Monday doorbusters.

online today only.



search




woof!

We are suddenly extremely popular. You may not be able to access our site momentarily due to unusually high traffic. Please stay here and we'll try to get you in as soon as we can!



Provide a **compelling offer** with
clear value & guests will respond

A professional headshot of Mike McNamara, a middle-aged man with short, graying hair, smiling warmly. He is wearing a dark navy blue suit jacket over a light pink button-down shirt. The background is a blurred office interior with a prominent red horizontal stripe and a window showing greenery outside.

Mike McNamara
EVP, Chief Information & Digital Officer

free shipping & returns on every order

registries & lists weekly ad REDcard gift cards find stores 0

categories

deals

search

my account
sign in

0 items

CYBER WEEK

Cyber Week deals

save on holiday decorations
spend \$50, save \$10* or spend \$100, save \$25*

kitchen & home appliance deals
on top brands

Pampers' best comfort & protection



Pampers swaddlers

toy deals

huge savings on games, NERF, dolls & more*

save on 100s of TV shows & movies*

clothing deals

30% off kids' clothes, shoes & accessories*
up to 40% off cold-weather gear for everyone*

featured categories

top categories [shop all](#)



Cyber Monday



Christmas



kids gifting



The Wonderlist Gift Guide



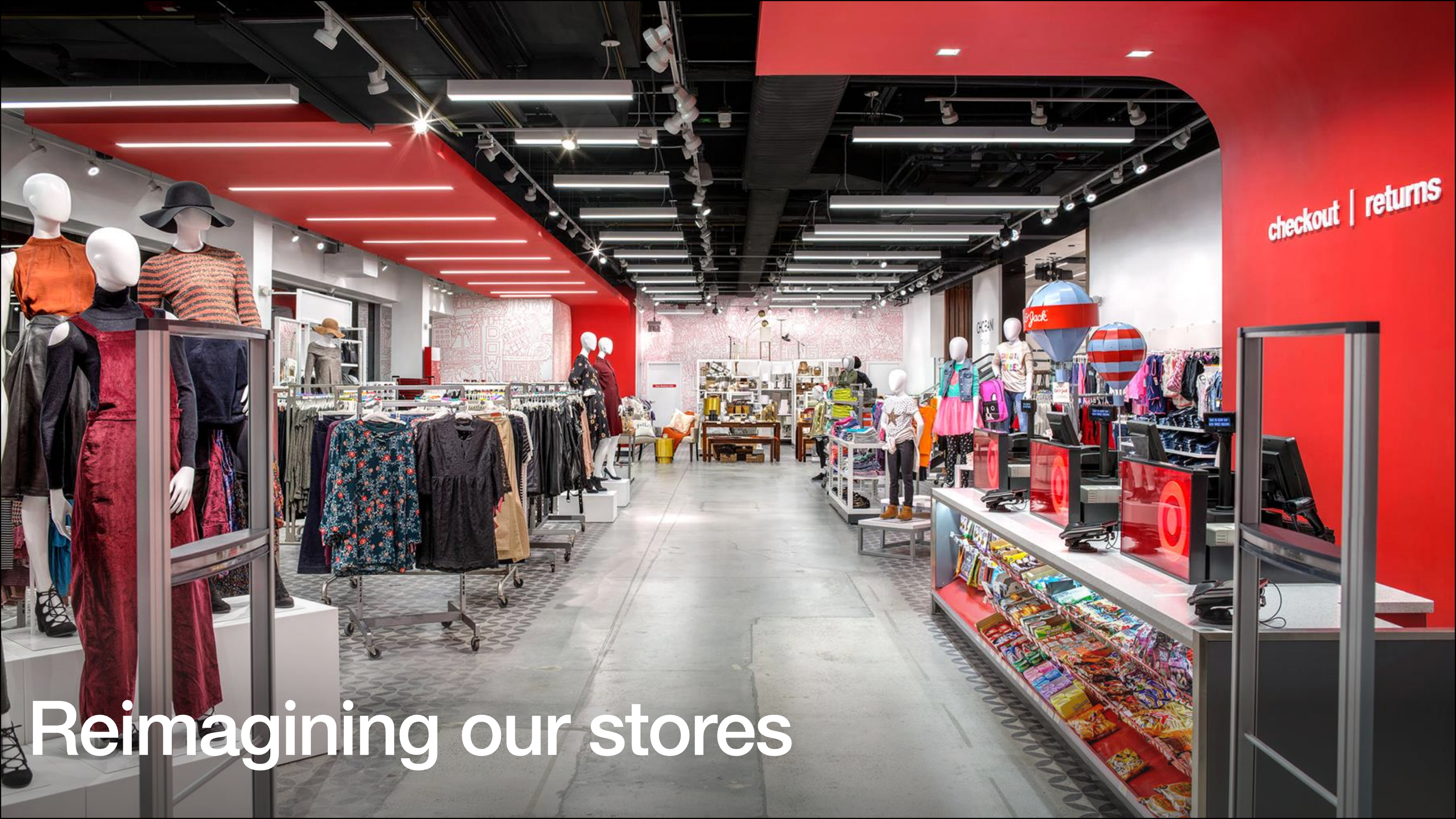
clothing



accessories

Built for the **long haul**

Investing to **compete & grow**



checkout | returns

Reimagining our stores

1 million

orders were shipped from store
in the two days following Cyber Monday

67% of Christmas week digital orders fulfilled by stores

Order Pickup Entrega de pedidos

Guest Service
Servicio al cliente

Gift Registry
Listas de regalos

Returns & Exchanges
Devoluciones y cambios

Questions
Preguntas



80% of Christmas Eve digital orders fulfilled by stores

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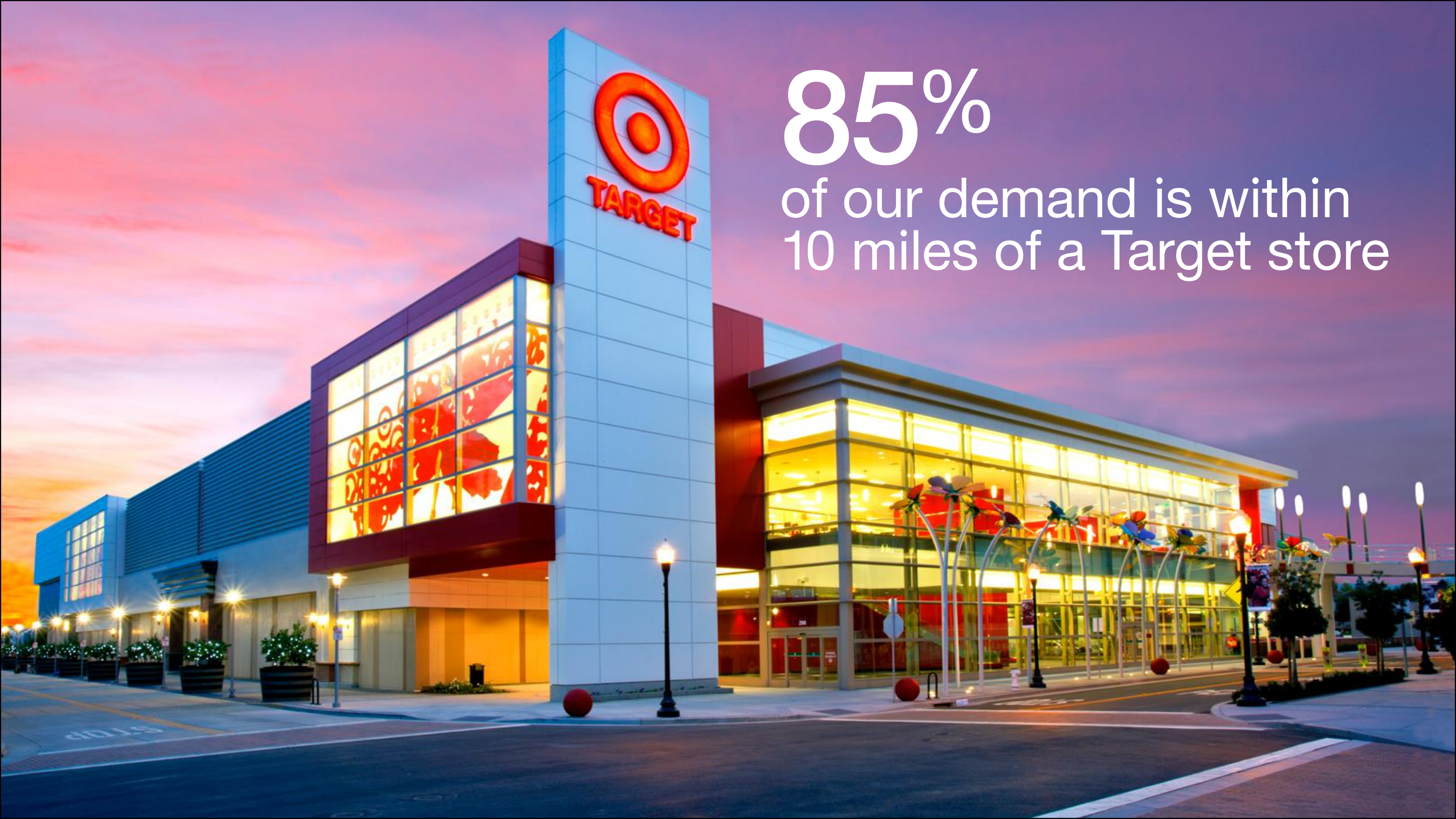




Deliver quickly at a **low cost**







85%

of our demand is within
10 miles of a Target store

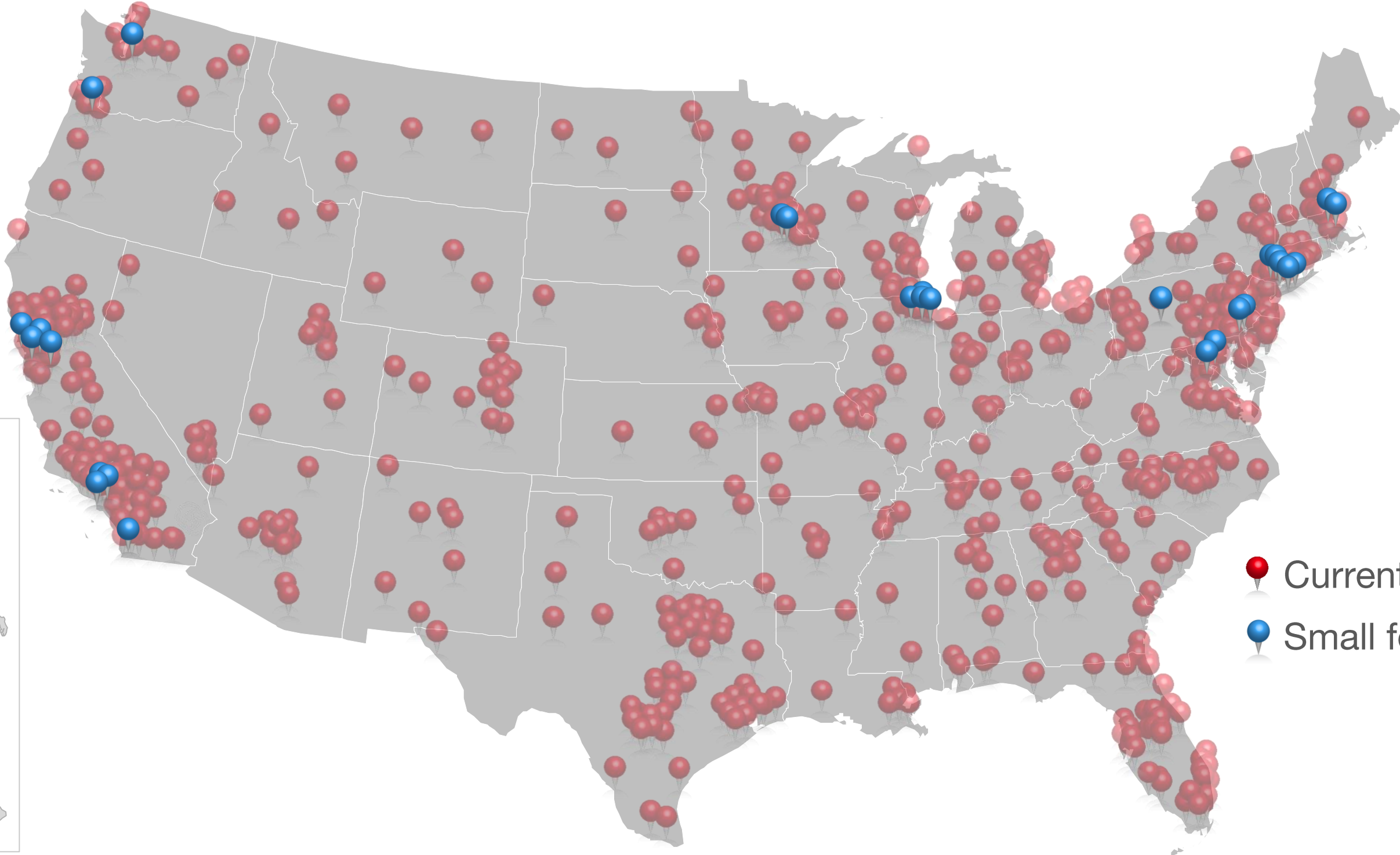
1,800 Stores



 Current Target stores

*representative sites only

Current Small Format Stores

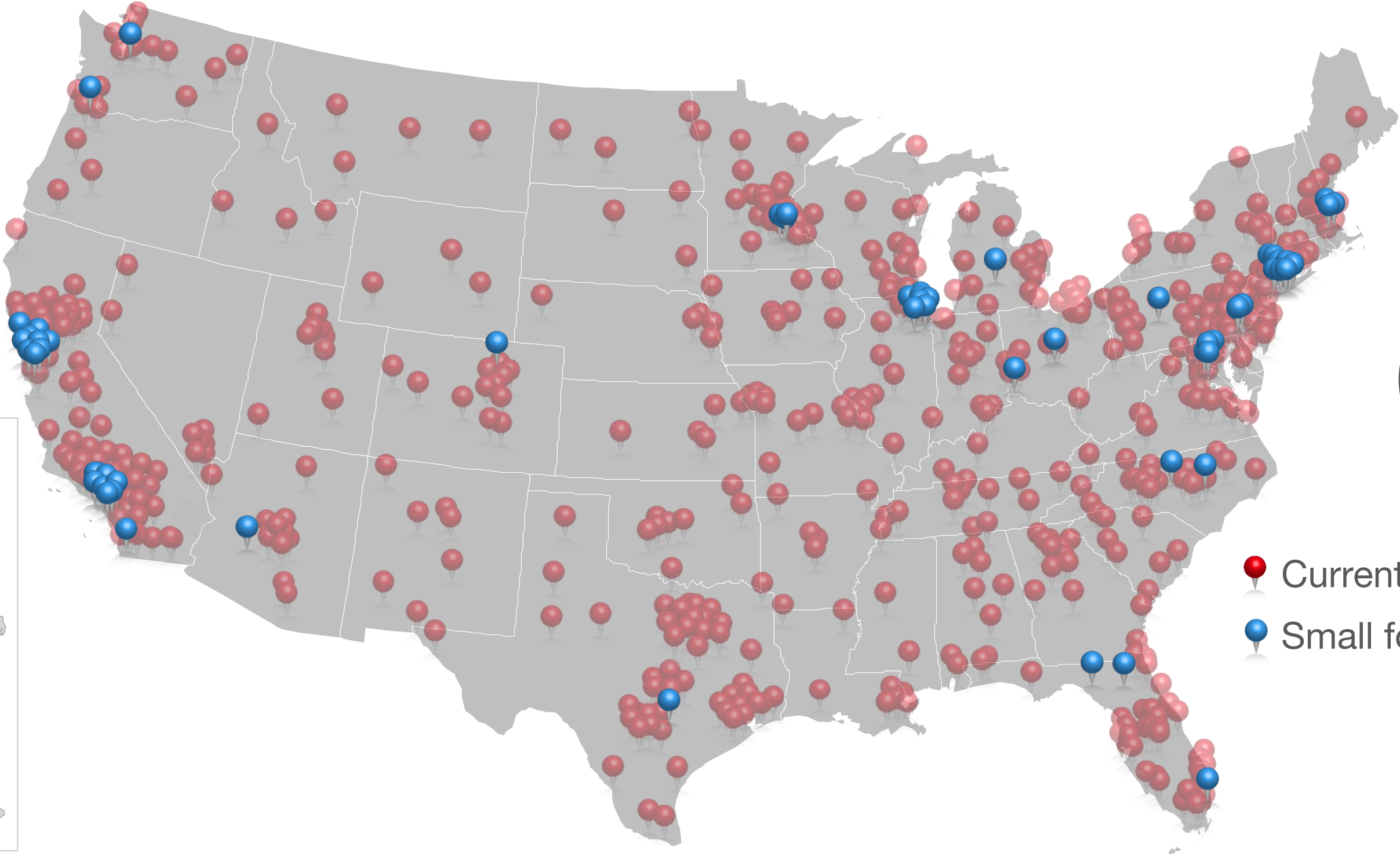


32
stores

- Current Target stores
- Small format stores

*representative sites only

Small Format stores in 2017

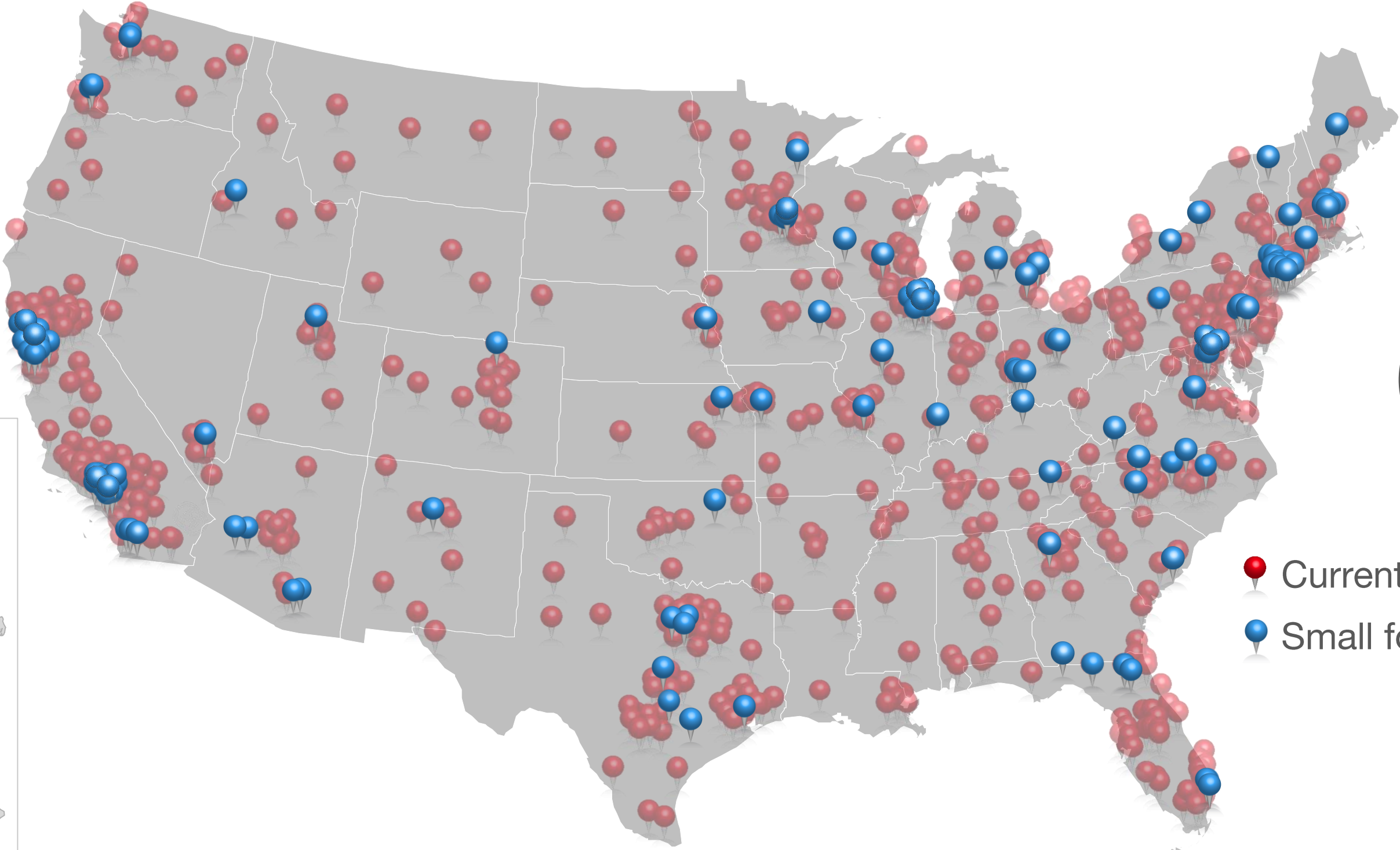


60+
stores

- Current Target stores
- Small format stores

*representative sites only

Small Format stores in 2019



100+
stores

- Current Target stores
- Small format stores

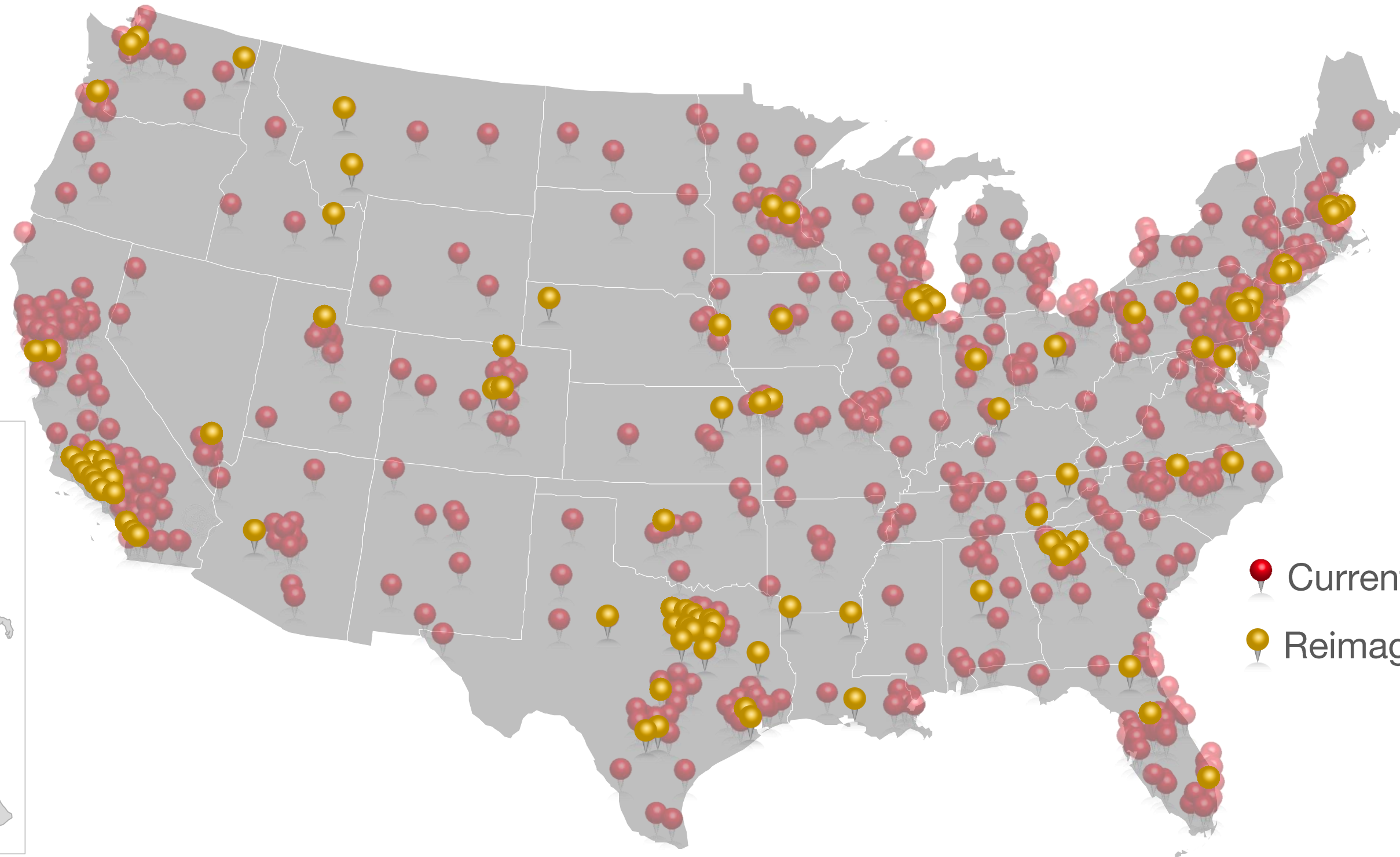
*representative sites only

Video

Flex Formats

TRT:TBD

Reimagining Stores in 2017



100+
stores

- Current Target stores
- Reimagined stores

*representative sites only



2-4% sales lifts expected per store



wine
&
spirits

beer



CVS pharmacy

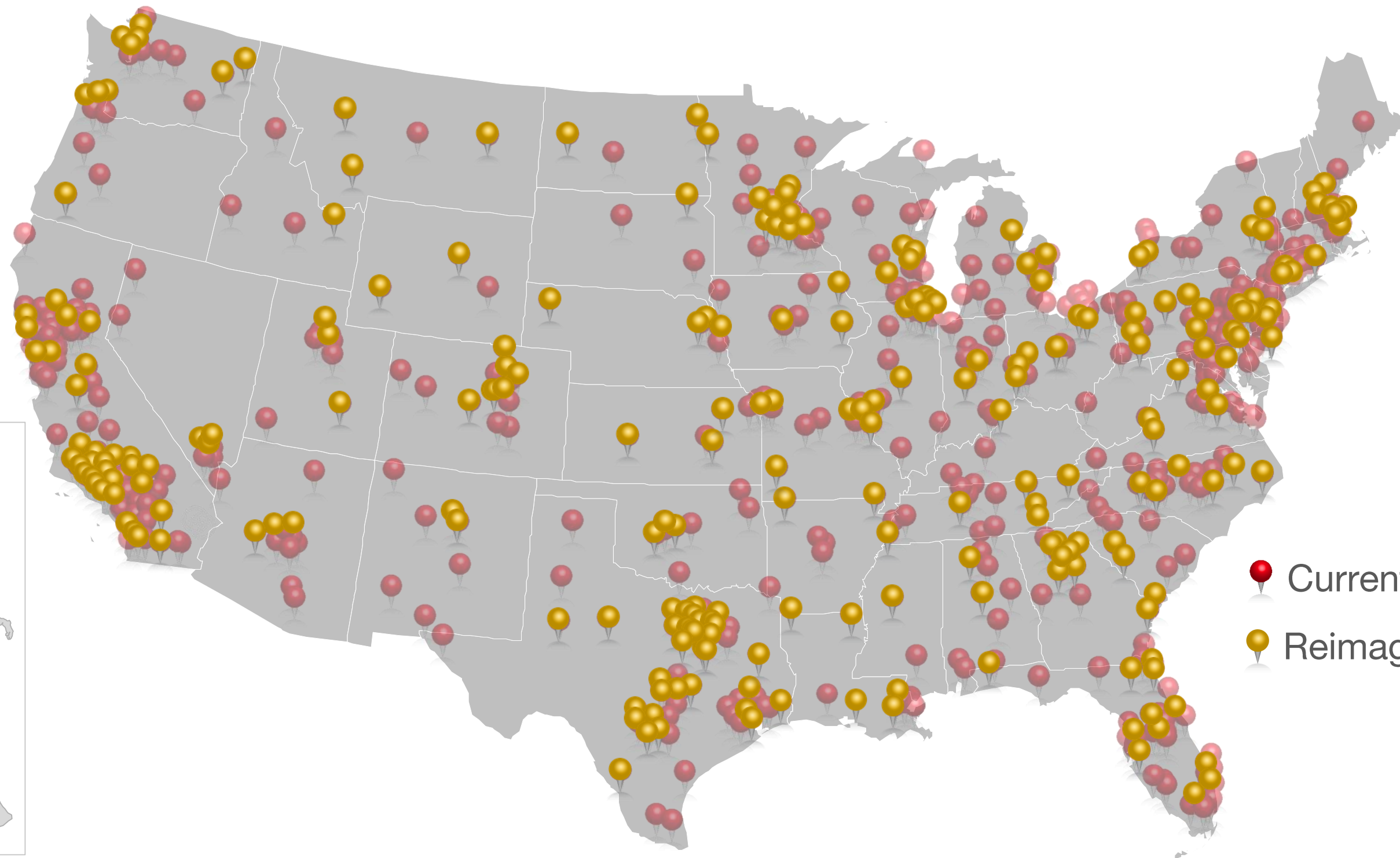


Order Pickup



Registry



Reimagining Stores in 2018

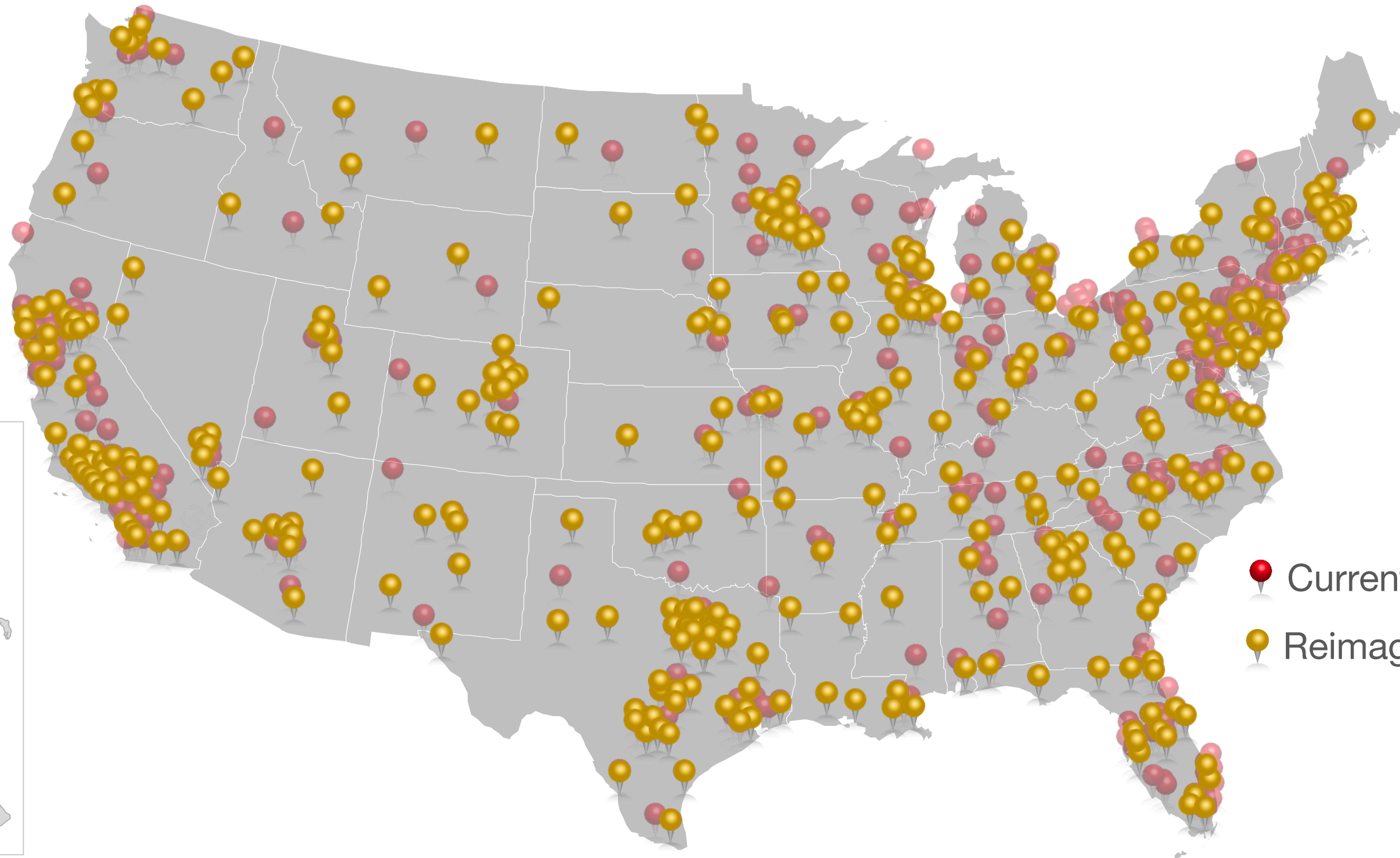


350+
stores

-  Current Target stores
-  Reimagined stores

*representative sites only

Reimagining Stores in 2019



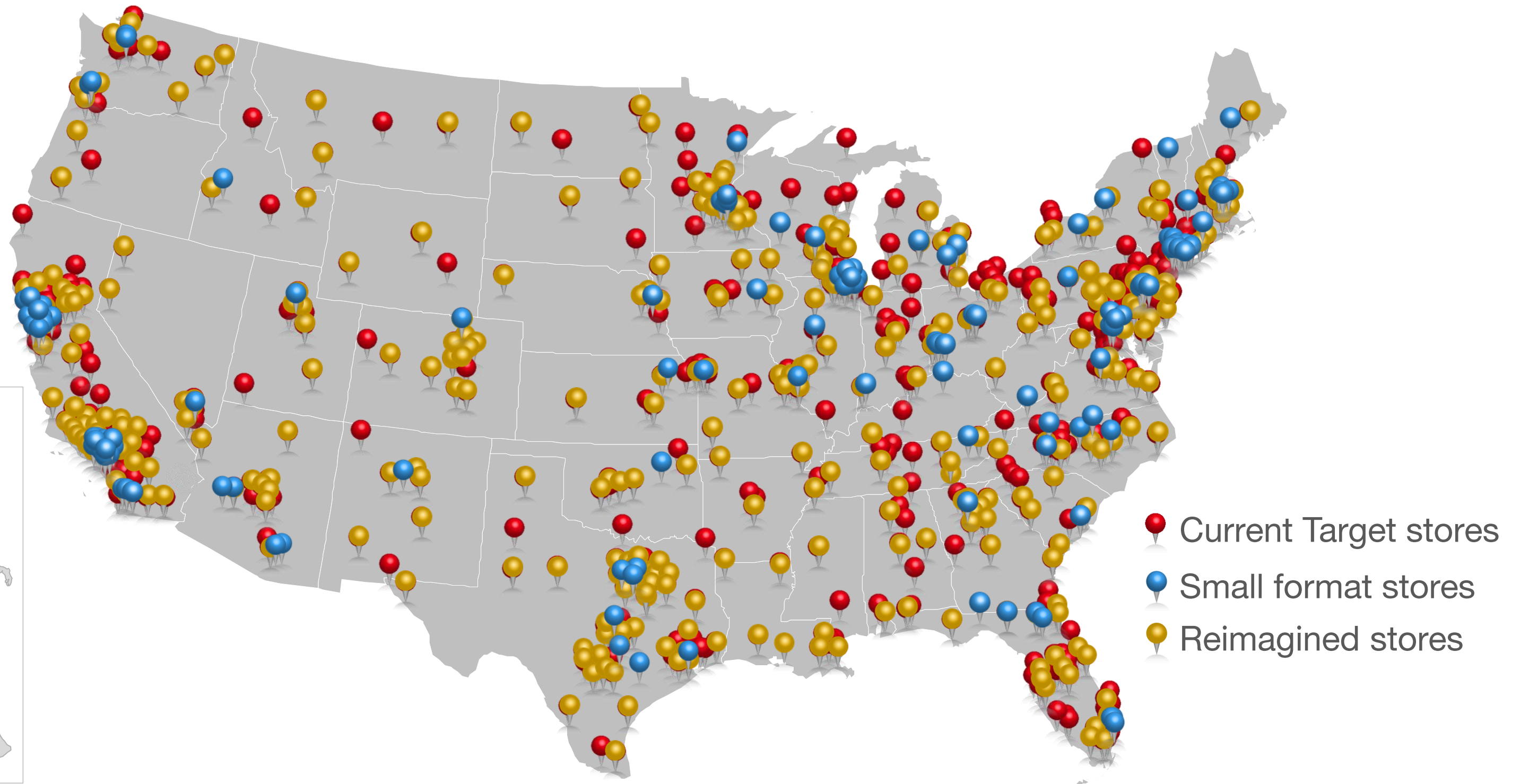
600+
stores

- Current Target stores
- Reimagined stores

*representative sites only



Future of Our Stores



*representative sites only

Making it **easy**
for our guest

Order Pickup

Entrega de pedidos

Guest Service
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50% more items picked up in store this year

5 million

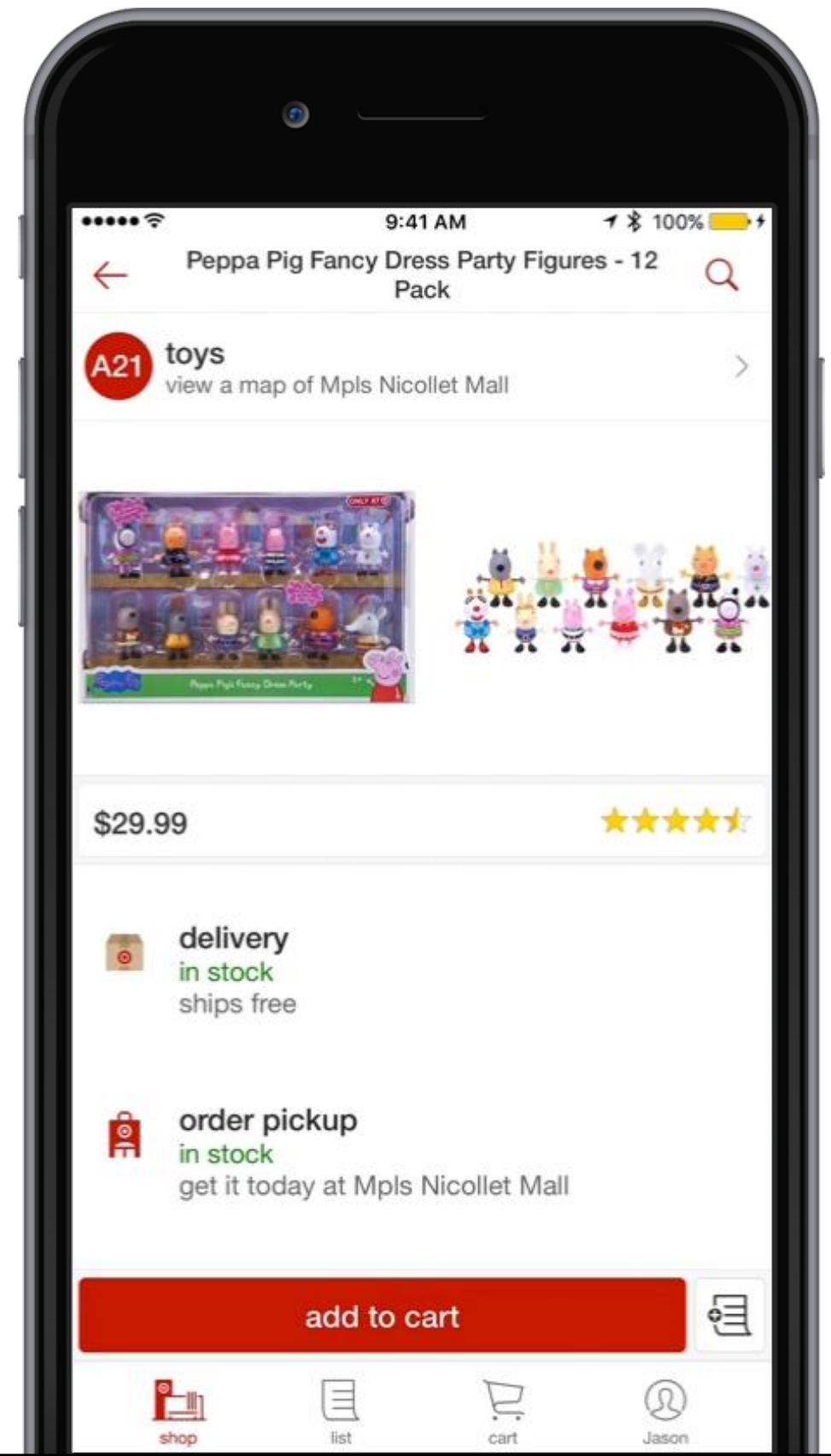
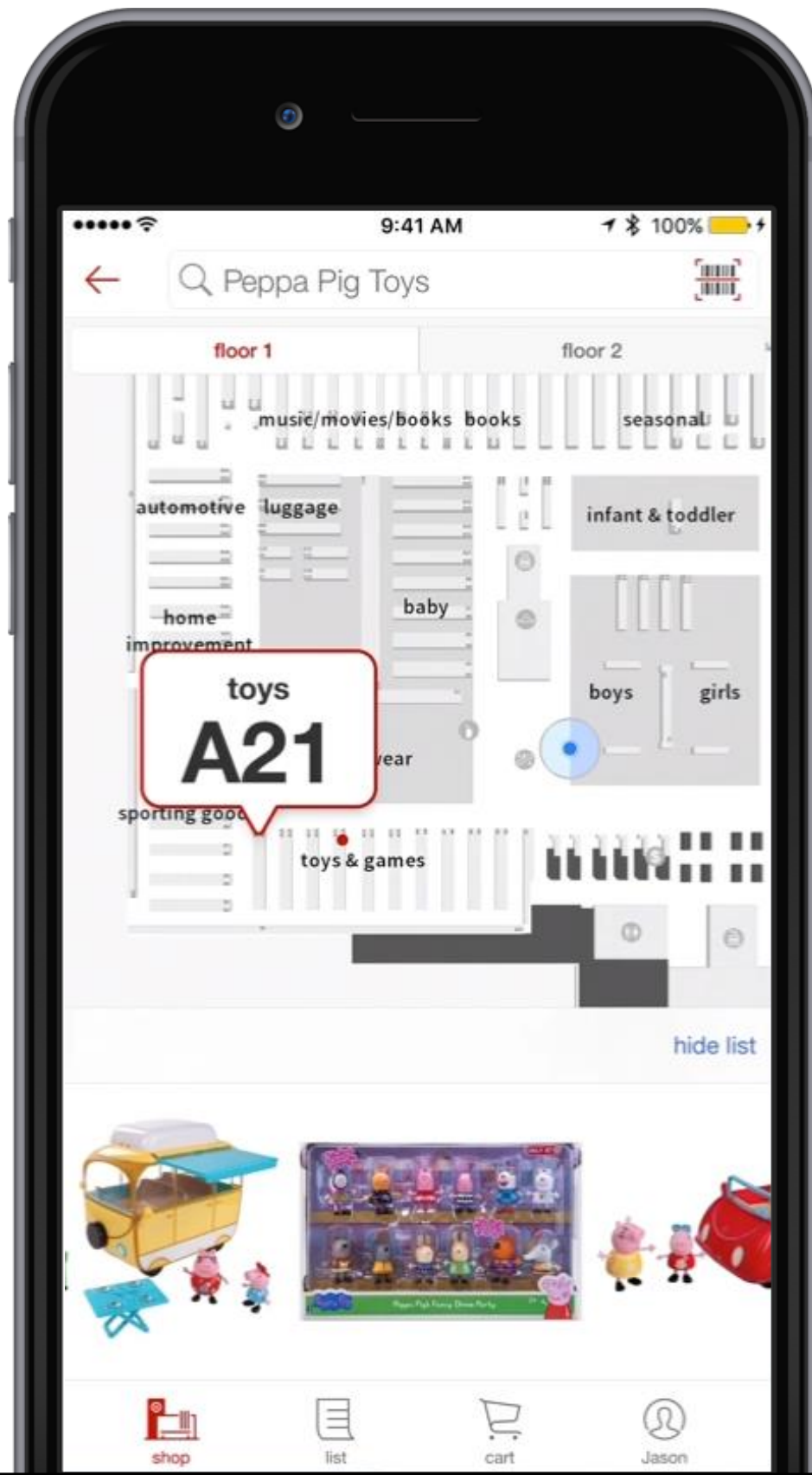
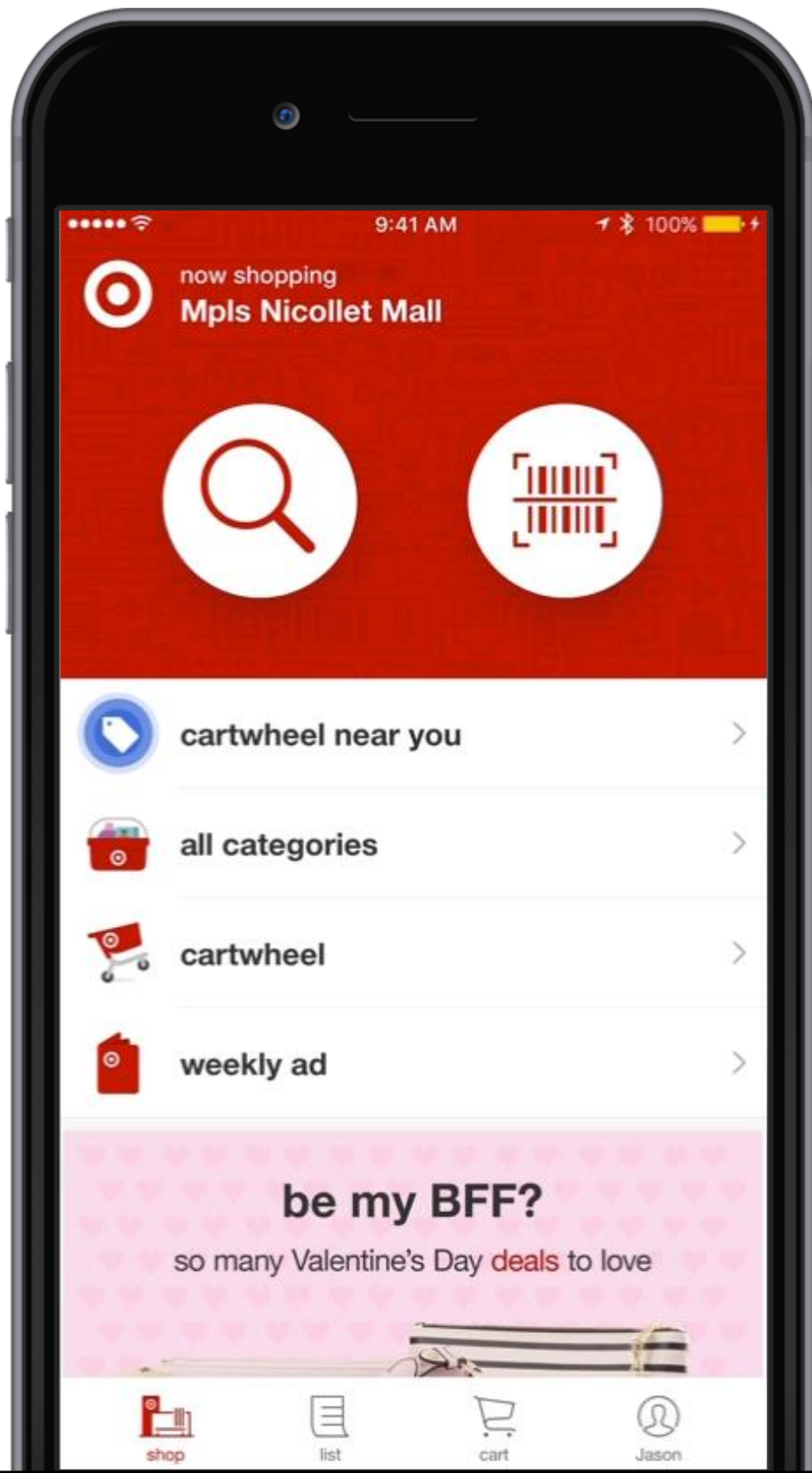
guests use Cartwheel every week

30%

more users than last year







ner

ce

MISSINGO
LAPPEL

here.





Womenswear

Jogger
Accessories

A New World of Living

bullseye's
playground

SELF
CHECKOUT

SELF
CHECKOUT

Singles & Pairs

Target / Target Finds / Singles & Pairs (53)



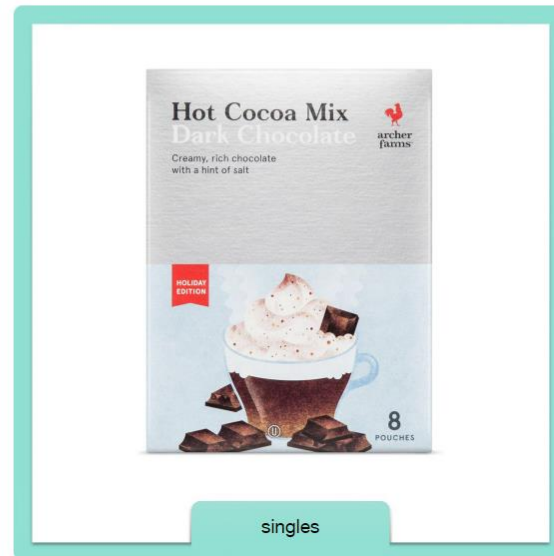
edition
9

singles & pairs

January 24, 2017

XXXXXXXXXXXXXXXXXXXXXXXXXXXX

Singletons & couples. Ones & twos. Solos & duets. Whether you're by yourself or with someone else, this edition is our valentine to you.



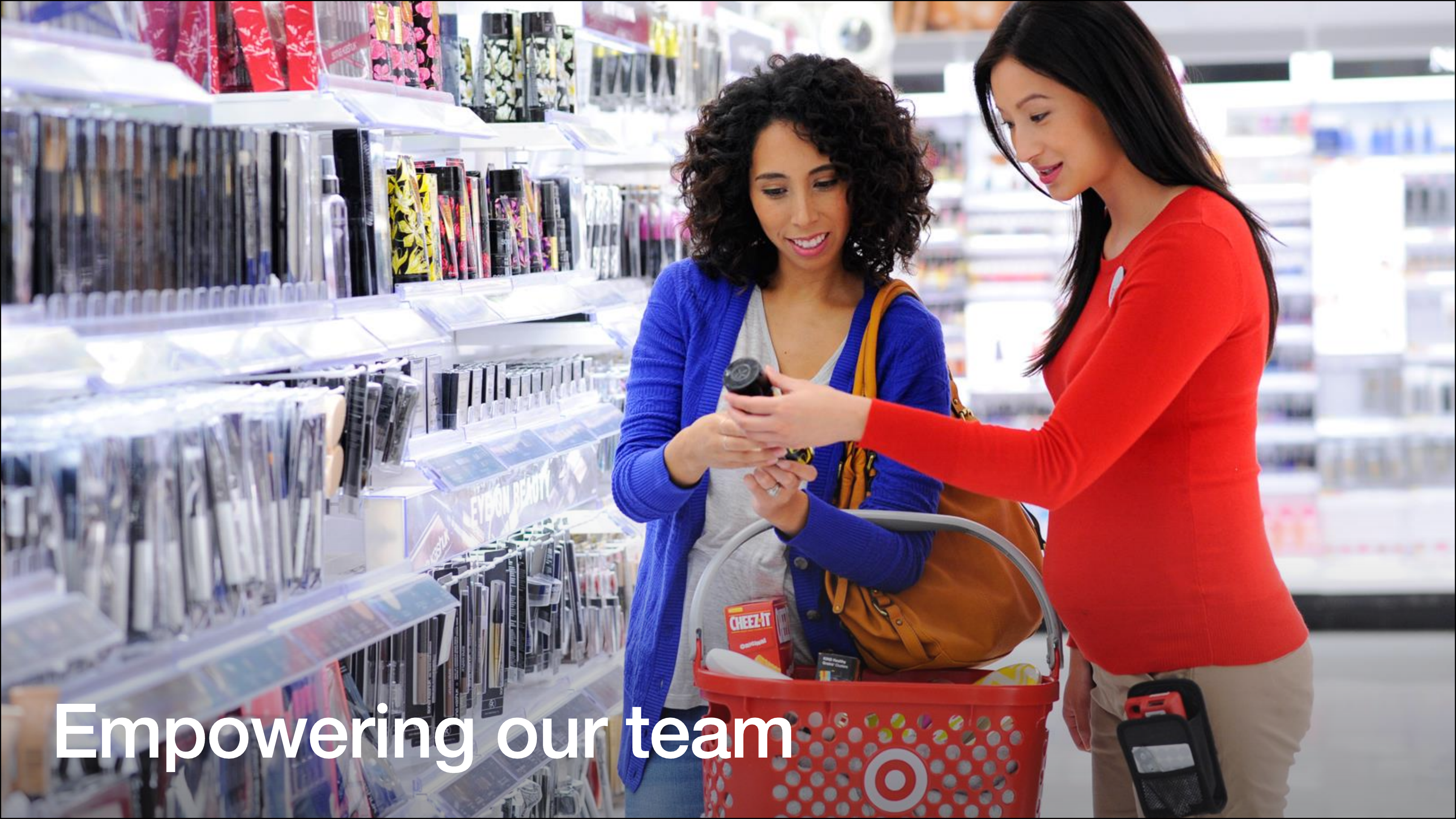
singles

curl up with coziness



pairs

compliment the cuddles



Empowering our team



Kari Kiper,
Store Team Leader



Wine & Spirits

chilled beer

select wines

Micro beer sales increased by 60%



Empowering Our Store Leaders

- Providing more data
- Using technology to save a guest's experience



Empowering Our Store Leaders

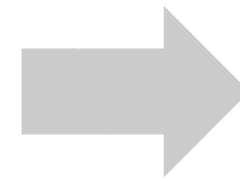
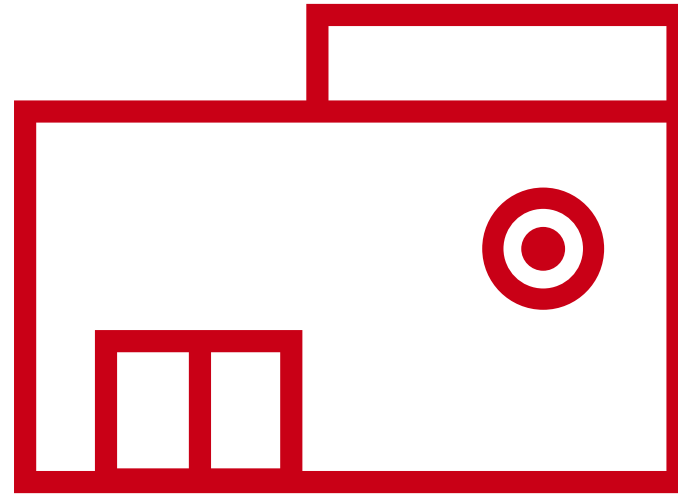
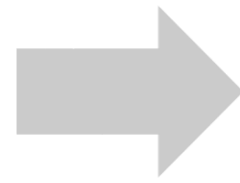
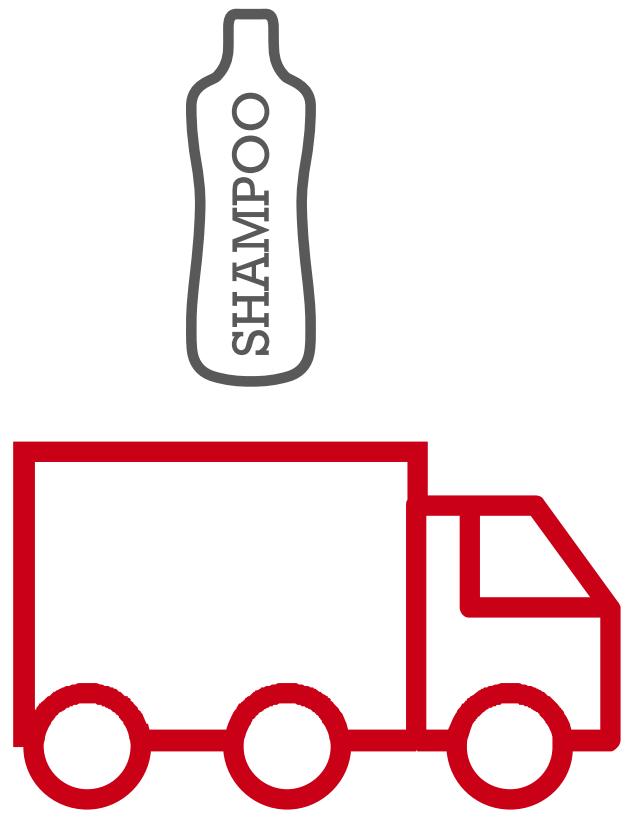
- Providing more data
- Using technology to save a guest's experience
- Simplifying operational tasks
- Leveraging specialized teams with focused training

Reinventing our supply chain

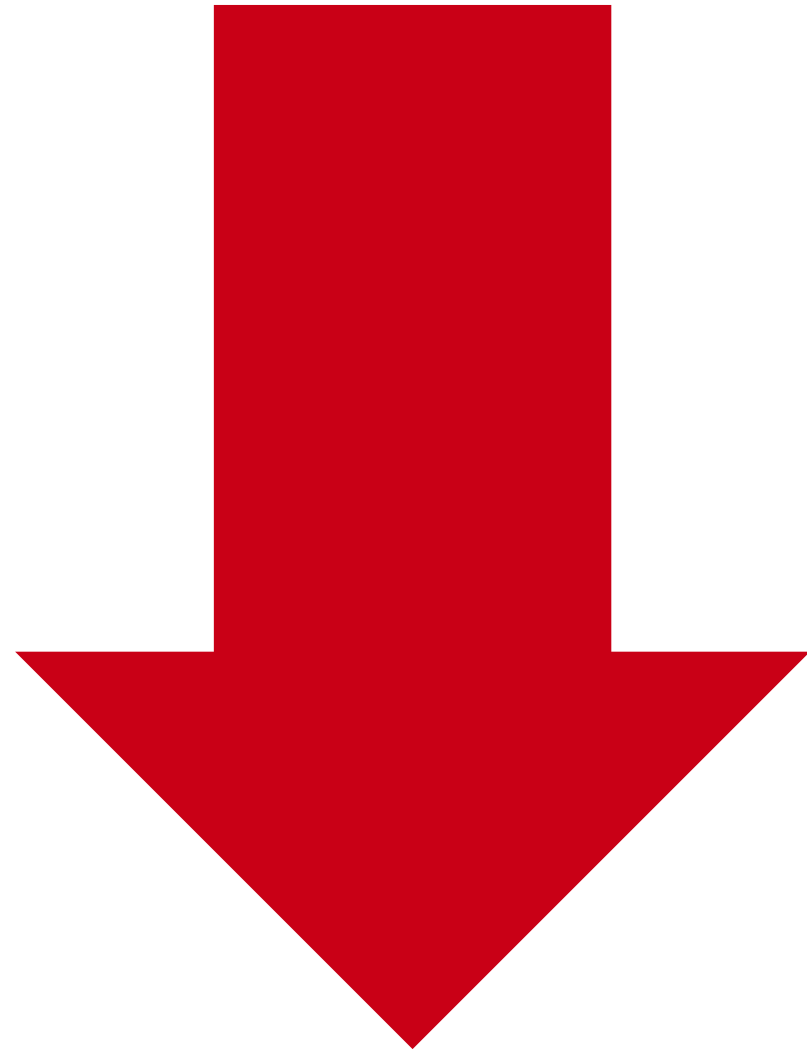


We're slow & have too much inventory

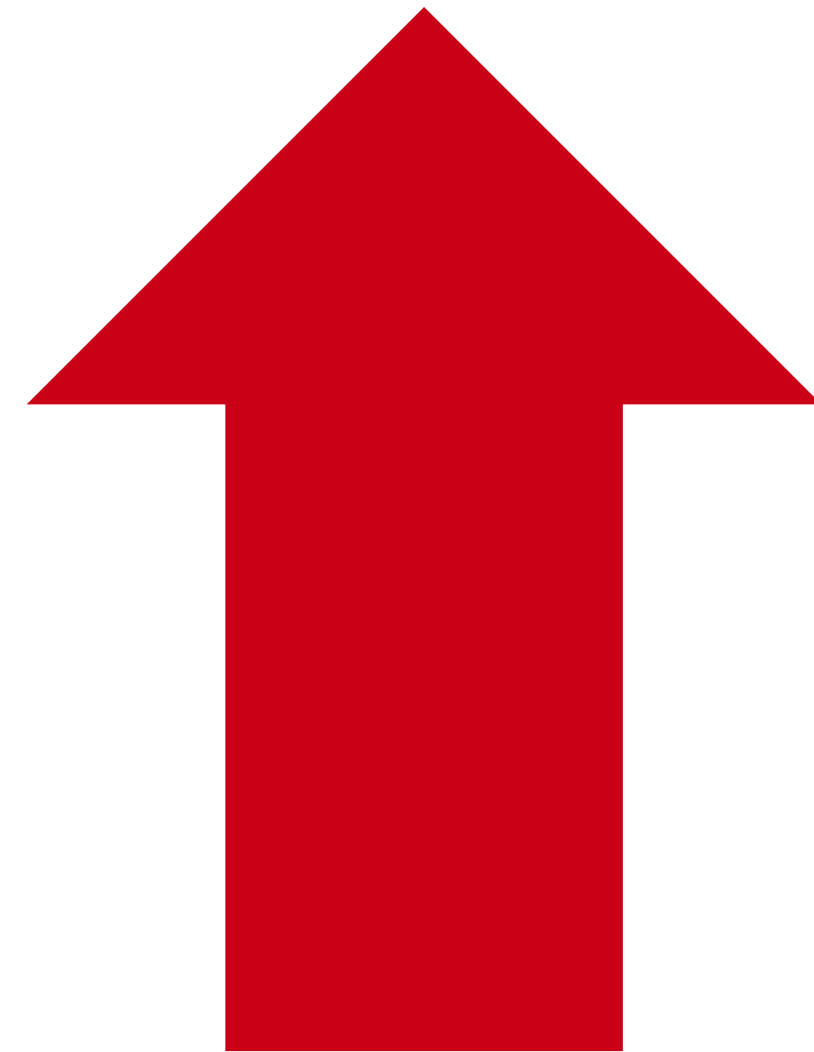
We're **changing**
how we move product



Out-of-stocks
& Safety stock



Speed



and the Guest wins

Philadelphia, PA



Boston, MA



College Park, MD



We will **ship faster**
at a **lower cost**



Reinvigorating
our assortment



C27

149.99

149.99

249.99

Modern

Modern

Modern

Modern



Home and Apparel delivers \$26B in sales



SAY HELLO TO

Cat & Jack™

Our new kids' clothing line. Only at Target.



Cat & Jack is made to last, but if anything doesn't, you can return it up to 1 year later with your receipt.

In stores & online
NOW



Cat & Jack

All Kids' Cl Champion
& Dance Apparel

30%

30%

Cat & Jack

Target / brand shop / Cat & Jack (4203)

Cat & Jack™

Kids' clothing with an imagination of its own.
Only at Target.





Cat & Jack

Cat & Jack™

Kids' clothing with an imagination of its own.
Only at Target.



girls' comfy looks



*Cat & Jack*TM

Store traffic
increased

Conversion rates
increased

Strong sales across
the business

*Cat & Jack*TM





Mark Tritton
EVP, Chief Merchandising Officer

Brand reinvention

In the next two years
we will introduce more
than a **dozen brands,**
impacting **\$10 billion** of volume

pillowfort™







