

our mission

Our mission is to make Target your preferred shopping destination in all channels by delivering outstanding value, continuous innovation and exceptional guest experiences by consistently fulfilling our **Expect More. Pay Less.®** brand promise.





the facts about target

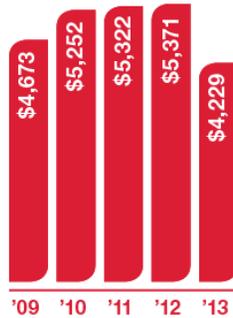
2013 highlights

total revenues
in millions



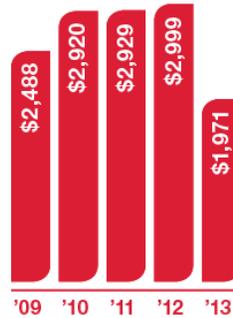
2013 Change: -1.0%
Five-year CAGR: 2.3%

EBIT (Earnings before interest
expense and income taxes)
in millions



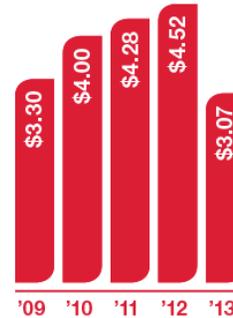
2013 Change: -21.3%
Five-year CAGR: -0.8%

net earnings
in millions



2013 Change: -34.3%
Five-year CAGR: -2.3%

diluted EPS



2013 Change: -32.1%
Five-year CAGR: 1.4%

total stores:

1,793

total sq. feet:

240,485 in thousands

our U.S. stores

With more than 300,000 team members driving millions of transactions each week, our stores are our single biggest channel and a huge competitive advantage. We're using this advantage even as we evolve our designs to seamlessly blend physical and digital space, creating a compelling experience across the store that redefines a trip to Target.

sales by product category

total U.S. segment sales: \$71.3 billion



25%

Household Essentials



21%

Food & Pet Supplies



19%

Apparel & Accessories



18%

Hardlines



17%

Home Furnishings
& Décor

FORTUNE
WORLD'S MOST
ADMIRABLE
COMPANIES[®] 2013

We proudly received honors from a variety of organizations this year. Among the highlights: Fortune ranked us No. 22 on its list of "World's Most Admired Companies." We received a perfect score of 100 on the Human Rights Campaign's Corporate Equality Index, and the National Association for Female Executives honored us among its Top 50 Companies for Executive Women.



our unique guests

Target has a personality all its own. And, for a multitude of reasons, Target attracts guests just as unique as its stores. From a desire for style and value to an appreciation for shopping in a store that gives back to its communities, here is what makes Target guests different:

Target guests are smart about their purchases, savvy to trends and conscientious about their communities.

46 yrs. old

Target shoppers have a median age of 46 the youngest among major retailers.



80%-90% Target guests are female.

38%

Thirty-eight percent of guests have children at home — or in a red shopping cart with them.

Target guests appreciate shopping in a store that gives back to its communities. Target gives more than \$2 million each week to communities across the country.



43%



Forty-three percent of Target shoppers have completed college. More than half of Target guests are employed in professional or other managerial positions.

\$55,000

The median household income of Target guests \$55,000.

RETAIL CUTOMER EXPERIENCE ANALYSIS

GO TO MARKET • STRATEGY • CUSTOMER EXPERIENCE • CHANNELS OF SALES • DEMOGRAPHICS

EXPECTED EXPERIENCE

TRADITIONAL EXPERIENCE

CONTEMPORARY EXPERIENCE

MODERN FRESH EXPERIENCE

INDUSTRY LEADER



NORDSTROM



HIGHER VALUE

INDUSTRY CONTENDER

VICTORIA'S SECRET

TOPSHOP



FOREVER 21

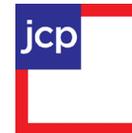
ZARA

INDUSTRY PEDESTRIAN

KOHL'S



AMERICAN EAGLE
OUTFITTERS
ae.com



INDUSTRY BASE

Dillard's

EST. 1892
Abercrombie
& Fitch
NEW YORK



WAL★MART®



sears



LOWER VALUE

LOWER VALUE

HIGHER VALUE



shopping experience

We apply our design philosophy to everything from our visually appealing building exteriors, to easy-to-navigate store layouts, to innovative tools and systems. It all comes together to create a great guest experience. Just shop with us and see for yourself.

- TARGET
- SUPER TARGET
- CITY TARGET
- TARGET.COM
- CARTWHEEL (BETA)
- TARGET MOBILE
- TARGET EXPRESS (BETA)





design culture

Great design is **fun, energetic, surprising** and **smart**—and we don't just mean how something looks. It also satisfies a need, simplifies your life, makes you feel great and is affordable to all.



Target turns the runway upside down during an electrifying Vertical Fashion Show in New York City. This one-of-a-kind event features world-class athletes/models scaling the walls of a nine-story tower in Rockefeller Center.



design partnerships

Our Expect More. Pay Less.® brand promise says it all—great design doesn't have to cost a fortune. From lipstick by Sonia Kashuk in a rainbow of colors to a museum-worthy tea kettle designed by Michael Graves to chic separates by Missoni, our partnerships with well-known and emerging designers are some of our most anticipated products.

- ALEXANDER MCQUEEN
- ALTUZARRA
- LUELLE BARTLEY
- NATE BERKUS
- MICHAEL GRAVES
- SONIA KASHUK
- LIBERTY OF LONDON
- PHILLIP LIM
- PETER PILOTTO
- ZAC POSEN
- MISSONI
- ISAAC MIZRAHI
- PRUBAL GURUNG
- KATE YOUNG
- JASON WU



JASON WU
for TARGET





Target + Neiman Marcus Holiday Collection LookBook

Target and Neiman Marcus, two visionaries in the retail industry, a revolutionary partnership that brought together 24 of America's most talented designers to create a limited-edition holiday collection.

For decades, Target and Neiman Marcus have shared a commitment to incredible design and innovative retail experiences. By partnering together, the retailers are harnessing the power of both their beloved brands to offer shoppers a truly unforgettable holiday collection.

- ALICE + OLIVIA
- JASON WU
- PROENZA SCHOULER
- ALTUZARRA
- JUDITH LEIBER
- RAG & BONE
- BAND OF OUTSIDERS
- LELA ROSE
- ROBERT RODRIGUEZ
- BRIAN ATWOOD
- MARCHESA
- RODARTE
- CAROLINA HERRERA
- MARC JACOBS
- SKAIST-TAYLOR
- DEREK LAM
- OSCAR DE LA RENTA
- THOM BROWNE
- DIANE VON FURSTENBERG
- PHILIP CRANGI
- TORY BURCH
- EDDIE BORGIO
- PRABAL GURUNG
- TRACY REESE



OSCAR DE LA RENTA for Target + Neiman Marcus Holiday Collection
Pet Bowl \$29.99
Pet Collar and Leash \$39.99
Tote \$59.99



TORY BURCH for Target + Neiman Marcus Holiday Collection
Beverage Container \$24.99
Lunch Box \$19.99



CAROLINA HERRERA for Target + Neiman Marcus Holiday Collection
Travel Bag \$39.99 (set of 3)
Stationery Set \$19.99 (set of 3)

To celebrate the unprecedented partnership, Target and Neiman Marcus are donating a total of **\$1 million to the Council of Fashion Designers of America (CFDA)**. The donation underscores the retailers' long-standing commitment to fostering design talent and recognizes the 24 designers, all of whom are members of the CFDA.





community

We have a long history of supporting the communities where we do business by **giving 5 percent of our income**. We also volunteer our time and talent, partner with like-minded organizations to build stronger, safer, healthier communities, and invest in the development and well-being of our team members.

\$1 Billion
We're on track to give \$1 billion for education by the end of 2015.

Our Community Giving Now Totals More Than **\$4 Million A Week**.



Target House is an innovative approach to long-term housing, having served more than 1,300 families from around the world whose children are receiving lifesaving treatment at St. Jude Children's Research Hospital®.





sustainability

Since opening our first store in 1962, we've invested in the health and sustainability of our communities. Today, we continue to integrate sustainable practices across our business with an eye on using our resources responsibly and maintaining the health of our communities.



Target guests have used more than 140 million reusable bags, avoiding the use of more than 350 million plastic bags.



Jessica Alba's The Honest Company
Coming June 15 to stores and Target.com, an assortment of non-toxic, eco-friendly & beautiful products



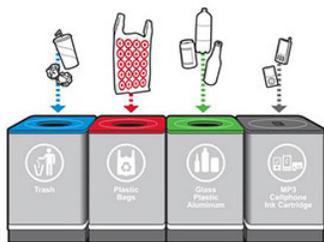
Outside, we've installed white roof membranes that reflect sunlight to lower our cooling needs, plus LED lights in exterior signs.

sustainable living

We're empowering guests and team members to lead more sustainable lifestyles by providing the right information, tools and incentives to make it easy.

Through recycling initiatives in our operations and with guests and team members, we collected and **recycled: 1,400+** tons of plastic, glass and aluminum bottles and cans, **7,100+** tons of shrink wrap and plastic bags, and **3,400+** tons of electronics.

We gave away **1.5 million reusable bags** on Earth Day 2013.



sustainable products

We're committed to expanding our selection of sustainable product choices that effectively balance price, performance and convenience.

We **reduced the use of 1 million+ pounds of cardboard** with a tweak to our Target Home bed sheet packaging



There are 16 leading natural, organic & sustainable brands in our exclusive new product collection.

smart development

We're committed to creating buildings that use space efficiently, improve connectivity for guests and team members, and enhance local communities.

By FYE 2013, we doubled our U.S. LEED-certified stores from **eight to 16** and achieve our first gold store.

We pursued LEED certification in all **124 Canadian stores** opened in 2013.

We opened our first small-format **CityTarget** stores in 2012



efficient operations

We're committed to achieving milestones in our business by using resources responsibly, eliminating waste and minimizing our carbon footprint.

In 2012, T-663 in Mankato, Minn. became our 500th building to earn **ENERGY STAR certification**.

Two-lamp light fixtures in our stores reduce lighting energy by **40%**

Our weather-controlled irrigation system reduces store irrigation water use, on average, by **40%**





distinctive marketing



The Target Race team celebrated two major milestones—the 100th win and 10th championship in partnership with Chip Ganassi Racing, and in 2014 Team Target welcomed NASCAR driver Kyle Larson and IndyCar driver Tony Kanaan to the team.



Target supports LA Film Festival, here across Charlize Theron on the red carpet.



British designer, Luella Bartley rolls out the exciting fashion initiative with a traveling boutique in a trademark-red London double-decker bus.



Target partners with legendary department store Neiman Marcus to create an unprecedented, limited-edition holiday collection.



Target unveils a partnership with Missoni during New York Fashion Week. Some visitors meet Little Marina, a Missoni-obsessed fashion blogger who just happens to be a 25-foot doll.



Target welcomes attendees of the 2006 Winter Olympic Games in Italy with special Bullseye-branded trains.



Target turns the Bullseye Inn into a Pop-Up store for the Hamptons crowd.



Five globally celebrated artists are working in a brand-new medium these days. Each artist contributed a new landmark to the Minneapolis skyline with a custom-designed light show that runs from dusk to dawn during a limited time.

