



Target Corporation Final Portfolio

Elizabeth Parra Valenzuela

JMC 415

December 7, 2016

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Company Profile: Target Corporation

Statement Of Purpose

The first Target store opened in 1962 in a small Minneapolis suburb. Now more than 50 years later, Target remains committed to providing a one-stop shopping experience for guests by delivering outstanding value with its Expect More. Pay Less® brand promise. Target currently is the second largest general merchandise retailer in America, with Target.com consistently being ranked as one of the most-visited retail Web sites.

Corporate Structure

Target is a publicly traded company with a stock listing of TGT current value of \$78.50. All stock details including current price, increase and history are available for stockholders on the corporate Target website under investors. A board of directors runs target's corporate operations and information is made available to investors and suppliers on the media Target site: A Bullseye View.

Geographic Reach

As of 2016, the fashion-forward discounter operates some 1,795 Target and SuperTarget stores across North America leading to over 341,000 employees, as well as an online business at Target.com. Target's biggest markets by total sales are California, Texas, and Florida. There are currently 38 distribution centers in the United States as well as, offices in 14 other countries to support various trading and shipping functions. The corporation headquarters remain in Minneapolis, MN.

Executive Management

Brian Cornell

Board Chairman and CEO

Brian Cornell is responsible for Target's global business by leading the retailer's executive leadership team in accelerating Target's performance, advancing its digital evolution and delivering on its "Expect More. Pay Less." promise to guests. He joined Target in 2014 with more than 30 years of experience at some of the nation's leading retail and consumer product companies.

Cornell most recently served as the chief executive officer of PepsiCo Americas Foods where he oversaw the company's global food business, the largest of PepsiCo's four divisions. He was responsible for a portfolio that included Frito-Lay North America, Quaker Foods and all of PepsiCo's Latin America food and snack businesses. Before joining PepsiCo in 2012, Cornell served as president and CEO of Sam's Club, a division of Wal-Mart Stores, Inc. Cornell also held the position of CEO at Michaels Stores, Inc., and prior to that, executive vice president and chief marketing officer for Safeway.

John J. Mulligan

Executive Vice President and Chief Operating Officer

John joined Target in 1996 as a financial analyst, and during his tenure has held key leadership positions in finance, Target.com and human resources. Now his responsibilities include stores, Target's global supply chain, merchandising operations, properties and flight services.

Casey Carl

Chief Strategy and Innovations Officer

He is responsible for overseeing enterprise strategy, innovation, data analytics and business intelligence, as well as new business integration and operations. He also leads Target's overall transformation efforts.

Jason Goldberger

President, Target.com and Chief Digital Officer

Jason is responsible for enhancing digital experiences and developing digital capabilities across the enterprise. He also oversees all e-commerce operations.

Stephanie Lundquist

Executive Vice President and Chief Human Resources Officer

She is responsible for setting the human resource strategy and organizational design for Target's stores, headquarters, supply chain and international operations.

Financial Performance

For full-year 2015, Target's comparable sales grew 2.1 percent and the company's revenue grew by \$1.3 billion, reflecting a 1.3% increase in comparable sales and the contribution from new stores. Target returned \$4.8 billion to shareholders in 2015 through dividends and share repurchases. Target experienced a net loss of about \$3.6 billion that year due to discontinued operations in the Canadian market.

On August 6, 2016 Target announced an agreement to acquire the DermStore Beauty Group. The acquisition positions Target to expand its share of the rapidly evolving online beauty market and will further differentiate the company's offerings in this important retail segment.

Target has also been standing front and center in the world of designer/retailer collaboration partnering with major fashion designers such as Phillip Lim, Lily Pulitzer and Neiman Marcus, to name a few.

Awards & Recognition 2016

- The U.S. Environmental Protection Agency recognized Target with an **ENERGY STAR Partner of the Year** award.
- Ethisphere Institute named Target one of the “**World’s Most Ethical Companies.**”
- Fortune magazine named Target No. 15 on its list of the **20 Most Generous Companies of the Fortune 500.**
- The Human Rights Campaign gave Target a score of 100 on its **2016 Corporate Equality Index.**

FOR IMMEDIATE RELEASE:
9/12/16
9:00 A.M.

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Target Opens Regional Headquarters in Heart of Downtown Phoenix

PHOENIX, Sept. 12, 2016 — New Target Corp. regional headquarters will bring more than 300 employment positions to the Downtown Phoenix area. The new location's close proximity to Arizona State University Downtown Campus provides ASU grads a convenient opportunity to seek employment while staying in the Phoenix area.

With innovation as a bigger part of its corporate DNA, the new headquarters will be focused on new technologies for its online and mobile teams along with day-to-day operations of its 130 southwest regional stores.

"Our Phoenix location will provide great growth and development for our company and the community as we aim to generate new innovative projects," said Brian Cornell, Target's board chairman and CEO. "Arizona continues to be a great market for Target, and we are committed to developing long-lasting relationships with guests and the Phoenix community."

The 400 S. Roosevelt Ave location will be approximately 300,000 square feet and 15 stories high. Construction on the 1.4 million dollar project began in September 2015 and will be completed next month.

- More -

The grand opening, scheduled for December 5 at 9:00 AM, will include appearances from City of Phoenix officials and Target Corporation board of directors.

“We are very excited to welcome Target Corporation to Downtown Phoenix,” Mayor Greg Stanton said. “This new location will generate great revenue for our city and provide employment for many qualified Phoenix residents. It is the beginning of a very successful relationship with this powerhouse company.”

Target will host job fairs approximately two months prior to the new office opening, at which prospective candidates may apply and interview for a variety of open department positions.

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FOR IMMEDIATE RELEASE:
9/14/16
9:00 A.M.

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Target Corporation Announces Workforce Reduction

MINNIAPLOIS, Sept. 14, 2016 — Target Corporation is moving forward with a strategic plan designed to help the organization manage the effects of an increasingly challenging retail market economy. Regrettably, the plan includes layoffs of 150 employees throughout the Target Corporation by January 2017.

The company's priorities in this crisis are respect for employees, as well as the long-term health of the company.

"We made these difficult decisions as part of our efforts to remain competitive in an extremely challenging environment where industry dynamics have shifted, customer budgets are constrained and competition has continued to escalate," said, Brian Cornell, Target's board chairman and CEO.

"I understand the impact this announcement will have on our employees," Cornell added. "This is not a decision that was made lightly and Target remains committed to its employees and in positioning the business for future success."

Target has seen a decline in revenue of 1 million for the 2016 fiscal year leading to a company reconstruction plan aimed at providing better service to customers and employees throughout the country.

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Details concerning specific staffing needs are being finalized and will be shared with employees as soon as possible. The company will continue to closely monitor market conditions and make other adjustments as necessary.

News Release Distribution Plan

1. Inform employees first
 - Proper email
 - Information meetings
 - Statements from head of departments
2. Research the key publications in target demographics. Including print, digital, blogs, etc.
 - Washington Post
 - Business Journal
 - New York Times
 - Wall Street Journal
3. Identify the journalists you want to reach, Google their contact info
4. Distribute pitch with appropriate and engaging subject lines or phone calls.
5. Follow up over the next few days to ensure receipt, gauge interest, and provide support for coverage.

OPEN RELEASE:

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Target Aids Texas Flood Victims With Donations

PHOENIX September 16, 2016 — As heavy rains fell throughout Texas, severe flooding caused devastating damage to homes and roadways across the state, sending thousands of families into temporary shelters. Communities left with no possessions only the hope to rebuild and push through the tough times ahead.

Back in April, Target donated \$125,000 in funds and GiftCards to aid relief efforts from the floods, and many local team members locked arms with organizations on the ground, volunteering for cleanup and relief.

Target made an additional \$200,000 donation after Memorial Day flooding increased damages to help with recovery efforts in Houston and the surrounding area. Included is \$100,000 in Target GiftCards to be distributed by Salvation Army through the Multi-Agency Resource Centers across the state, an \$85,000 grant to the American Red Cross to help provide food and shelter for impacted families and aid cleanup response, and \$15,000 in GiftCards to local organizations to provide needed supplies. This brings our total donation amount for Texas flood support so far this year to \$325,000.

“When disaster strikes one of our communities, the Target team’s commitment to help response and recovery efforts is a very personal one, because

- More -

the impacted neighborhoods are home to our guests and team members,” said Laysha Ward, chief corporate social responsibility officer, Target. “We’re so proud of our team members’ efforts, not only as volunteers, but also in making sure our stores closest to the disaster areas are ready with needed supplies. We’re honored to work with such great partners like the American Red Cross and the Salvation Army to provide relief and comfort during the response and recovery.”

This latest donation is just one example of our ongoing support. We’re proud of our long tradition of giving 5% of our profit to communities—today, that adds up to more than \$4 million every week toward things like hunger relief, safety partnerships with law enforcement, and other community programming—and our team members donate hundreds of thousands of hours volunteering in their communities every year.

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Press Conference/ Media Tour Plan

To celebrate the opening of the new Target headquarters location in Downtown Phoenix, the company will be hosting a media tour of the facility to local and national press on Friday September 30, 2016 at 2 P.M. The event will include a tour of the building and a quick discussion with CEO Brian Cornell. This event will provide media coverage on the new facility as well as, the work that will be completed there and the future goals of our company.

Itinerary

1:30 P.M. – 2:00 P.M.

Arrival of press both local and national

- Should be given credentials and all prepared materials on the tour upon arrival.
- Refreshments and snack bar available

2:00 P.M. – 2:10 P.M.

Initial greeting by MC

- Introduction of important people present, brief details on the construction of the building acknowledging the designers, architect and builders

2:10 P.M. – 2:20 P.M.

Speech from board of directors

- Addressing the impact of the new headquarters for the company and acknowledging the city of Phoenix and the mayor and how we have worked with them

2:20 P.M. – 2:30 P.M.

Speech from CEO Brian Cornell

- Discussing the work done with Target and the impact the headquarters will have on the company
- New goals for Target and how these new headquarters will impact

2:30 P.M. – 3:00 P.M.

Tour led by experts on the building and the team that will set up the headquarters

3:00 P.M. – 3:15 P.M.

Meet back in main room time for questions or private interviews with CEO arranged by PR team

Budget

\$2,000

- Includes light food and beverage

- Marketing materials
- Sound equipment rental
- Set up: Chairs, podium, backdrop, decorations

Attendance

Reporters from local AZ media will be contacting including:

- Arizona State University student paper and university staff
- Business Journal
- Architect/ Design writers
- Economy writers

National Media

Stockholders/ Investors

* All media will have general assigned areas with bigger media in the front but will be guided with the discretion of the event staff.

SAMPLE PITCH EMAIL

SUBJECT LINE: Clinton and Target Discuss New American Shopping Experience

Dear Jane Smith, (Business, Retail or Economy Reporter)

Hilary Clinton will be visiting Target's new regional head quarters in Downtown Phoenix during her day stop on October 15. During her 30-minute visit, she will receive a quick tour of the building and discuss job growth in the retail market, sustainability and the development of a new shopping experience through Target's one-stop shop stores.

Your recent story on the consumer shopping experience and the need for more quality produce and products in supermarkets outlined issues Target Corp. is prioritizing and working to change.

This conversation between Clinton and Target CEO Brian Cornell will take an exclusive look into the development of new Target stores featuring cafeterias/bars, wider selection of organic produce, solar panels and a variety of other conservation initiatives. Your readers could be interested to know how Clinton plans to help improve their daily shopping experience by working with innovative companies like Target.

CEO Brian Cornell and the Board of Directors will be available for short interviews following Clinton's visit along with photos of the new stores prototype. Clinton will not be available for interviews.

I will follow up with a phone call with more details closer to the visit.

Regards,

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FOR IMMEDIATE RELEASE:
10/6/16
9:00 A.M.

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New CEO to Lead Target's Transformation
Retail Giant Names New CEO First Outside Hire in History

PHOENIX, Oct. 6, 2016 — A shift in retail gears led Target Corporation Board of Directors to name seasoned retail and consumer products veteran Brian Cornell as the company's next chairman of the Board of Directors and chief executive officer, the first outside CEO hire in the company's history.

Cornell will be replacing company veteran Gregg Steinhafel as he resigns after so many years of significant contributions and outstanding service throughout his notable 35-year career with the company. His passion for the team and relentless focus on the guest have established Target as a leader in the retail industry. Gregg created a culture that fosters innovation and supports the development of new ideas. Under his leadership, the company not only enhanced its ability to execute, but has broadened its strategic horizons.

Cornell, 55, joins Target with more than 30 years of experience at some of the nation's leading retail and consumer product companies. As Target's new CEO,

Cornell's top priorities will be accelerating the company's performance and advancing Target's digital channel evolution.

Cornell most recently served as the chief executive officer of PepsiCo Americas Foods where he oversaw the company's global food business, the largest of PepsiCo's four divisions. He was responsible for a portfolio that included Frito-Lay North America, Quaker Foods and all of PepsiCo's Latin America food and snack businesses. Before joining PepsiCo in 2012, Cornell served as president and CEO of Sam's Club, a division of Wal-Mart Stores, Inc. Cornell also held the position of CEO at Michaels Stores, Inc., and prior to that, executive vice president and chief marketing officer for Safeway.

"We seek to move Target forward and establish the company as a top retailer, we focus on identifying an extraordinary leader who can bring vision, focus and a wealth of experience to Target's transformation," said Jane Smith, interim non-executive chair of the board. "We believe we found the perfect match with Brian."

"I am honored and humbled to join Target as the first CEO hired from outside the company. I am committed to empowering this talented team to realize its full potential, lead change and strengthen the love guests have for this brand," said Cornell.

Cornell earned a Bachelor's Degree from the University of California Los Angeles (UCLA) and attended the Anderson Graduate School of Management. He currently serves on the Board of Visitors at the Anderson Graduate School of Management, as well as the Board of Directors at Polaris Industries.

Media Advisory

Press Conference Announcing New Target CEO

Target Corporation has appointed a new CEO. Brian Cornell joins Target with years of retail and leadership experience and aims to transform the global retailer. We invite you to come here his plan for Target's future and the future of the consumer shopping experience.

Who: New Target CEO Brian Cornell

What: Appointment of new CEO including a speech by new CEO and Board of Directors members

When: October 10, 2016 2:00 P.M.

Where: Cronkite 2nd Amendment Forum 555 Van Buren/Central Ave Downtown Phx.

Press credentials can be attained 30 minutes prior to the event at the venue.

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Over 100 Years In Business

How Target's Philanthropy Made Them Successful

It's no surprise that stories of extraordinary success are often paired with acts of exceptional giving. Those with strong philanthropic beliefs understand that true prosperity can only be attained through acts of kindness and admiration. But

people aren't perfect. Greed and self-indulgence often outweigh thoughts of compassion, especially in business.

In the grand world of retail, the consumer plays a starring role in the life or death of a company. Competition is fierce and only those with a strong foundation remain successful. With over 100 years since founder George D. Dayton went into business, plenty has changed in the Target Corporation but not the core philanthropy that built the company.

It began in 1881, when native New Yorker George D. Dayton decides to explore the growing Midwest markets. After several years in banking and real estate, Dayton decides Minneapolis offers the strongest opportunities for growth. He purchases land on Nicollet Avenue and forms the Dayton Dry Goods Company—today, known as Target Corporation.

Dayton's personal principles shapes the new store, including his belief in the "the higher ground of stewardship." His store soon becomes known for dependable merchandise, fair business practices and a generous spirit of giving.

"Success is making ourselves useful in the world, valuable to society, helping in lifting in the level of humanity, so conducting ourselves that when we go the world will be somewhat better of our having lived the brief span of our lives," Dayton said.

It's this philosophy that leads George D. Dayton to create The Dayton Foundation with a \$1 million endowment and a purpose to aid in promoting the

welfare of mankind anywhere in the world. Renamed the Dayton-Hudson Foundation in 1969, it later becomes the Target Foundation in 2000.

As President, he remains active in the store's management until his death in 1938. His son and grandsons take over leadership and begin to grow the Dayton Company into a nationwide retailer.

The Dayton Company generates waves in the tiny world of retail at the time. In 1920 when merchandise shipments come to a standstill during a freight-handlers strike, preventing the shipment of goods from New York to Minneapolis. Dayton's captures the imagination of America by using airplanes to transport goods across country. Two Curtiss Northwest Airplane Company planes pick up 400 pounds of merchandise and make the flight to Minnesota — the longest commercial flight ever at the time. This innovative solution helps pave the way to a new method of transporting merchandise across the United States.

Fast-forward to 1946 when the Dayton Company changes their company forever and establishes the practice of giving 5 percent of pretax profits back to the community. In doing so, it becomes the second American company to establish a preset amount of annual giving.

They continue to change the American shopping experience in 1956 as the store expands to the suburbs of Minneapolis with the opening of Southdale Mall, the nation's first fully enclosed shopping center. Southdale changes the face of retail in the United States when Dayton's takes the then unheard-of step of placing top competitors together under the same roof. Stores thrive as busy shoppers flock to the mall, and Dayton's follows suit with three more shopping centers over the next

20 years: Brookdale in 1962; Rosedale in 1969; and Ridgedale in 1974; all located within the Minneapolis/St. Paul metropolitan area.

As The Dayton Company looks for new ways to strengthen relationships with guests, company leadership recognizes an opportunity to develop and introduce a new kind of mass-market discount store that caters to value-oriented shoppers seeking a higher-quality experience. During the 60s, the move toward mass-market retail is considered risky by some industry experts as it moves away from the company's dominant position as a department store retailer. By demonstrating visionary leadership, the company takes the first step toward transforming the organization from a family-run department-store chain into one of the nation's largest discount-store chains.

The store's new president, Douglas J. Dayton, draws upon the company's vast wealth of department store experience and states that the new store will, "combine the best of the fashion world with the best of the discount world, a quality store with quality merchandise at discount prices, and a discount supermarket...75 departments in all."

In the months before the first Target store opens its doors, former Dayton's Director of Publicity Stewart K. Widdess, is tasked to name and define the new retail store. In a burst of red-and-white inspiration, they come up with "Target" and immediately envision a classic Bullseye logo. The reasoning behind the choice was, "As a marksman's goal is to hit the center bulls-eye, the new store would do much the same in terms of retail goods, services, commitment to the community, price, value and overall experience."

Finally on May 1, 1962, citizens of the Twin Cities area wake to the news of Target's first grand opening in Roseville, Minn. Target differentiates itself from other retail stores by combining many of the best department store features — fashion, quality and service — with the low prices of a discounter. By the end of 1962, Target opens additional locations in St. Louis Park, Crystal and Duluth, Minn.

Target continues to grow and becomes a shopping experience for families of the following decades. In addition to maintaining the company's giving initiatives. Target launches one of its biggest programs to date, Take Charge of Education, help give educators the tools they need to inspire students to embrace learning. Through this innovative program, Target donates up to 1 percent of REDcard purchases at Target or Target.com to eligible K-12 schools. Schools can use the money for anything they choose, such as textbooks and playground equipment. Since 1997, Target has donated more than \$320 million to K-12 schools across the country.

In 1997, St. Jude Children's Research Hospital plans to buy a hotel to solve their long-term housing challenge. With the assistance of generous guests and vendors, Target steps in and funds the construction of Target House, a home-away-from-home for families with children undergoing treatment for chronic illnesses. Since opening in 1999, more than 1,337 families from 42 states and 36 countries have passed through Target House and found it to be a place of love, support, community and hope.

By 2012 the Target community giving gets even bigger with the announcement that Target's giving has reached \$4 million a week to local communities. Since 1946, the corporation has given 5 percent of its profit to our

communities to fight hunger, aid disaster preparedness and relief efforts, support the arts and put more kids on the path to graduation.

Target's giving has not only focused on charity but on the future as well through constant work in innovation.

The San Francisco team at the Target Innovation Center is exploring and testing areas such as wearable computing, the Internet of Things, advanced analytics and augmented reality in order to help bring new ideas and technologies to life for Target all while working with creative and imaginative start ups. Target's interest in innovation has changed their stores as well from the new products featured by new designers to the light bulbs and water used in each store.

The company faced its biggest crisis to date in December 2013. Target learns that criminals forced their way into the system, gaining access to guest credit and debit card information in one of the biggest breaches of security in U.S. history. Target takes significant action to further strengthen security across the network, including an accelerated \$100 million plan to move the REDcard portfolio to chip-and-PIN-enabled technology and to install supporting software and next-generation payment devices in stores. In 2015, Target enables all REDcards with chip-and-PIN technology and begins accepting payments from all chip-enabled cards in its stores.

The time following the breach was chaotic as customers across the country worried about their finances and identity while others vowed to never return. Target took great strides in gaining back customers through intensive focus on security.

In May 2015, Target's state-of-the-art Cyber Fusion Center officially opens its doors. The new space is designed to bring Target's information security teams together to work faster and with more agility than ever before. Here, cyber security analysts work round the clock using human intelligence, analytics and cutting-edge technology to protect our business and keep Target's and our guests' data secure.

Today Target is creating a new set of aspirational goals and milestones to guide the new CSR strategy, centered on making wellness a way of life for team members, guests and communities. The company became the exclusive retailer of the UNICEF Kid Power Band, and helping expand its Kid Power school program to reach up to 70,000 kids in high-need communities across the country. In June, announced plans to invest \$40 million in 2016 to organizations serving communities across the country helping kids and families increase their physical activity and eat healthy, and begin unveiling the first of our new CSR partners.

In the 100 years since George D. Dayton opened his small store in Minneapolis, the customer can now shop discount, online and check everything on their lists in one-stop shops. But no matter how the industry will change, Target has remained a household name because they were consistent in one critical area.

"Today, corporate social responsibility is a priority of nearly every company in America," current CEO Brian Cornell said. "But decades ago, when Bruce Dayton was opening Target's first stores, he was one of the lone voices espousing this view. And he backed his words with bold actions—ensuring Target gave 5 percent of its profits back to the community. A commitment we are proud to uphold today. "

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Target Corporation Media Kit

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Company Profile

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In fiscal 2015, the company's revenue grew by \$1.3 billion with a total of 73,785 billion sales, reflecting a 1.3% increase in comparable sales and the contribution from new stores. Target experienced a net loss of about \$3.6 billion that year due to discontinued operations in the Canadian market.

On August 6, 2016 Target announced an agreement to acquire the DermStore Beauty Group. The acquisition positions Target to expand its share of the rapidly evolving online beauty market and will further differentiate the company's offerings in this important retail segment. Target has also been standing front and center in

the world of designer/retailer collaboration partnering with major fashion designers such as Phillip Lim, Lily Pulitzer and Neiman Marcus, to name a few.

Executive Management



Brian Cornell

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Executive Vice President and Chief Operating Officer

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Chief Strategy and Innovations Officer

He is responsible for overseeing enterprise strategy, innovation, data analytics and business intelligence, as well as new business integration and operations. He also leads Target's overall transformation efforts.



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President, Target.com and Chief Digital Officer

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Executive Vice President and Chief Human Resources Officer

She is responsible for setting the human resource strategy and organizational design for Target's stores, headquarters, supply chain and international operations.

Fact Sheet

Target has

1,803 stores in the United States

38 Distribution centers in the United States

341,000 team members worldwide

Online business at target.com

Global locations in India

Our guests

Median age of 40

Median household income of approx. \$64K

Approximately 43% have children at home

About 57% have completed college

Financial Information

\$73,785 Billion Sales in 2015

1.6% Total Sales Increase in 2015

2.1% Comparable Sales in 2015

Target corporate hotline

Main Number (612) 304-6073

Investor Relations Hotline (612) 761-6500

Media Hotline (612) 696-3400

Frequently Asked Questions

1. Will my credit information be safe at Target following the credit card fraud breach of 2013?

Target has taken great measures to secure all servers following the system breach of 2013. Our Pin and Chip technology ensures the maximum safety for all of our customers and prevents any form of system takeover or fraud.

2. How will Target's stand for gender- neutral bathrooms affect me?

Target has recently taken a stand to support equality and provide gender-neutral bathrooms for all of our guests regardless of their gender identification. There will be a bathroom in every Target store, much like the family restrooms we have now, that will allow a person to use the restroom comfortably.

3. How does Target help my community?

Target takes part in many programs aimed at aiding communities across the globe. We continue to give 5% of our earnings to charity just like our founders did since the beginning. You can find out more about specific programs near you on our website under Community.

4. What is Target's privacy policy?

We value the trust our guests place in us when they shop at Target, and we take our responsibility to protect that trust very seriously. A comprehensive privacy policy can be found online, where we share openly how we gather guest information, what we do with it and how we secure it.

5. Where do I find news on sales results and other financial information?

Visit our Investors site for Target's latest financial news. Comments regarding the company's sales results are available in a pre-recorded telephone message that may be accessed by calling (612) 761-6500.

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Target Corporation Crisis Communication Plan

Goal & Purpose

The purpose of this plan is to provide a unified structure, management, and communication resource necessary prior to a crisis in order to provide an accurate rapid response, establish accountability and minimize the impacts to the Target Corporation, its employees and guests.

Communication Team

- Develop a team of trained core individual contacts within our organization to handle/manage the crisis.
- Identify responsibilities within this team as: authorized decision maker, a spokesperson (usually PR department head), communication expert, industry representative, message developer, law enforcement, customer relations, an attorney and possibly an outside communication consultant should be included.

- Develop a crisis contact sheet/card available in quick view. This sheet/card needs to have personal phone and e-mail accessibility so that contacts can be reached at any time.
- Establish work assignments and performance expectations, monitor performance, and provide feedback.

Key Operations

In the event of a crisis, the first step is contacting the CEO and communications team. It is essential that the news is released from the inside and the proper angle is used. News must be released with no delay to avoid miscommunication and deliverance of incorrect information. A plan of action geared toward fixing the specific problem must be announced immediately as well as a clear description of what the guest can expect moving forward.

Position Statement

The Target Corporation has implemented new food safety regulations after salmonella encounter with a third party food distributor. The Target brand chicken wings that were contaminated have been recalled. Although there are no illnesses reported to date, Target has provided a full list of symptoms to look for on our website. We have examined our partnership with Basic Food Flavors and are implementing an immediate plan of action to raise food regulations within their company. Until complete approval can be reached, Target will not be conducting business with this company. Our guest safety is most important and we urge all buyers of this product from 8/30/16 to 9/10/16 to dispose of it immediately. We

will also be offering a full refund to all guests we purchased within this time frame.

We urge all guests with comments or concerns to contact us immediately.

News Release

For Immediate Release

November 9, 2016

Contact:

Elizabeth Parra Valenzuela

555-555-555

elizabethparra@target.com

Target Issues Nationwide Recall of Target Brand Chicken

PHOENIX (November 9, 2016) — Target Corporation has issued a voluntary recall for Target Brand Chicken Wings, Lot number 78150/0270, because the product may be contaminated with Salmonella.

The Target Brand Chicken Wings were distributed at all 1,793 U.S. Target store locations. They were distributed between 8/30/16 and 9/10/16 in the buffalo flavor and 24-count packaging. Consumers having any of these products are urged to destroy them.

NO OTHER TARGET PRODUCTS ARE PART OF THIS RECALL.

No illnesses have been reported to date in connection with the above product. The wings were manufactured by National Poultry Company of Springdale, AZ and were coated with a seasoning mix that included hydrolyzed vegetable protein recalled by Basic Food Flavors, Las Vegas, NV, because it may be contaminated with Salmonella.

Salmonella is an organism, which can cause serious and sometimes fatal infections in young children, frail or elderly people, and others with weakened immune systems. Healthy persons infected with Salmonella often experience fever, diarrhea, nausea, vomiting and abdominal pain. For more information on Salmonella, please visit the Centers for Disease Control and Prevention's Web site at <http://www.cdc.gov>.

Consumers with recall questions may contact Target HQ at 1-800-567-895 during normal business hours, Monday through Saturday 10 a.m. to 6 p.m. Central Standard Time (CDT). Consumers with questions or concerns about their health should contact their doctor immediately.

For information on the U.S. Food and Drug Administration's (FDA) ongoing investigation, visit FDA's Web site at www.fda.gov.

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Target Corporation Commercial Script

Release of New Target Exclusive Deluxe Taylor Swift Album

00:00 – 00: 05	Sounds of chatter, carts and scanners	A-Roll: Wide shot entering Target Store Shots of average shoppers walking through a Target Store.
00:05 - 00:09	Sounds of chatter, and scanning	A-Roll: Taylor is a cashier with long brown hair and glasses ringing up a girl age 12 B-Roll: Shot of Taylor picking up her new album to scan it with the Target Exclusive sticker clearly visible
00:09 – 00: 13	Taylor: The new Taylor Swift album huh? I heard it's supposed to be amazzing.	B-Roll: Medium shot of the little girls face. She has short blonde hair and square black glasses. (Audience doesn't see Taylor's face yet)
00: 13 – 00:17	Girl: Yeah she's my favorite! I always come and buy her deluxe albums at Target.	A-Roll: Wide shot of Taylor handling her bag and they both wave to each other as

		the girl walks away.
00:17 – 00: 20	Taylor: This is going to be fun.	A-Roll: Tight shot as Taylor turns toward camera takes off glasses and smiles
00:20 – 00: 25	Upbeat music begins to play (Back track of Taylor’s new single)	<p>A-Roll: Bright Pink background displays message in black that says, “After 3 exclusive albums released with Target, Taylor has a surprise.”</p> <p>A-Roll: Screen changes colors with tempo.</p>
00:25- 00:33	Song continues to play	B-Roll: Shots of Taylor being a cashier at different Target locations. Ringing up different customers all of them are purchasing the album. None know it’s her.
00:33- 00:40	Song continues to play	A-Roll: Shots of Taylors dancers practicing in the Target back lot. There are about 12 of them all wearing unique costumes.

00:40- 00:45	<p>Song continues to play</p> <p>Taylor: Alright let's do this.</p>	A-Roll: Medium shot of Taylor taking off her Target employee wig in parking lot.
00:45-00:52	Song continues to play	<p>A-Roll: Taylor's dancers begin dancing in the main Target aisle. Customers look on confused.</p> <p>B-Roll: Pink Screen Says "10 Surprise Performances Nationwide"</p>
00:52- 00:58	Taylor Sings	<p>A-Roll: Taylor comes out and begins performing</p> <p>B-Roll: Shots of surprised customers. Fans smiling and screaming faces. People Dance.</p>
00: 58 – 00: 60	Song Plays	A – Roll: Pink screen says album release date then Target logo

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Target Corporation 2016 Annual Report

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Financial Highlights

Include:

1. Clear, concise graphs containing financial information for the past five years in:
 - a. Sales (In millions)
 - b. Net Earnings
 - c. Gross Revenue
 - d. Display 2016 growth in percentage
2. Breakdown of total sales by department (displayed in graph form by percentage)
 - a. Household Essentials
 - b. Food & Pet Supplies
 - c. Apparel & Accessories
 - d. Home Furnishings & Décor
 - e. Electronics
3. Mergers and Acquisitions displayed in financial charts

Message From CEO



In 2016, Target drove profitable growth throughout the year with a strategic framework that we are confident will keep our company growing for years to come. Our main strategy, central in everything we do, is a clear understanding of what our guests expect. Listening to our guests and investing the time and resources to get to know them better has already helped us achieve:

- Digital sales growth of more than 30 percent, which continued to set the pace for U.S. retail.
- Increase store traffic in every quarter of 2016
- Highest net sales to date

Our team drove these results while also undertaking several key strategic shifts. Some were challenging, like discontinuing our Canadian operations and restructuring our U.S. headquarters. Some were groundbreaking, like announcing

our \$1.9-billion transaction with CVS Health. This partnership will deliver ongoing value by growing traffic in our store pharmacies. But as we have since the start, our team embraced these changes and took on each new challenge in powerful strides.

Above all, our team rallied around a set of key enterprise priorities focused on the things that matter most to our guests. In the course of the year, our tremendous team worked endlessly to unite communities and determine what was next in product launches and innovation. We continue to prioritize innovation, to improving each guests shopping experience while delivering positive change in local communities and global health. Looking ahead, we've set ambitious goals of increasing annual sales to \$150 billion or more and growing our earnings per share to at least \$10 by 2020.

As we have since 1962, we'll achieve our goals by balancing disciplined management with our never-ending quest to deliver what's new and what's next for our guests, and by leveraging the energy and talents of our 365,000 team members. We believe that one of the reasons our guests prefer to shop at Target, our team members choose Target as a place of employment and our vendors choose to do business with us is the reputation we have built over many years for serving our four primary constituencies: guests, team members, shareholders, and the communities in which we operate. To be successful in the future, we must continue to preserve, grow, and leverage the value of Target's reputation.

The progress Target made as a team and a brand in 2015 is real, and it's sustainable. Yet, this is a team that takes nothing for granted and is working every day to deliver the best experience for our guests. We know that getting it right for them drives growth for us and strong returns for our shareholders, and we're committed to this formula as we move confidently into the future.

Brian Cornell, Chairman and CEO

Company Narrative

Sample Introduction:

Target Corporation was incorporated in Minnesota in 1902. We offer our customers, referred to as "guests," everyday essentials and fashionable, differentiated merchandise at discounted prices. Our ability to deliver a preferred shopping experience to our guests is supported by our supply chain and technology, our devotion to innovation, and our disciplined approach to managing our business and investing in future growth. We operate as a single segment designed to enable guests to purchase products seamlessly in stores or through our digital sales channels.

Include:

1. Company Growth

- Closing of Canada branches (why it happened, what is being done to improve the market)
- Restructuring of U.S. headquarters
- CVS Health Transaction
- New stores

2. Brand Deals

- Partnerships with brands in Apparel, Baby, Kids and Wellness
- Focus on food quality development and work with organic produce
- Exclusive work with music artist and TV series

3. Online

- Improvements in online shopping experience through site changes in Target.com
- Mobile
- Cartwheel app developments
- REDcard Rewards

4. Merchandise and Distribution

- New product launches
- Changes in distribution centers or any third party distributors

5. Community Impact

- Work the company has done with nonprofits or any of the number of organizations in partnership
- Fundraising
- Individual examples of exceptional impact in specific communities

Management Profiles

Include: name, picture and brief job description of the top executive management and board of directors.

Brian Cornell

Board Chairman and CEO

Brian Cornell is responsible for Target's global business by leading the retailer's executive leadership team in accelerating Target's performance, advancing its digital evolution and delivering on its "Expect More. Pay Less." promise to guests.

John J. Mulligan

Executive Vice President and Chief Operating Officer

John joined Target in 1996 as a financial analyst, and during his tenure has held key leadership positions in finance, Target.com and human resources. Now his responsibilities include stores, Target's global supply chain, merchandising operations, properties and flight services.

Casey Carl

Chief Strategy and Innovations Officer

He is responsible for overseeing enterprise strategy, innovation, data analytics and business intelligence, as well as new business integration and operations. He also leads Target's overall transformation efforts.

Jason Goldberger

President, Target.com and Chief Digital Officer

Jason is responsible for enhancing digital experiences and developing digital capabilities across the enterprise. He also oversees all e-commerce operations.

Stephanie Lundquist

Executive Vice President and Chief Human Resources Officer

She is responsible for setting the human resource strategy and organization design for Target's stores, headquarters, supply chain and international operations.

Financial Data

Include:

- Audited financial information from the finance department which details all of the sales and revenue for the entire year
- Clear charts and tables with values

Financial Analysis

Include:

- Descriptive analysis written by the financial team which clearly explains the meaning behind the data
- Any trends, decreases and increases are clearly explained

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Opinion Piece: Target and Bathroom Equality

Target made national news in April 2016 when they continued to stand for inclusivity and announced the incorporation of gender-neutral bathrooms in every Target store.

Target's original statement read, in part:

We believe that everyone—every team member, every guest, and every community—deserves to be protected from discrimination, and treated equally. Consistent with this belief, Target supports the federal Equality Act, which provides protections to LGBT individuals, and opposes action that enables discrimination. We welcome transgender team members and guests to use the restroom or fitting room facility that corresponds with their gender identity.

Although months have passed, this non-issue continues to raise outrage among conservative individuals. More than 1 million people — more than some estimates of all the total transgender people in America — have signed pledges to boycott Target and never set foot in one of their stores again.

This petition argues “Target’s policy is exactly how sexual predators get access to their victims. And with Target publicly boasting that men can enter women’s bathrooms, where do you think predators are going to go?”

While the American Family Association continues to perpetuate the myth that transgender people are predators, there is direct evidence that argue the opposite. There are no bathroom or dressing room incidents where a transgender individual committed a crime. In fact, it is the direct opposite. More than 64 % of transgendered people will experience assault in their lifetime and one of the most common places is in a restroom.

Not only are transgendered people exposed to harassment, certain states also include arrest. North Carolina has already enacted a controversial bathroom law, and in Oxford, Ala., transgender people can go to jail for six months for using the restroom that matches the gender they identify with.

Critics of the bathroom laws have pointed out how hard they’d be to enforce. Would police stop people at the door and ask for a birth certificate? In reality, it is creating a problem where there never should have been one. People have taken to social media at places such as Twitter’s #wejustneedtopee to show pictures of themselves looking very much like the gender they now identify with and wondering whether lawmakers would really want them to use their former restrooms.

The reality is transgender men and women have been hiding in restrooms for centuries. Fear and frustration are emotions they, unfortunately, know all too well. Protestors fight to protect women and their daughters from predators but are they

really afraid of men walking into the women's restroom or of having to face a transgender individual. Is homophobia the bigger issue here? Most would agree since the evidence of crime is entirely in favor of the transgender community. These individuals aren't looking to harm anyone. They are fighting for basic human rights. Target's decision is groundbreaking because they are publicly acknowledging the injustice and fighting for change.

CEO Brian Cornell responded to the backlash by reminding the public of Target's background. "We've had a long history of embracing diversity and inclusion," Cornell said. "A couple of weeks ago, one of our team members sent me a note reminding me that if we went back to the mid-60s, our company was one of the very first to use African American models in their advertising. And back then, you know, it wasn't well received. We had a lot of tough feedback, but sitting here today, we know we made the right decision."

Target's executive board has not, and will not, back down. The company will continue to add gender-neutral bathrooms in all of their stores and move towards a more inclusive future for all. This isn't about gender, trans or other; it's about positioning a brand with its core customer and future employees one that does not discriminate on any base.

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Target CEO Speech Outline

Fighting For Equality

Introduction:

Attention Catcher: History has taught us that equality comes through a never-ending fight against those opposed to change. Since the start of the Target Corporation, embracing diversity and inclusion has remained a core belief throughout our company. Our decision to provide gender-neutral bathrooms in every one of our stores strengthens that belief in a new generation. I, like many others, believe everyone deserves the opportunity to feel safe and comfortable in all parts of life, including something as simple as using the restroom.

Body:

1. Addressing Protests

I recognize that the stance we took, which, by the way, was very similar to many of our retail peers, has received quite a bit of feedback and as a

company we're constantly listening. We respect our guests and their opinion but we also hear the people fighting for change. We want every guest to feel welcome in our stores no matter their gender identification. Many have forgotten the fact that the vast majority of our stores, actually over 1,400 of our stores, already have a family restroom. Therefore the change we plan to make is already something we incorporate in stores.

-

2. Addressing Safety

This decision is met with concerns of safety, which I can tell you and others remain a top priority. Our focused on safety is unwavering, and we want to make sure we provide a welcoming environment for all our guests one that safe, one that's comfortable, and that's our commitment over time.

-

Conclusion:

So, we took a stance and we're going to continue to embrace our belief of diversity inclusion and just how important it is to our company. We're going to provide a great environment for our guests one that prioritizes safety and equality for all. Change is inevitable and we chose to embrace it and support those fighting towards it.

