

# Brian Cornell

**Chair and Chief Executive Officer**



**Strategy**

**Multi-Category Portfolio**

**Stores-as-Hubs Model**



**> \$30B**  
**bigger company**



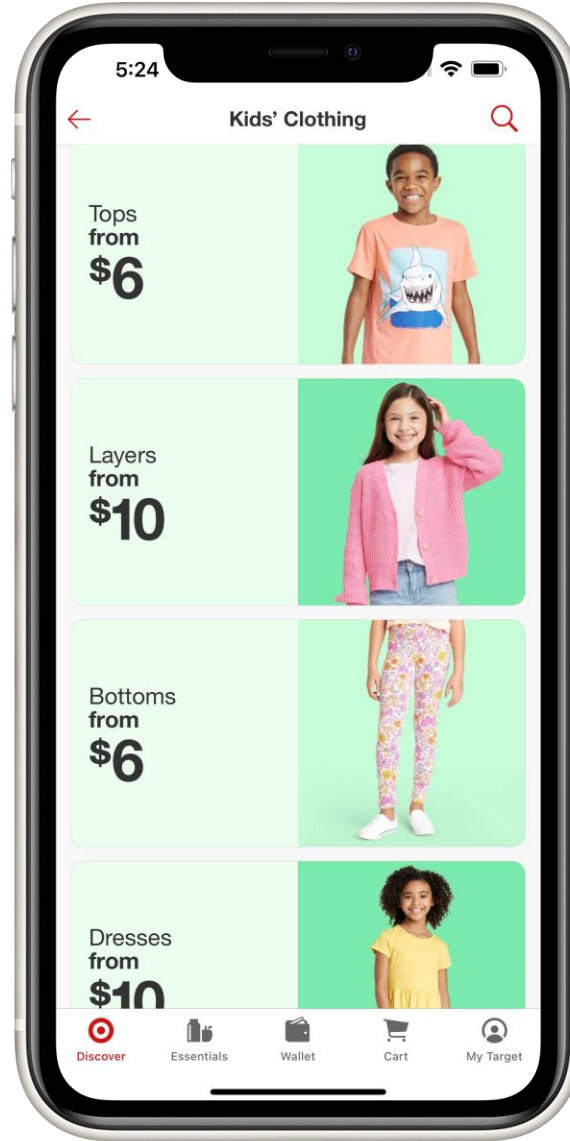
drive up



order pickup



same day  
delivery



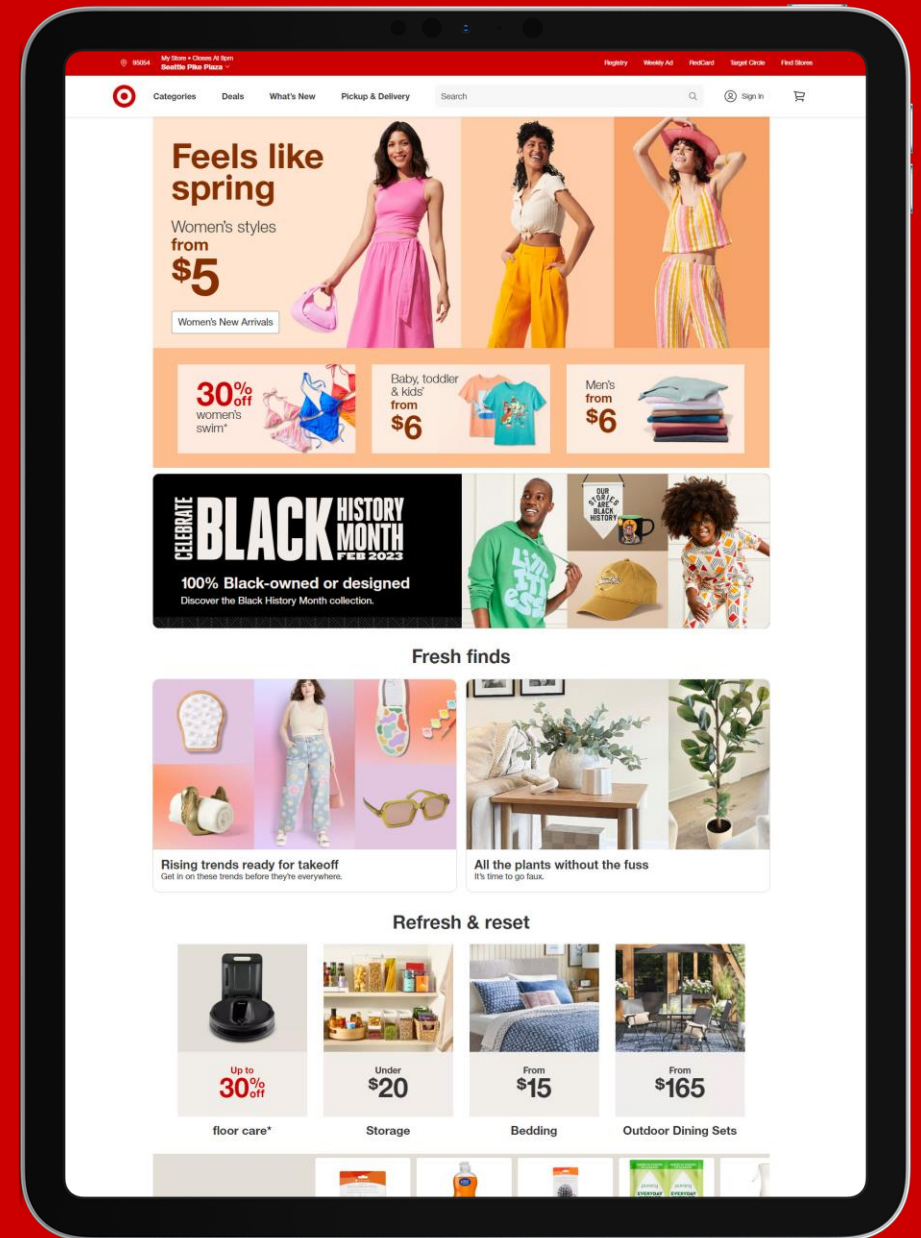


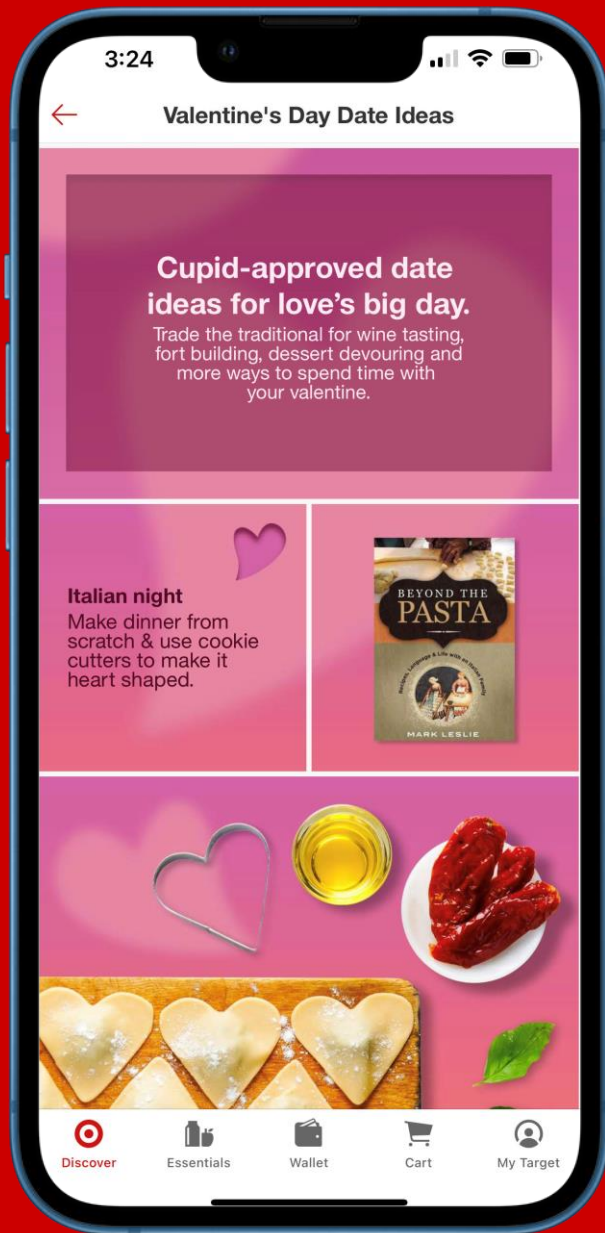
**Our ability to **shift**  
in step with our guests.**





~\$55B  
in discretionary  
sales in 2022

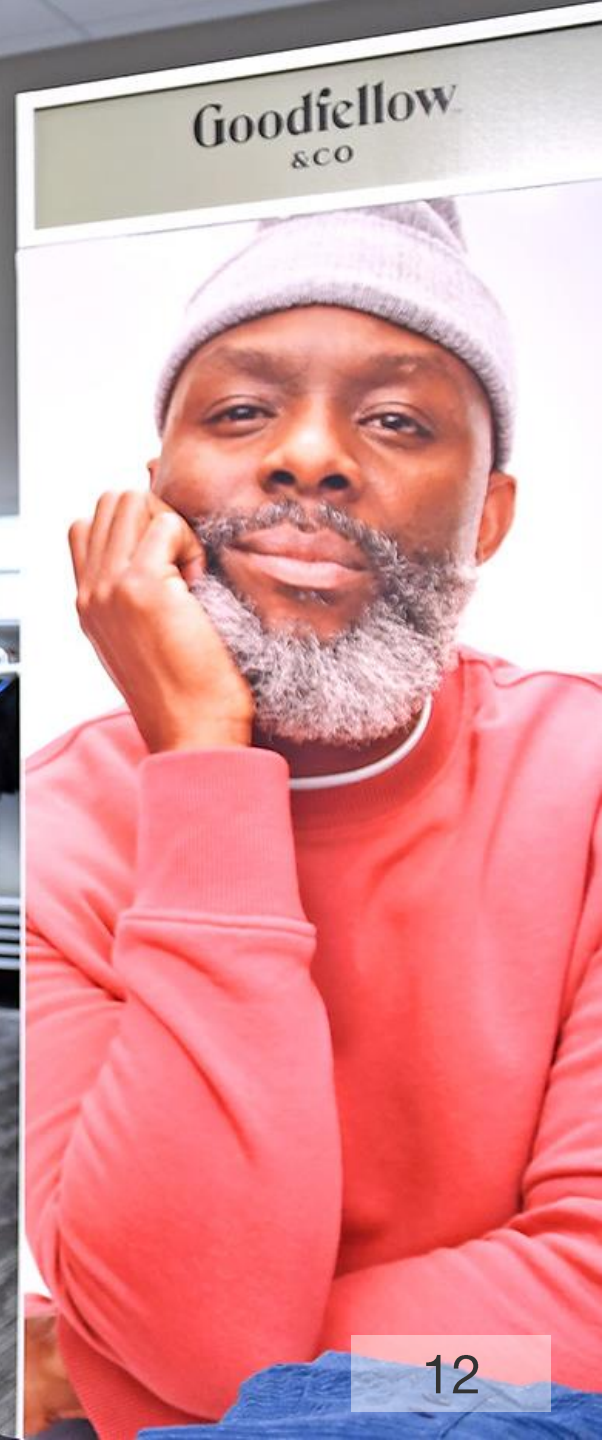






sculpt

# Affordable Joy



# Multi-Category Portfolio



Apparel +  
Accessories



Home



Beauty +  
Essentials



Food +  
Beverage



Hardlines



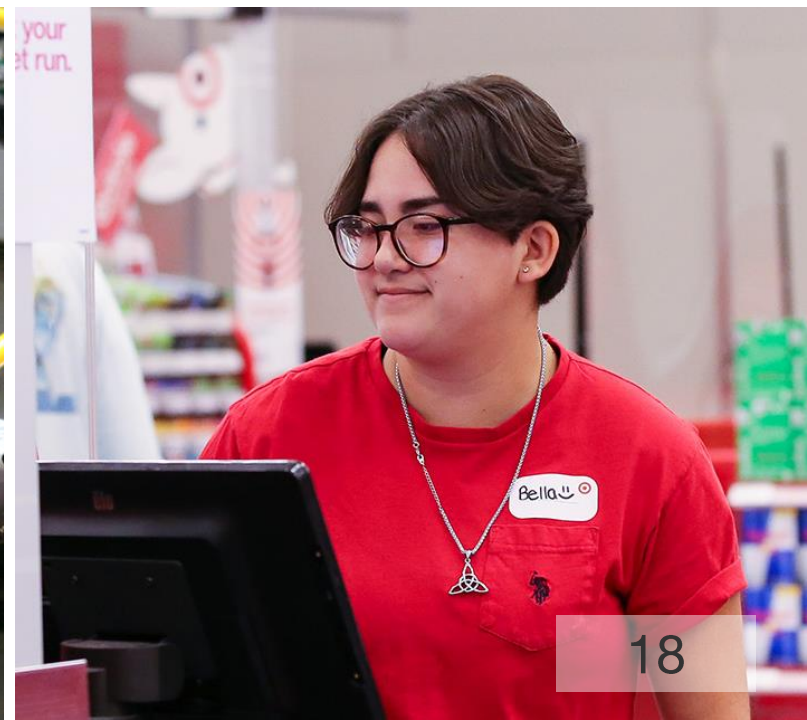
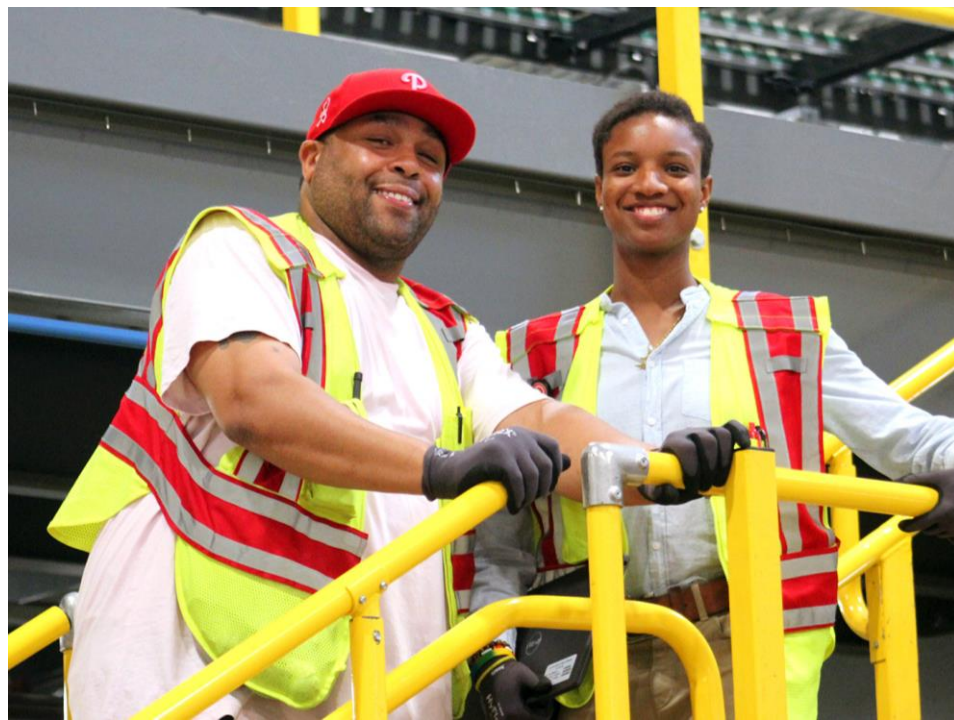
# **Retail Fundamentals**

## **Growth Through Efficiency**

# Prudence for Near-Term Performance



**Our ability to achieve **positive outcomes** for all stakeholders.**





# **financial community meeting**

