



Rick McNeely

CHIEF MERCHANDISING OFFICER, DOLLAR TREE

Dollar Tree, Inc.



Improving Sales
Productivity &
Enhancing
Margins

Larry Gatta



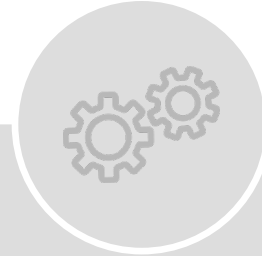
Extending the
Multi-Price
Journey

Rick McNeely



Operate with
Excellence &
Accelerate
Growth

Mike Creedon



Developing
Technology
and Supply
Chain

Mike Kindy
Bobby Aflatooni



Adding It
All Up:
\$10+ EPS FY26

Jeff Davis

Right Team | Right Time



Nearly 100 Million U.S. Households Shop Dollar Tree

DOLLAR TREE SHOPPER SEGMENTS



Passionates

% of sales

25%

of Households

4 Million

Avg annual trips

69



Monthly

50%

21 Million

22



Infrequent

20%

66 Million

5



New

5%

3.3 Million

5

▶ **94 Million** Annual Shoppers, fourth highest retailer with 68% in household penetration

▶ **+3.3 Million Net New shoppers in Last 4 Quarters**, 62% have repeated

Extending the Multi-Price Journey

Successfully Broke the Dollar

Dollar Tree PLUS

Multi-Price

The Opportunity Ahead

Designed to Drive Store Productivity and Enhance Margins



Significant Positive Impact from BTD* in 2022

+9%

Comp Store
Sales

Allowed for
Restoration of
**ATTRACTIVE
MARGINS**



*BTD: Breaking the Dollar; moving primary price-point from \$1 to \$1.25

Breaking the Dollar

WHY IS BREAKING THE DOLLAR COMPELLING FOR THE CONSUMER?

- NOT about increasing prices on existing goods; extremely focused on delivering compelling value to the consumer at higher price points
- Enables a more compelling value proposition and assortment
 - Reintroduction of discontinued SKUs
 - Addition of branded products
 - Introduction of complementary products at higher price points
- All with the goal of giving the customer a path to completing her shopping trip at Dollar Tree and gaining additional share of wallet



Breaking the Dollar: Enhanced Value Proposition

\$1.00 PRODUCT



40 oz



1L



11.8 oz



56 oz



1.5L



16.0 oz

Significant Value Enhancement Despite Underlying Goods Inflation Throughout Period



Breaking the Dollar: Enhanced Value Proposition

RE-INTRODUCED ITEMS



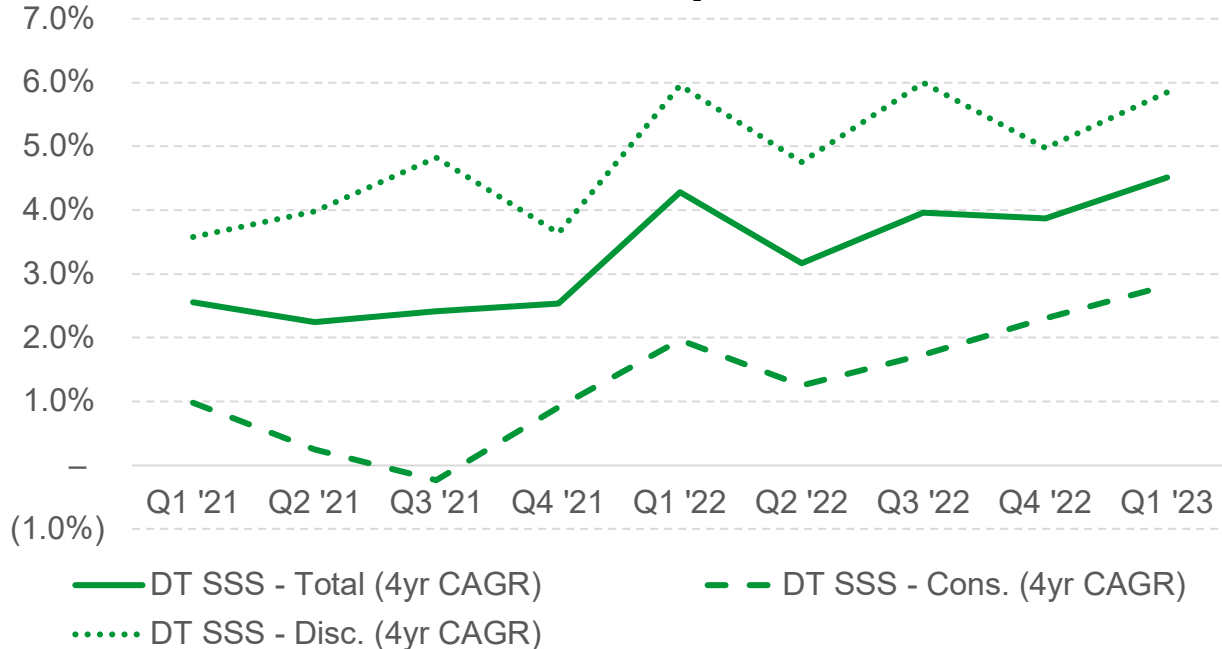
EXPANDED BRANDS



Restored Long-term Health of Comps

MULTI-YEAR COMPS, ELIMINATING VOLATILITY OF RECENT YEARS, SHOW CLEAR INFLECTION IN LONG-TERM TRENDS

4-Year Comp CAGR



- Significant sales comp recovery has driven attractive multi-year growth
- Consumables sales had stagnated before BTD, now have shown healthy multi-year growth
- Discretionary remains robust

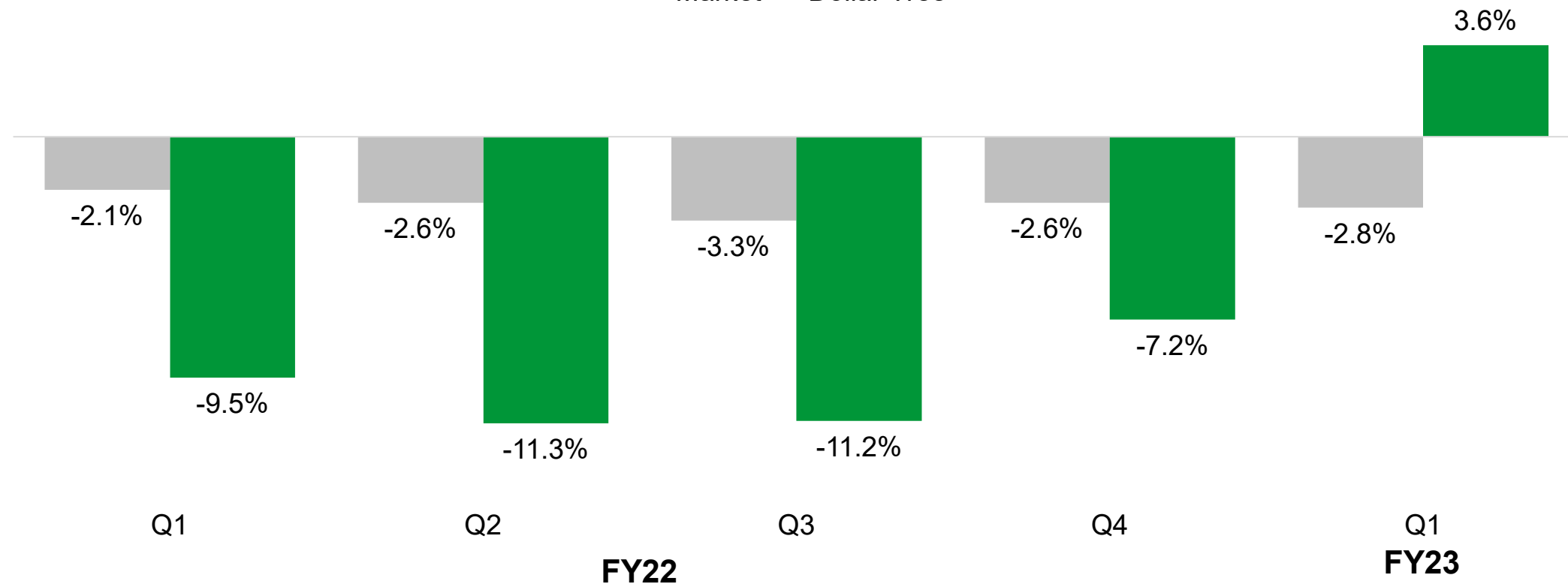


Dollar Tree Growing Unit Market Share

UNIT SHARE GROWTH REBOUNDED IN Q4 2022

Consumable Unit % Change vs Last Year

■ Market ■ Dollar Tree



Excluding: Alcohol, Bakery, Deli, Gen Merch, Produce and Tobacco.
Source: NielsenIQ. Data through Q1 2023. All DT Stores included (not a comp figure).

Dollar Tree Growing Market Share in Consumables

Q1 UNIT MARKET SHARE IN CONSUMABLE CATEGORIES

13.6% Candy unit share,
up from 12%

7.9% HBA unit share,
up from 7.6%

2.3% Dry grocery unit
share, up from 2.1%

12.6% Household care unit
share, up from 10.9%

1.6% Frozen unit share,
up from 1.4%

3.3% Pet unit share,
up from 2.7%



Source: Nielsen, Q1 FY23 vs. Q1 FY22; share excludes Family Dollar

Extending the Multi-Price Journey

Successfully Broke the Dollar

- 2022 Results
- Enhanced Product Offering
- Customer Acceptance

Dollar Tree PLUS

Multi-Price

The Opportunity Ahead

Designed to Drive Store Productivity and Enhance Margins





Dollar Tree PLUS Introduction

RATIONALE BEHIND PRICE POINTS ABOVE \$1.25

- Customer insights highlighted opportunities to capture more share of wallet
- Studied customer shopping behaviors to find out where they shopped and what they were buying after shopping at Dollar Tree
- Data from the millions of transactions tracked by our proprietary data provider revealed that Dollar Tree shoppers were spending over 90% of their wallet outside Dollar Tree, with an average unit retail of \$3.93
- After they shopped at Dollar Tree, approximately 90% of purchases made at competitive retailers were priced over \$3



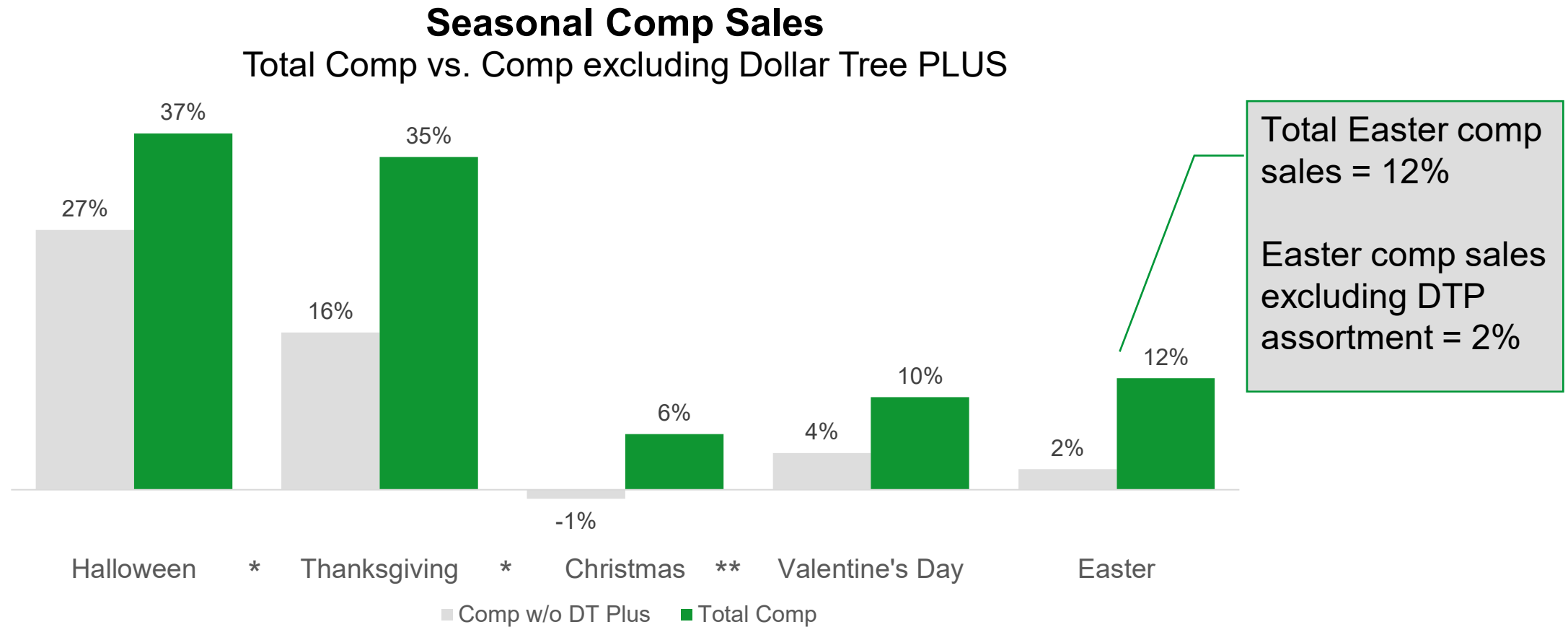
Dollar Tree Multi-Price

LAUNCHED AS “DOLLAR TREE PLUS” BUT MULTI-PRICE IS NOW BECOMING A CORE PART OF THE STRATEGY

- Tested initial assortment in 2019
- Expanded to 4 DCs and 2,500 stores by end of 2022
- Assortment mix highly discretionary
- Strongest incrementality in Seasonal
- Expanding to 7 DCs and 4,300 stores by end of 2023

Dollar Tree PLUS Impact on \$1.25 Assortment

DOLLAR TREE PLUS SEASONAL ASSORTMENT IS DRIVING SALES COMPS



* High comps in Halloween and Thanksgiving related to COVID impact in prior year.

** Freight issues impacted Christmas comps.

Extending the Multi-Price Journey

Successfully Broke the Dollar

- 2022 Results
- Enhanced Product Offering
- Customer Acceptance

Dollar Tree PLUS

- Evolution
- Highly Discretionary
- 4,300 Stores by Year-End 2023

Multi-Price

The Opportunity Ahead

Designed to Drive Store Productivity and Enhance Margins



Multi-Price: What Has Been Done

2023 STATUS AND EXPANSION PLANS

Dollar Tree PLUS

- 2,915 stores at the end of Q1
- 1,350 additional stores this year

\$3, \$4 and \$5 Frozen

- 3,935 stores at the end of Q1
- 1,600 additional stores this year



Multi-Price: What Has Been Done

2023 STATUS AND EXPANSION PLANS

\$1.50 Balloons

- 142-store test in Louisiana with no unit decline
- Rest of chain rollout by end of June 2023

Hallmark Greeting Cards

- Changing the mix between \$0.50 and \$1.00 cards (from 1/3rd \$1.00 cards to 2/3rd \$1.00 cards)
- Wave 1 started April 2023 with 2,500 stores; all stores complete by January 2024
- 11% initial comp sales lift

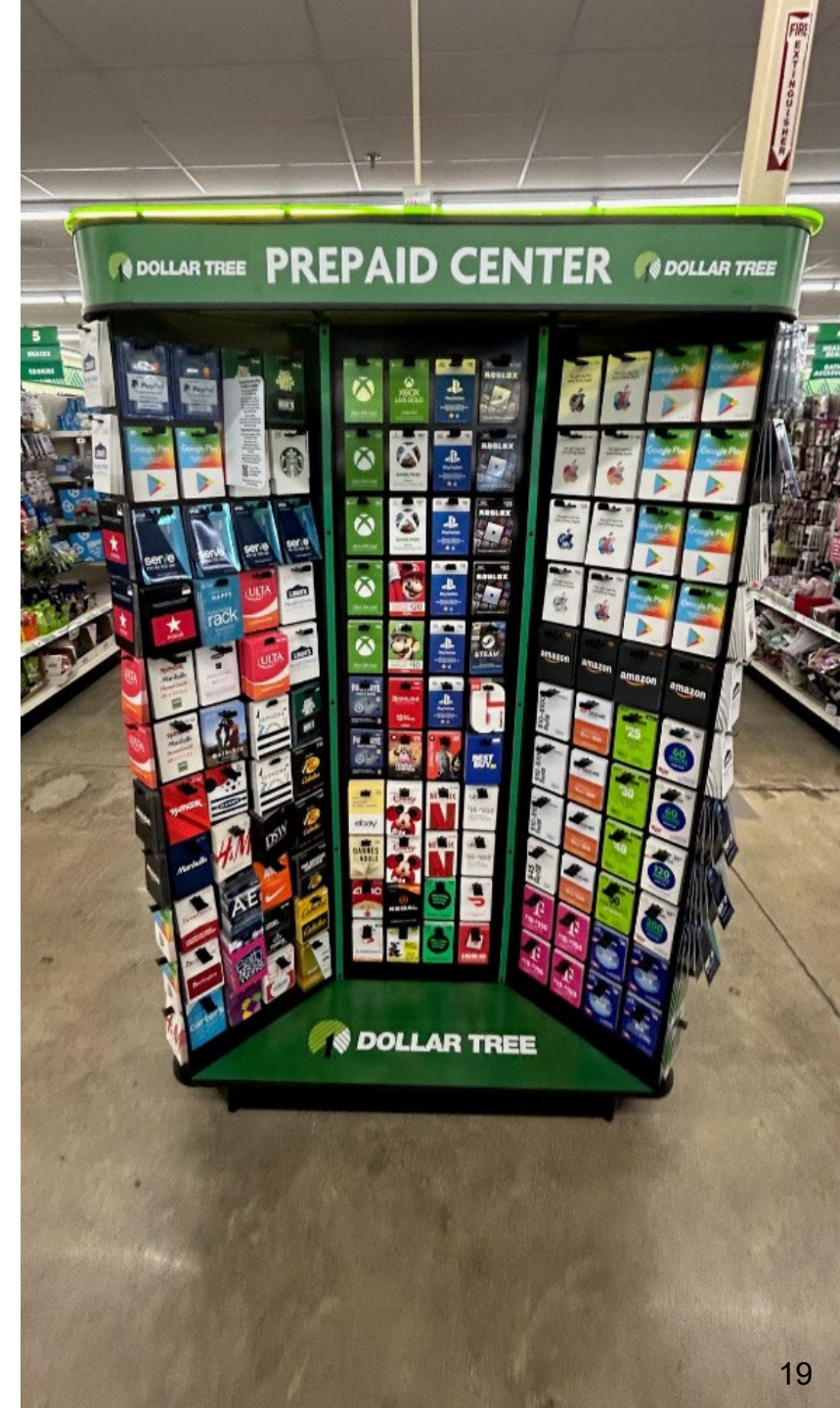


Multi-Price: What Has Been Done

2023 STATUS AND EXPANSION PLANS

Pre-Paid Gift Cards

- Piloted two stores in March
 - Expanded to 50 stores in Q1
 - Roll out to all stores by Sept 2023
- Early results are strong:
 - 48% transactions include Hallmark greeting cards
 - 60% include high-margin party items



Multi-Price: What Has Been Done

2023 STATUS AND EXPANSION PLANS

Branded Bread

- Tested \$3 direct store delivery branded bread
- Achieved high double digit comp sales
- Expanding to an additional 400 stores by year end
- Further rollout will require different brands/vendors by region and multiple price points

Ice Cream

- Rolled out 1,400 stores with \$5 direct store delivery in May
- Very positive initial results
- Will end fiscal 2023 with 2,800 stores



Multi-Price: What Has Been Done

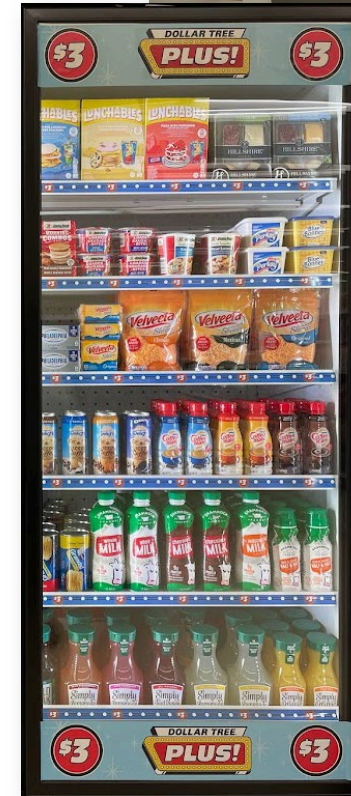
2023 STATUS AND EXPANSION PLANS

Packaged-Ice

- Upgraded our program from 5 lbs. to 7 lbs.
- Converted 2,800 stores in Q1 to \$2
- Achieved +11.2% comp sales
- 2,100 additional stores convert by end of 2023
- Improved initial markup

Refrigerated

- Rolled out 140-store test of \$3 refrigerated door in May
- Very positive reception based on initial results



Multi-Price Frozen: Compelling Value

\$1.25 PRODUCTS



Single Serving

MULTI-PRICE PRODUCTS



Family Meal Solution

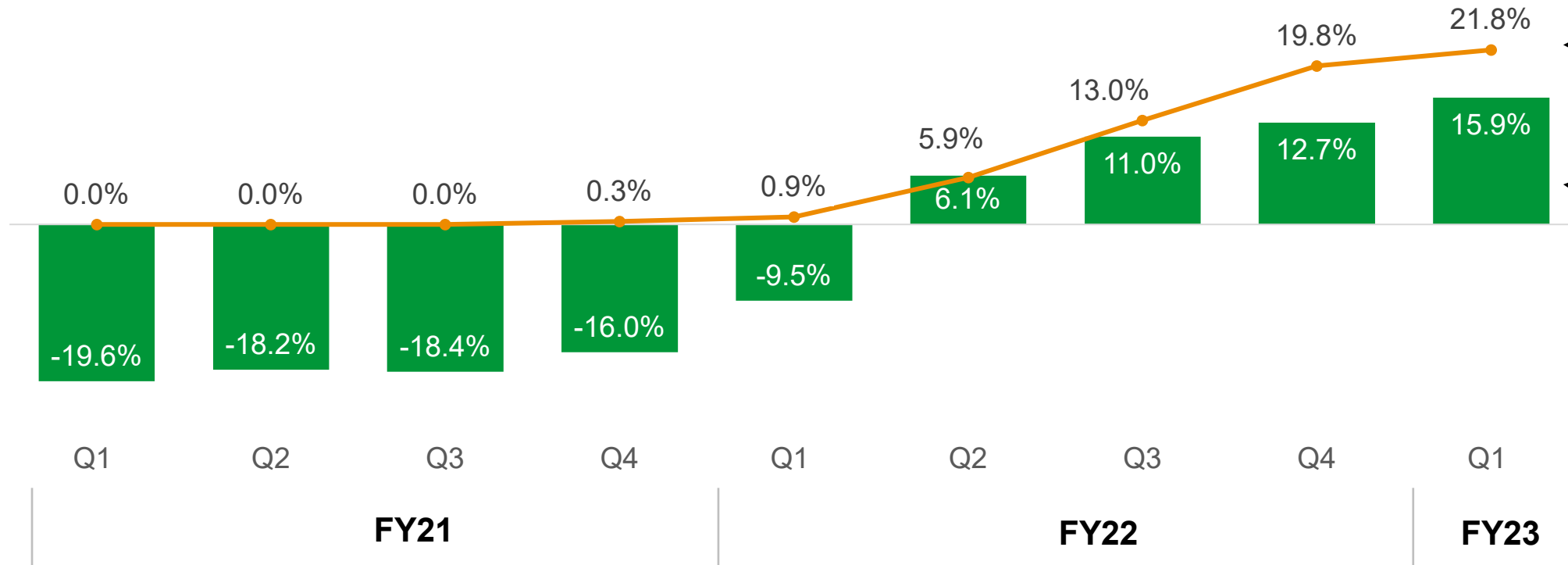


Frozen / Refrigerated Retail Comps

STRONG COMP GROWTH WITH ROLLOUT OF MULTI-PRICE

Frozen / Refrigerated Food Retail Comp

■ Retail Comp ● MP% of DT Category Sales



Multi-Price as a % of category sales grew to 21.8% in Q1 2023

Total Frozen/Refrigerated comp grew to 15.9%



Multi-Price Frozen Expansion

TRANSITIONING TO MAJORITY MULTI-PRICE ASSORTMENT OVER TIME

Past Set:

0 doors of multi-price

\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25
				10 doors @ \$1.25					

Current Set:

3 doors of multi-price

\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$3	\$4	\$5
		7 doors @ \$1.25					3 doors @ \$3, \$4 and \$5		

Future Set:

8 doors of multi-price

\$1.25	\$1.25	\$3	\$3	\$4	\$4	\$4	\$5	\$5	\$5
2 doors @ \$1.25		8 doors @ \$3, \$4 and \$5							



Multi-Price Ticket

WHEN A MULTI-PRICE ITEM IS IN THE BASKET, CUSTOMERS SPEND
~2.2X MORE THAN THE AVERAGE TRANSACTION

Average Sales \$ per Transaction



Extending the Multi-Price Journey

Successfully Broke the Dollar

- 2022 Results
- Enhanced Product Offering
- Customer Acceptance

Dollar Tree PLUS

- Evolution
- Highly Discretionary
- 4,300 Stores by Year-End 2023

Multi-Price

- Traffic Driver
- Accelerated Rollout
- Expanded Offering

The Opportunity Ahead

Designed to Drive Store Productivity and Enhance Margins



Multi-Price Future

KEY TENETS

- Opening price point remains the core of our business
- Build multi-price assortments that are compelling value propositions and are incremental to our core business
- Provide additional purchase occasions that matter to our customer
- Gain expense leverage through higher sales
- Deliver price clarity at the shelf
- Focus on store execution as a success factor



Multi-Price: Category Targets

TOTAL MARKET SPEND BY PRICE BAND AND AREAS TO PROSPECT

Consumables Categories	Total Addressable Market (\$B)	Dollar Tree % of Market Share	Total Addressable Market (\$B)			
			\$2.00 and Below	\$2.01 - \$5.00	\$5.01 - \$10.00	\$10.01+
HOUSEHOLD*	\$60.0	~2%	\$2.0	\$12.0	\$18.1	\$27.6
HEALTH & BEAUTY	\$121.3	~1%	\$2.9	\$16.1	\$40.5	\$61.8
FOOD	\$541.4	<1%	\$52.0	\$244.7	\$144.7	\$100.0
Frozen/ Refrigerated	\$197.6	<0.25%	\$10.3	\$95.5	\$65.9	\$25.9



Total Market during Latest 52 Weeks Ended 04/15/23

Source: Nielsen

Multi-Price: Discretionary Opportunities

LARGE OPPORTUNITY TO OFFER UP-SPEC GOODS

\$1.25 PRODUCTS

Electronics



Toys

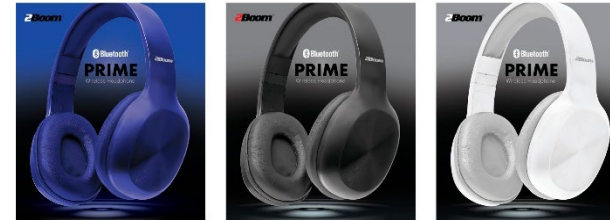


Patriotic / Lawn & Garden

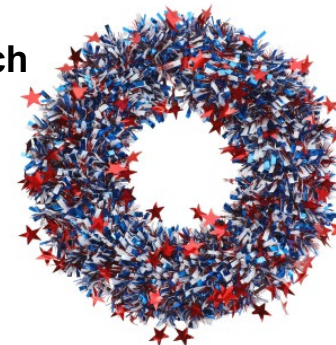
11 inch



MULTI-PRICE PRODUCTS



18 inch



Multi-Price: Discretionary Opportunities

LARGE OPPORTUNITY TO OFFER COMPLEMENTARY GOODS

\$1.25 PRODUCTS

Seasonal
Candy



Toys



Seasonal



MULTI-PRICE PRODUCTS



6 ft



7 ft



Multi-Price Future Expansion

TARGETING ADDITIONAL CATEGORIES IN 2024

Consumables

- Healthcare & Baby
- Snacks
- Beverage
- Seasonal Candy
- Pet
- Center Store Grocery

Discretionary

- Complete Dollar Tree PLUS rollout across remaining categories
- Larger Balloons
- Household Products
- Home Décor & Candles



Improving Operating Efficiencies to Support Multi-Price

TAKING ACTION TO ADDRESS OPERATIONAL OPPORTUNITIES

- Raising shelf height
- Space productivity
- Rightsizing assortments
- Dense up store
- Increased throughput
- Price clarity



Extending the Multi-Price Journey

Successfully Broke the Dollar

- 2022 Results
- Enhanced Product Offering
- Customer Acceptance

Dollar Tree PLUS

- Evolution
- Highly Discretionary
- 4,300 Stores by Year-End 2023

Multi-Price

- Traffic Driver
- Accelerated Rollout
- Expanded Offering

The Opportunity Ahead

- Additional Price Points
- Enhanced Synergies
- Shopper Destination

Designed to Drive Store Productivity and Enhance Margins





Key Takeaways

DOLLAR TREE

- Leveraging our 68% U.S. household penetration to gain share of wallet
- Convenience and value
- Simplicity in model to continue to drive productivity
- Thrill of the hunt
- Our strategy starts and ends with value for our shoppers
- Retaining our position as a destination for value



Next Level

OUR CLEAR PATH FORWARD