



# Randy Guiler

VICE PRESIDENT, INVESTOR RELATIONS



# Welcome

# 2023 Investor Conference

TIMING	TOPIC	SPEAKER	MINUTES
8:00 – 8:05	Welcome & Agenda	Randy Guiler	5
8:05 – 8:40	Opening Remarks & The Vision	Rick Dreiling	35
8:40 – 9:10	Improving Sales Productivity & Enhancing Margins at Family Dollar	Larry Gatta	30
9:10 – 9:40	Dollar Tree: Extending the Multi-Price Journey	Rick McNeely	30
9:40 – 10:10	Operate with Excellence and Accelerate Growth	Mike Creedon	30
10:10 – 10:30	Break / Snacks / Merchandising Expo		20
10:30 – 10:55	Developing our Supply Chain	Mike Kindy	25
10:55 – 11:05	Transforming Work with Technology	Bobby Aflatooni	10
11:05 – 11:35	Adding it All Up: \$10+ EPS in FY 2026	Jeff Davis	30
11:35 – 11:45	The Right Team for the Right Time	Rick Dreiling	10
12:00 – 1:00	Lunch Break / Merchandising Expo		60
1:00 – 2:00	Executive Question and Answer Session	Executive Team	60
2:00 – 2:10	Final Thoughts and Reflections for Attendees	Rick Dreiling	10



# Forward-looking Statements

This presentation contains “forward-looking statements,” as that term is used in the Private Securities Litigation Reform Act of 1995, concerning our business and outlook. These forward-looking statements can be identified by the fact that they address future events, plans, expectations, developments or results and do not relate strictly to historical facts. Any statements contained in this presentation that are not statements of historical fact may be deemed to be forward-looking statements. Our forward-looking statements include, without limitation, statements regarding our expected sales, comparable store sales, selling square footage growth, depreciation, net interest expense, effective tax rate, diluted earnings per share, and capital expenditures for the second quarter and fiscal year 2023, as well as various underlying factors that impact our outlook; our comparable store growth, net store expansion, sales per square foot, gross margin, operating margin, earnings per share, capital expenditures, free cash flow, target leverage and business investments for fiscal years 2023 through 2026; other plans and expectations regarding our business, including the impact of various initiatives and investments on the company’s sales, margins, shrink rates, inventory levels, productivity, operating efficiency and performance and prospects for long-term growth; our merchandising plans and initiatives and related impacts, including those regarding product assortment, merchandisable space and store layout, cooler and freezer expansions, private label products and category resets in the Family Dollar segment, and multi-price assortments in the Dollar Tree segment; our plans to add, renovate, expand and remodel stores and the impact of those and other growth plans and initiatives, including expectations regarding store standards and operations, efficiency initiatives, and selling square footage; our plans relating to new store concepts such as H2.5 and XSB formats for Family Dollar stores, and Dollar Tree PLUS and Combo Store formats; our expectations regarding the implementation and impact of investments in supply chain, distribution facilities, store delivery and equipment, and technology initiatives; wage investments and other workforce investments and goals; our cash needs, including our ability to fund our future capital expenditures and working capital requirements; and our other plans, objectives, expectations (financial and otherwise) and intentions.

These forward-looking statements are subject to risks and uncertainties, and our actual results may differ materially from those indicated in these statements.

For information on the risks and uncertainties that could affect our actual results, please see the “Risk Factors,” “Business” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” sections in our Annual Report on Form 10-K filed March 10, 2023, our Form 10-Q for the most recently ended fiscal quarter, and other filings we make from time to time with the Securities and Exchange Commission.

The forward-looking statements in this presentation are based on the company’s plans, estimates and expectations as of June 21, 2023, and you should not rely on these forward-looking statements as representing the company’s views after such date. Except as required by law, the company specifically disclaims any obligation to update any forward-looking statements contained in this presentation as a result of developments occurring after June 21, 2023, and you should not expect us to do so.



# Next Level

OUR CLEAR PATH FORWARD