



Mike Creedon

CHIEF OPERATING OFFICER

Dollar Tree, Inc.



Improving Sales
Productivity &
Enhancing
Margins

Larry Gatta



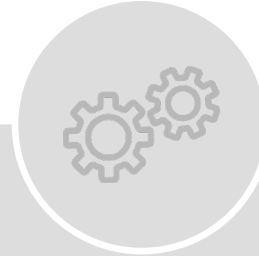
Extending the
Multi-Price
Journey

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



Operate with Excellence & Accelerate Growth

Our Worker



Our Work



Our Workplace



The Real Estate
Opportunity Ahead

Designed to Drive Store Productivity and Enhance Margins





STORE STANDARDS FOCUS

Our Worker

Wages

- Competitive pay and meaningful benefits, including **incremental store wages** invested in cashiers, assistant managers, store managers and district managers

Training

- General and job-specific training programs at all levels, including leadership development, communication skills and computer training

Career Path

- Focus on talent = more than 63,000 promotions since 2022
- Pay and promotion programs with a robust benefits plan that addresses physical, mental and financial wellness
- Full-time associates get subsidized health, tuition assistance, 401(k) matching programs and paid parental





STORE STANDARDS FOCUS

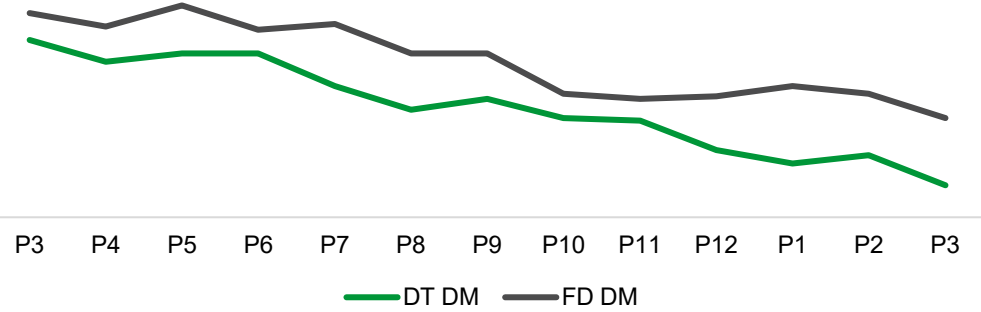
Our Worker

Big 3 Turnover Focus

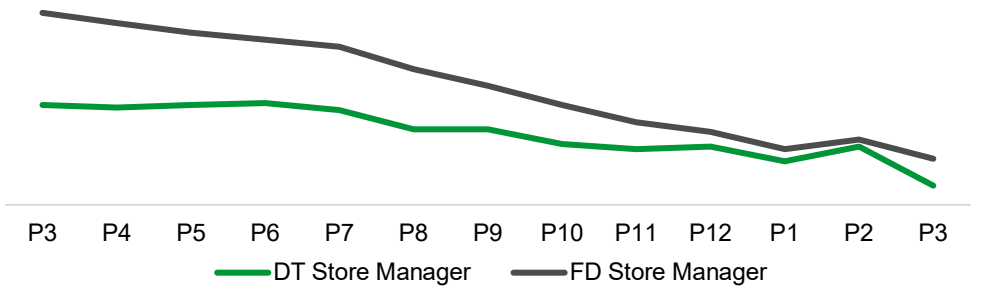
Relentless focus on retaining talent in key leadership positions in our stores

- District Managers (DMs), Store Managers (SMs), Assistant Store Managers (ASMs)
- Wage investments and promotions are driving improved turnover
- Create a talent pipeline and Career Pathway for our associates

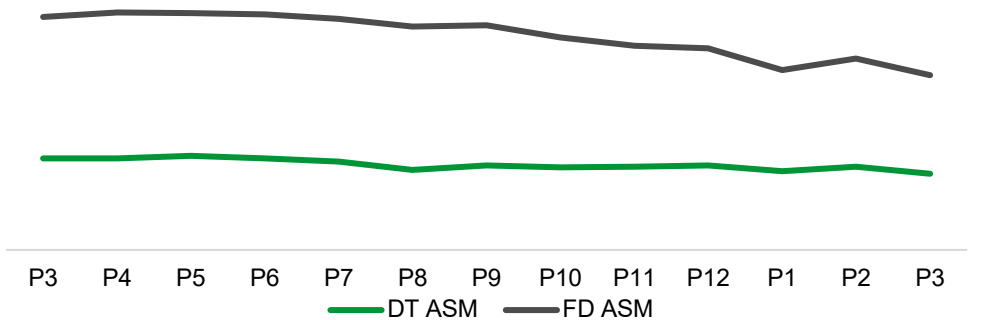
DM Voluntary Turnover



SM Voluntary Turnover



ASM Voluntary Turnover



Operate with Excellence & Accelerate Growth

Our Worker

- Wages
- Training
- Career Path

Our Work



Our Workplace

The Real Estate
Opportunity Ahead

Designed to Drive Store Productivity and Enhance Margins





Our Work

Job Simplification

Activity-based engineered labor standards build underway

- Including customer journey, utilization study, and process and method review

Focus on workload planning and gatekeeping

- Right-sized volume of tasks and communication
- Clear expectations for due dates
- Strategic planning and tactical execution

Investments in Technology

- Streamlined communication portal including task management
- Upgraded tools and technology for district managers
- Network enhancement
- Single enterprise POS upgrade
- Self-checkout (SCO) expansion
- Store-level handheld devices





STORE STANDARDS FOCUS

Our Work



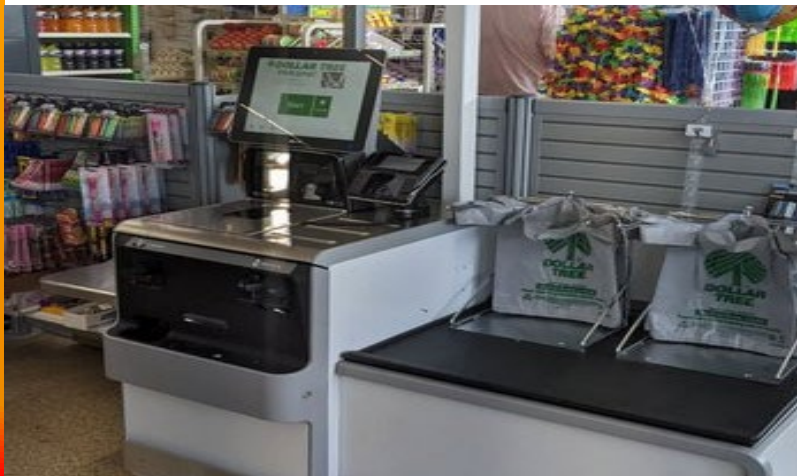
Freight process simplification

- Streamlined/simplified delivery for easier unloading
- Improved sort, unload and stocking efficiency
- Opportunity to reallocate at least 5 hours per week



Expanded holding power on sales floor

- More variety on the sales floor
- Reduced cases in backroom



Self-checkout expansion

- Improved customer experience
- Redeploy labor utilization



Operate with Excellence & Accelerate Growth

Our Worker

- Wages
- Training
- Career Path

Our Work

- Job Simplification
- Tools & Technology
- Freight Processing

Our Workplace



The Real Estate
Opportunity Ahead

Designed to Drive Store Productivity and Enhance Margins



STORE STANDARDS FOCUS

Our Workplace

How the experience will come to life in our stores

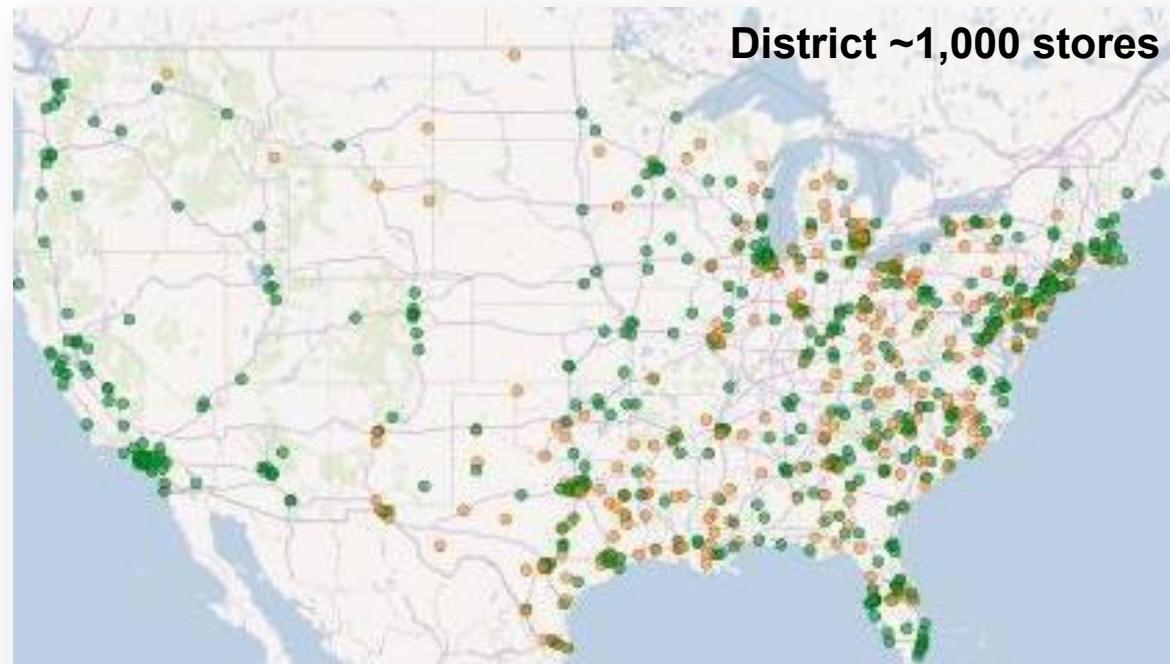


Our Workplace



Initial results show positive sales impact with less than 60-day payback

- **Dollar Tree +6.9% sales lift**
- **Family Dollar +3.7% sales lift**



Note: Performance based on 16-week period pre-certification versus 14-week period post certification



Operate with Excellence & Accelerate Growth

Our Worker

- Wages
- Training
- Career Path

Our Work

- Job Simplification
- Tools & Technology
- Freight Processing

Our Workplace

- Layout & Inventory
- G.O.L.D Standard
- Efficient Use of Space

The Real Estate Opportunity Ahead

Designed to Drive Store Productivity and Enhance Margins



New Store Development / Renovations & Construction Vision

TARGETED FY26 ANNUAL RUN RATE

~1,000

New store openings annually

~3,000

Renovations & Dollar Tree PLUS projects annually

~5,000

Optimize & modernize store projects per year



New Store Strategy



**“Own” / Accelerate
Suburban Penetration**



**Expand Family Dollar
Urban Footprint**



**Continue Family Dollar
Rural Expansion**



Renovation Strategy

IMPROVE WORKPLACE & DRIVE COMPS



**Family Dollar
Renovations**



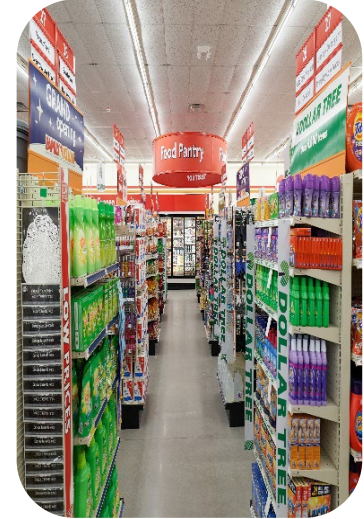
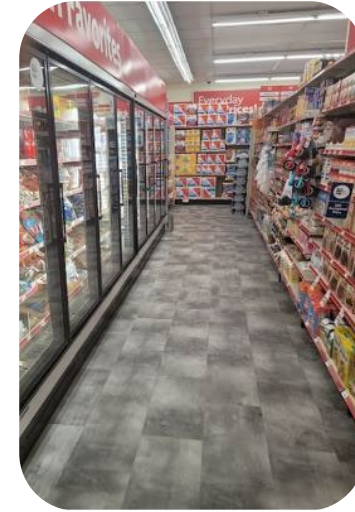
~1,000 Projects per Year
FY23-26



**Dollar Tree
Multi-Price Rollouts**



~2,000 Projects per Year
FY23-26



**Optimize & Modernize
Our Stores**



~5,000 Projects per Year
Ongoing



Operate with Excellence & Accelerate Growth

Our Worker

- Wages
- Training
- Career Path

Our Work

- Job Simplification
- Tools & Technology
- Freight Processing

Our Workplace

- Layout & Inventory
- G.O.L.D Standard
- Efficient Use of Space

The Real Estate Opportunity Ahead

- New Stores
- Renovations
- Special Projects

Designed to Drive Store Productivity and Enhance Margins





Key Takeaways

OPERATIONS & REAL ESTATE

- Our commitment to Our Worker, Our Work and Our Workplace will...
 - Enable us to further reduce associate turnover
 - Enhance our ability to attract, hire, promote, train and retain associates
 - Support our ability to serve customers, while operating efficiently

- We will continue to refine our store model and renovate stores to deliver shoppers a store where they want to shop

- We have a significant runway for growth ahead of us, both in new stores and market share gains



Next Level

OUR CLEAR PATH FORWARD