



Mike Kindy

CHIEF SUPPLY CHAIN 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
Our Supply
Chain

Mike Kindy



Adding It
All Up:
\$10+ EPS FY26

Jeff Davis

Right Team | Right Time



Developing Our Supply Chain

Optimize DC and
Transportation
Network

Enhance Supply
Chain Systems

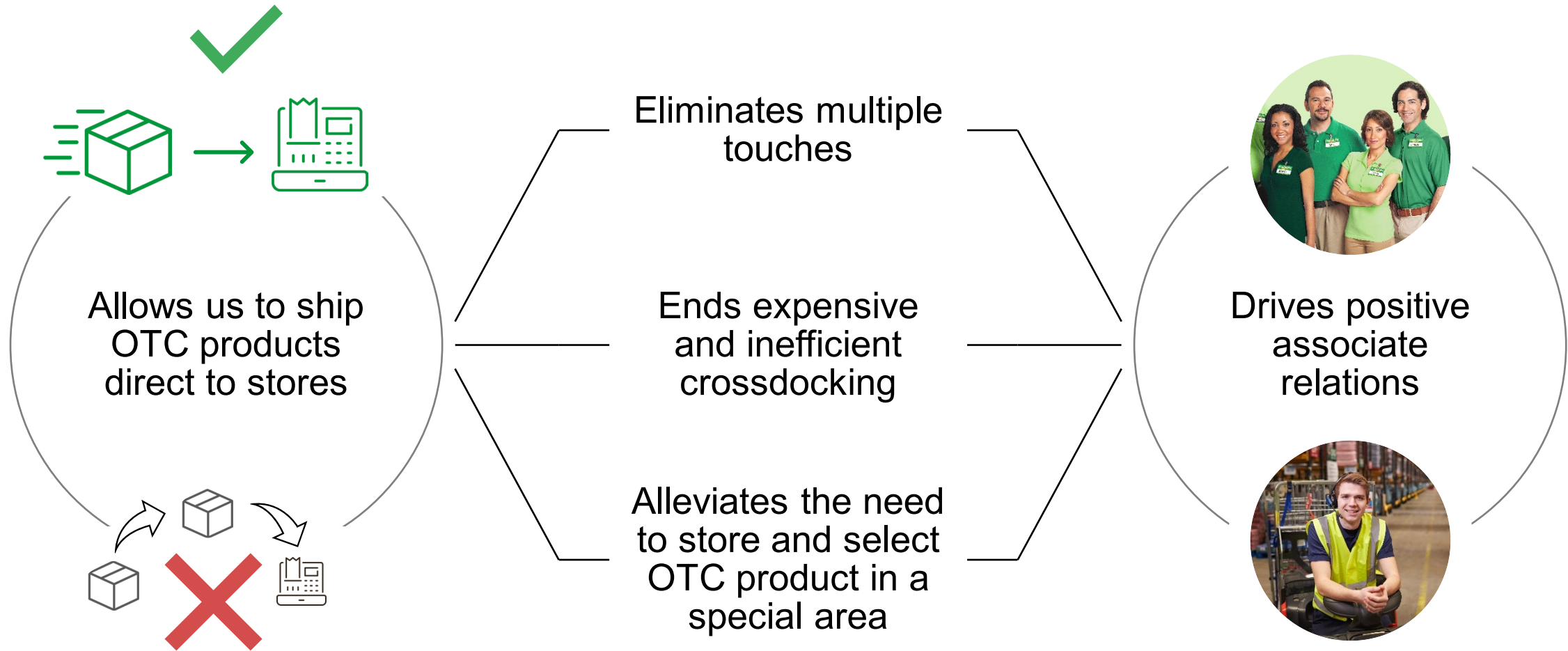
Focus on People

Improve the
Store Delivery
Process

Designed to Drive DC and Store Productivity / Enhance Margins



Investing in Temperature Control at All DCs



Leveraging Current Footprint to Grow Capacity



- Increases selection and storage locations
- Supports SKU growth and expansion
- Creates greater slotting flexibility
- Boosts storage capacity without increasing DC size



Testing New Distribution Capabilities

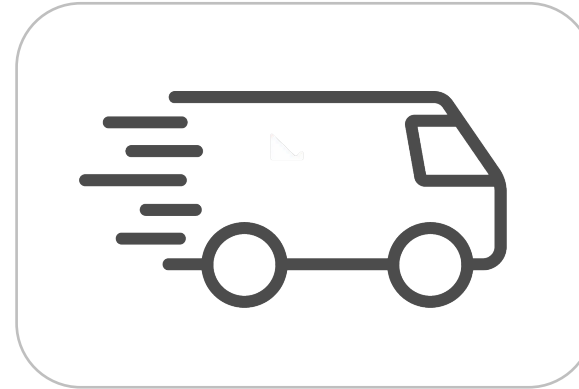
Ocala, FL DC



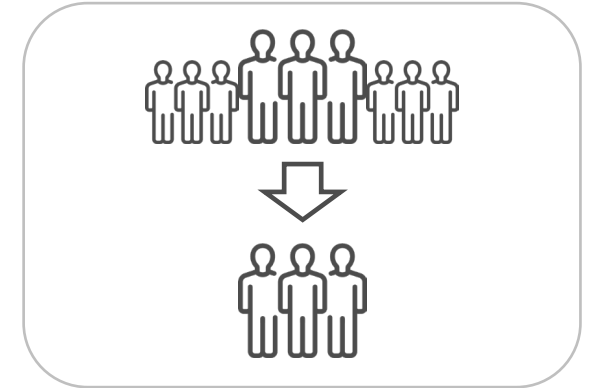
Dual-Bannered
Facility



Highly Automated
and Engineered



Shared
Deliveries

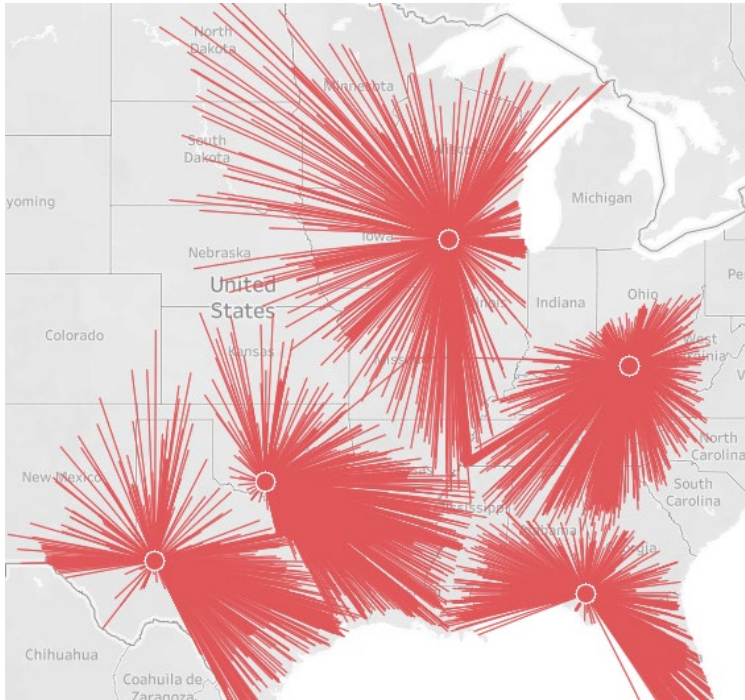


Labor
Efficiency



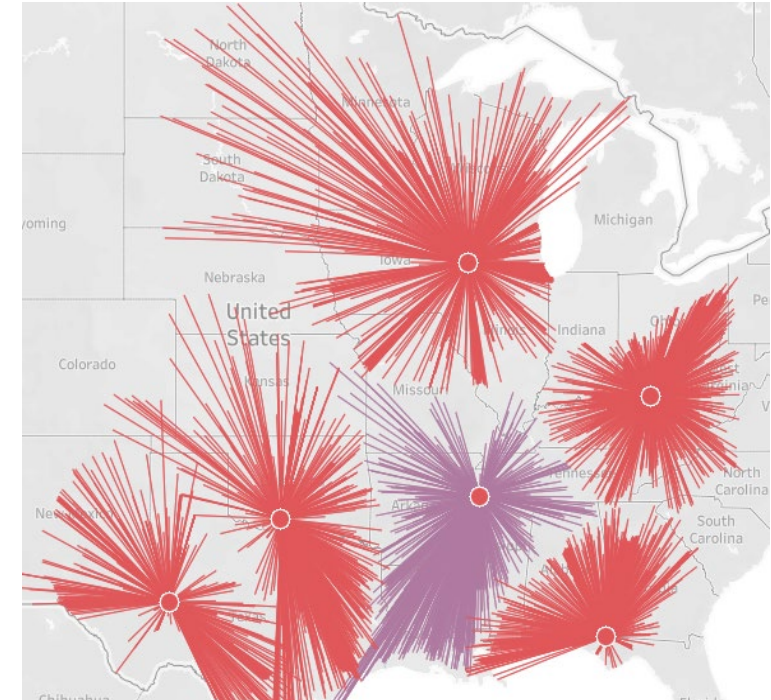
Network Analysis Supporting Future Expansion

CURRENT
FAMILY DOLLAR
MID-SOUTH NETWORK



- Relieves capacity constrained DCs
- Reduces stem miles
- Improves driver efficiency and turn
- Allows stores to be served by optimal DC

AFTER
PROPOSED DC



Transportation Equipment Investments



INITIATE AND BUILD THE DOLLAR TREE FLEET OWNERSHIP PROGRAM

- Reduces overall transportation costs
 - Negotiate freight rates for power only versus power and trailer rates
 - Maintain trailers to minimize downtime and drive trailer efficiency
- Allows for carrier flexibility
- Prepares trailer fleet for truck loading and store delivery process changes

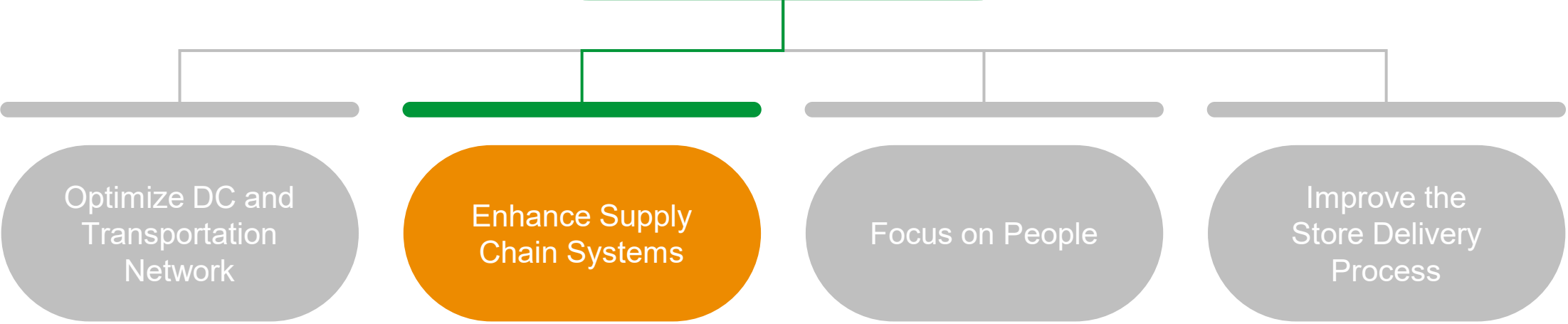


MODERNIZE THE EXISTING FAMILY DOLLAR TRAILER FLEET

- Improves average trailer age and instituting an effective life cycle replacement program
- Prepares trailer fleet for truck loading and store delivery process changes



Developing Our Supply Chain



- Temperature Control
- Racking & Storage
- Build Out and Optimize Network
- Modern Equipment

Designed to Drive DC and Store Productivity / Enhance Margins



Store and DC Inventory Management

Store Order Forecasting
and DC Fulfillment System

On-Time and In-Full (OTIF)
Compliance Program



Store Instocks



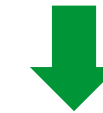
DC Service Levels



DC Storage Utilization



Forecasting Capabilities



Network Inventory



Distribution Center Systems Platform

FUNCTIONAL AREA	BENEFITS
Warehouse Management	Seamless Integration between systems and DC mechanization
Labor Management	Engineered labor standards
Yard Management	Immediate, real-time associate feedback
	Increased productivity
	Efficient product storage and location utilization
	Cloud-based





Transportation Management System

- Accelerated route planning
- Updated mapping
- Increased truck turns
- Flexibility to minimize cost or maximize driver productivity
- Improved visibility
- Cloud-based

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Optimize DC and Transportation Network

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Enhance Supply Chain Systems

- Planning Platform
- Warehouse Management
- Labor Management
- Yard Management
- Transportation Management

Focus on People

Improve the Store Delivery Process

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Our People Are Our First Priority

WHAT WE ARE DOING

- Driving continuous improvement and simplification, including improving our facilities:
 - Temperature control
 - LED lighting
 - New systems and equipment
- Hiring safety and sanitation resources at every DC
- Investing in wages, benefits and incentives
- Refreshing our recognition programs and events
- Rolling out management training & development
- Continuing to listen & take action via associate surveys

Focusing on making Dollar Tree, Inc. a career, not a job



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Focus on People

- Improve Wages
- Enhance Work Environment
- Engage with Associates

Improve the Store Delivery Process

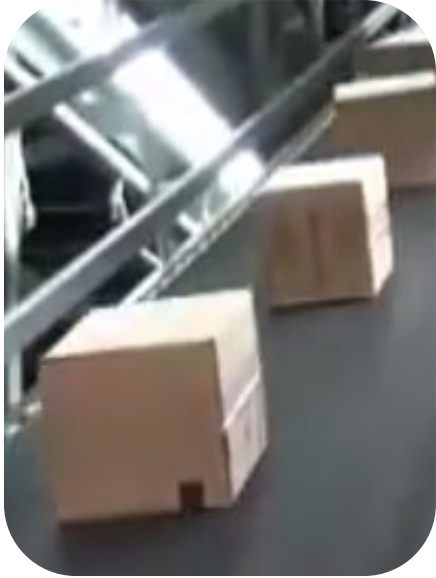
Designed to Drive DC and Store Productivity / Enhance Margins



Our Current Truck Loading and Store Delivery Process

DC to Truck

Product picked and boxes sent down conveyor to truck



Less labor-intensive process in DC, significantly outweighed by negative impact throughout rest of business

Truck to Store

Long, arduous, manual process to unload box by box at store



Driver quality and service levels ↓
Driver cost ↑
Labor hours ↑
Employee turnover ↑

Stock Room

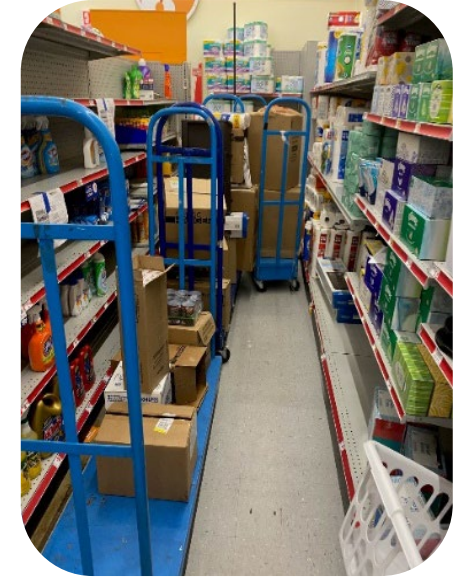
Boxes stacked randomly, employees search for product



In-stocks ↓
Employee time on serving customers ↓
Store presentation ↓
Employee turnover ↑

Stock Room to Shelf

Manually loaded on U-boats, often left in aisle



In-stocks ↓
Employee time on serving customers ↓
Store presentation ↓



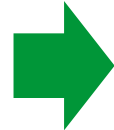
Our Future Truck Loading and Store Delivery Process

DC to Truck

Product picked directly to RC
directly to RC



Product picked directly to RCs is only touched once
Trailer loading time ↓
Allows for RCs to be loaded by family group ↑



Truck to Store

Quick, efficient unloading, requiring one person

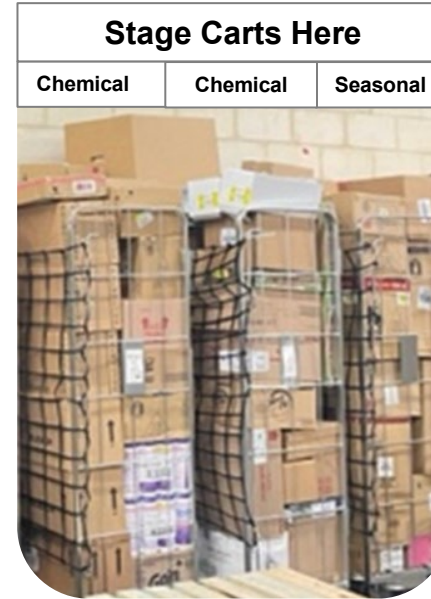


Driver morale levels ↑
Driver utilization ↑
Labor hours reallocated ↑
Associate turnover ↓



Stock Room

RCs stacked and staged by family groups

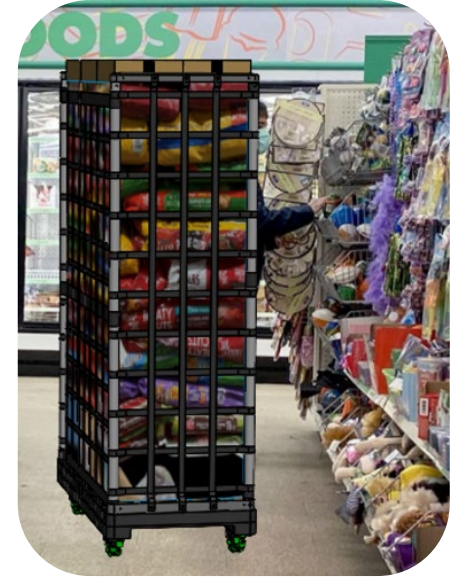


In-stocks ↑
Associate time on serving customers ↑
Store presentation ↑
Backroom organization ↑



Stock Room to Shelf

Carts are built for efficient stocking



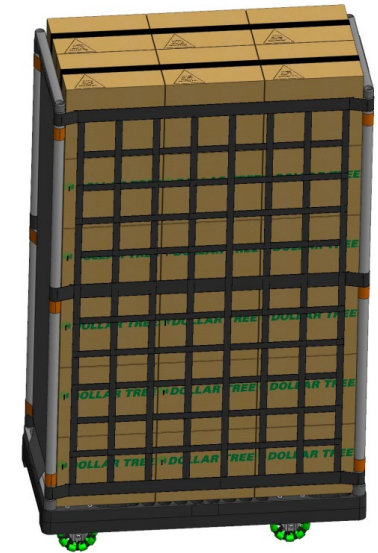
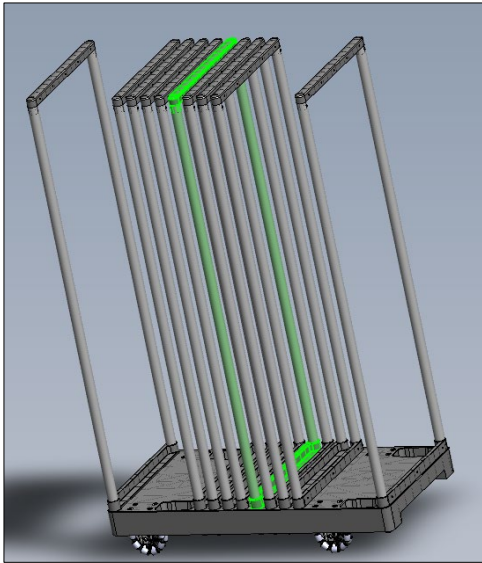
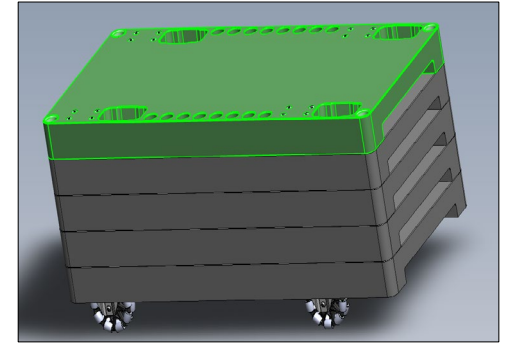
Product backroom dwell time ↓
Stocking speed in-stocks ↑
Aisles uncluttered and available for customers ↑



Leverage the Current, Build the Future



- Greater maneuverability with heavier freight
- Nestable components to prevent:
 - Backroom congestion
 - Theft due to outside storage
 - Driver from having to work around empty components when completing load and returning to the DC



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Improve the Store Delivery Process

- Rotacart Delivery Process
- Improve Store In-Stocks and DC Service Levels

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Key Takeaways

SUPPLY CHAIN

- Build a distribution and transportation network to support store growth and merchandising programs
- Roll out streamlined store delivery chain-wide by end of 2027
- Operate a co-bannered DC with shared transportation in 2024
- Implement new supply chain systems within three years
- Increase store in-stocks by 500 bps and DC service levels by 1,000 bps within one year
- Improve DC associate retention by 30% in three years



Next Level

OUR CLEAR PATH FORWARD