



GROWING OUR SUSTAINABILITY AND SOCIAL IMPACT

2025 REPORT

 **DOLLAR TREE**[®]



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Forward-Looking Statements & Discontinued Operations

Dollar Tree, Inc. (the "Company") has been reporting on the sustainability and societal impact issues that are most critical to our people and our business since 2011.

Statements within this report and on the Company's website regarding the Company's sustainability and social impact initiatives and future operating results, expectations, outlook, growth, plans and business strategies constitute "forward-looking statements" as that term is used in the Private Securities Litigation Reform Act of 1995. Forward-looking statements can be identified by the fact that they address future events, developments or results and do not relate strictly to historical facts. Forward-looking statements include, without limitation, statements regarding our plans and expectations related to various initiatives and programs, including investments in our stores, workplace, associates, communities and environment; our strategies related to talent development, safety, and product quality; our emissions reduction and net zero goals and commitments, and the impacts of potential climate risks and opportunities; as well as any other statements that are not related to present facts or current conditions or that are not purely historical.

These forward-looking statements are based on the Company's historical performance and its plans, estimates, and expectations as of November 2025.

Forward-looking statements are not guarantees that the future results, plans, intentions, or expectations expressed or implied by the Company will be achieved. Matters subject to forward-looking statements involve known and unknown risks and uncertainties, including economic, legislative, regulatory, competitive, and other factors which may cause actual financial or operating results, levels of activity or the timing of events to be materially different than those expressed or implied by forward-looking statements. Important factors that could cause or contribute to such differences include execution of the Company's plans and its success in realizing the benefits expected to result from its initiatives and programs, including its sustainability and social impact initiatives, and the other factors set forth in the "Risk Factors" section and elsewhere in the Company's Annual Report on Form 10-K filed March 26, 2025, the Company's Quarterly Report on Form 10-Q for the most recently ended

fiscal quarter, and other filings we make from time to time with the SEC. Except as required by law, the Company specifically disclaims any obligation to update any forward-looking statements as a result of developments occurring after the date of this report, even if its estimates change, and you should not rely on statements contained herein as representing the Company's views as of any date subsequent to the date of this report.

Discontinued Operations

In fiscal year 2024, Dollar Tree conducted a comprehensive review of strategic alternatives for the Family Dollar business. This strategic alternatives review concluded in the fourth quarter of fiscal 2024 and resulted in the decision to sell the Family Dollar business. Accordingly, the Family Dollar business met the held for sale and discontinued operations accounting criteria. Unless otherwise noted, the discussion throughout this report, including the various metrics cited, excludes the Family Dollar business and pertains only to our continuing operations.

A Message from our CEO

At Dollar Tree, we are deeply proud of the unique role we serve in the lives of millions of customers and thousands of communities across the U.S. and Canada. As we approach our 40th anniversary, our promise remains the same: to deliver value, convenience, and discovery in ways that make a positive difference for our customers and communities. From everyday essentials to unexpected treasures, we create a shopping experience that is both affordable and responsible, bringing the thrill of discovery to millions of shoppers while helping to build a more sustainable future.

Our associates are at the heart of everything we do. Across our stores, distribution centers, and Store Support Center, they bring our values to life through their dedication and care. Their commitment fuels our purpose and drives our success. We strive to create a culture where every associate feels valued, supported, and inspired to grow. That commitment begins with the places that matter most — our stores, distribution centers, and communities. We are raising the bar across our operations to deliver a cleaner, safer, and more welcoming experience for both customers and associates. From smarter fleet routing

and AI-enabled HVAC systems to LED retrofits and energy-efficient upgrades, we are making thoughtful investments that improve performance while supporting our long-term responsible business goals.

We're also focused on building a workplace rooted in opportunity, safety, and care. Whether through career development programs, enhanced Workplace Violence Prevention training, our Associate Relief Fund, or our focus on associate well-being, we are working to support our teams in moments big and small.

Partnerships remain essential to our community impact. Through expanded local relationships and national nonprofit collaborations, we're helping strengthen the communities we serve. We're also deepening engagement with our suppliers to advance environmental and ethical performance across our value chain.

Whether it's reducing technician dispatches through smart maintenance systems, increasing trailer utilization to cut emissions, or diverting waste from landfills, we are focused on high-impact, practical actions that deliver real results — for our business, our people, and the planet.

As we write the next chapter for Dollar Tree, we stay grounded in our core values and our belief that doing the right thing is the only way to achieve lasting success. I want to thank our associates, customers, vendors, and partners for being part of this journey with us. Together, we are confidently moving into a new era for Dollar Tree, building a brighter and more resilient future.



Mike Creedon
Chief Executive Officer
Dollar Tree, Inc.



A Message from our Chief Sustainability and Corporate Affairs Officer

As we release our 2025 Sustainability and Social Impact Report, I'm proud to reflect on the meaningful progress we've made — and excited about the path ahead.

This coming year marks a significant milestone for Dollar Tree as we approach our 40th anniversary in 2026. While the world around us has changed dramatically since we opened our first store, our promise has remained the same: to deliver value, convenience, and discovery in ways that create a positive and lasting impact. That spirit is at the heart of our sustainability and impact strategy, Rooted in Progress, which focuses our efforts on the people we employ, the communities we serve, and the planet we all share.

Associates: The Heart of Who We Are

Our associates bring our mission to life every day across more than 9,000 stores, 18 distribution centers, and our Store Support Center. They are the heart of our organization, and their dedication fuels our purpose. This year, we continued investing in their growth, well-being, and sense of belonging.

Through development programs like our District Manager Leadership Academy, improved benefits, and cultural learning events across our footprint, we're creating an environment where every associate feels valued, supported, and seen. Our revitalized "Value of You" employer brand reinforces this commitment to care and opportunity across all roles and locations.

Stronger Communities, Smarter Operations

We've always played a unique role in thousands of communities, and in 2025 we focused on expanding our community investment strategy, which now includes national partnerships, local grants, associate-led initiatives, and targeted disaster response efforts. We also grew our Associate Relief Fund to support team members facing personal challenges.

Operationally, we're making strategic investments to establish a cleaner, safer, and more responsible footprint — from AI-enabled HVAC systems and LED retrofits in stores to smarter fleet routing and more efficient distribution. These measures help us cut emissions, reduce waste, and build long-term resilience.

Taking Action for the Planet

As we work toward our net-zero by 2050 ambition, we have updated our climate risk assessment, which covers 1,000 facilities, and continued to build our decarbonization roadmap. We're engaging suppliers on emissions, improving data systems for transparency, and continuing our shift toward energy diversification — all to support long-term environmental stewardship and business resilience.

Looking Ahead

This report reflects more than metrics; it tells the story of a business in transformation, grounded in purpose and driven by people. It celebrates the everyday actions and big ideas that are helping us deliver not only financial value, but human and environmental value.

Thank you to our associates, customers, partners, and communities for being part of this journey. Together, we are building a stronger, more inclusive, and more resilient future for Dollar Tree — one rooted in progress and powered by purpose.

Jennifer Silberman

Jennifer Silberman
Chief Sustainability &
Corporate Affairs Officer
Dollar Tree, Inc.





2 Our Approach

Our Approach

Our Mission

Value. Convenience. Discovery.

We are committed to offering customers great value at low prices.

Our Values

Our values guide our associates, driving the right behaviors that move us ahead.

SERVE WITH **ACCOUNTABILITY**



Live up to commitments and own the results

INSPIRE **BELONGING**



Create an environment where people feel distinctly valued

CHAMPION **EMPOWERMENT**



Show up, speak up and take initiative to solve issues

OPERATE WITH **EXCELLENCE**



Take pride in exceeding expectations to delight customers

ACT WITH **INTEGRITY**



Do the right thing to honor company and community

About Us

Headquartered in
Chesapeake, VA.
Founded in **1986**.

Over **9,000** Stores

~150,000 Associates

Presence in **48** States, DC, and
7 Canadian provinces

18 distribution centers

\$17.6 billion in net sales (FY24)

Over **100 million**
U.S. households shop our stores

87% of Americans live within
5 miles of a Dollar Tree

85% of products sold
are \$2.00 or less

Our Approach to Sustainability and Social Impact

This report outlines the progress we've made on our sustainability and social impact strategy, which informs key decisions that support our broader business goals. We believe our long-term success is deeply connected to the well-being of our associates, customers, communities, and the planet.

Engaging with Stakeholders

Since launching our strategy in 2023, we've worked closely with stakeholders to better understand where to focus our efforts and where we can accelerate progress. We remain committed to our responsibilities and to being transparent, sharing updates and milestones as we move forward on this journey.



Associates

How We Engaged:

- Leadership meetings and town halls
- Annual engagement surveys
- Social collaboration tools and intranet
- Associate Resource Groups
- Weekly news updates
- Store and distribution center communications
- Associate listening and feedback sessions
- Integrity Matters Ethics Hotline

Engagement Outcomes:

Listening and engagement informs our investments, resources, and training to support associate well-being and professional growth.

Communities

How We Engaged:

- Relationship building on local priorities
- Community dialogue and focus groups
- Local philanthropy
- Associate volunteering
- Customer donations and cause marketing

Engagement Outcomes:

Ongoing engagement continues to build trust in the communities we serve and helps us invest to drive the greatest impact:

2024 Total Impact:

- \$8,200,000 charitable donations
- \$80,000 associate donations
- \$11,375,000 customer donations
- \$350,000 supplier charitable donations
- Nearly 700,000 product donations, reaching millions of people in communities nationwide

Customers

How We Engaged:

- In-store engagement
- Focus groups and insights
- Feedback from transactions

Engagement Outcomes:

Insights improve our assortment and customer value proposition.

Government & Regulatory Agencies

How We Engaged:

- Advocacy and relationship building
- Ongoing engagement with institutions and regulators

Engagement Outcomes:

Increased proactive engagement to protect our license to operate and better serve communities.

NGOs

How We Engaged:

- Organizational memberships
- Direct dialogue on priority topics
- Collective action

Engagement Outcomes:

Engagement continues to inform how we manage and engage on priority issues.

Investors & Shareholders

How We Engaged:

- Quarterly reports, conference calls, SEC filings
- Annual Report and Proxy
- Sustainability and Social Impact Report
- Investor questionnaires and off-season outreach

Engagement Outcomes:

Dialogue supports our understanding of investor priorities.

Suppliers & Vendors

How We Engaged:

- Engagement on sustainability topics (i.e., packaging, chemical management, product safety and quality, climate)

Engagement Outcomes:

Expanded engagement on sustainability and responsible business priorities, such as chemical management, packaging compliance.

Defining Our Impact

At Dollar Tree, our roots ground us in our purpose while inspiring us to grow. As the needs of our associates, customers, communities, and the planet evolve, so do we. We are dedicated to creating a workplace and culture where associates feel supported, valued, and included. We strive to deliver consistent, everyday quality and value that meets our customers' needs.

Additionally, we believe in strengthening the communities we serve while making measurable progress toward a healthier planet.

Rooted in continuous improvement, our long-term commitments to people, communities, and the environment drive everything we do. We call this commitment Rooted in Progress.



Create equitable opportunities that promote economic well-being, inclusive experiences and safety for all our associates

- Jobs, resources, and benefits tailored to meet associate needs and promote financial and emotional well-being
- Equitable career pathing, development, and mobility opportunities
- Diverse and inclusive workforce that fosters engagement and belonging
- Safety-first culture focused on workplace violence prevention and safe store standards



For our associates



Welcome our customers with an assortment and store experience that delivers quality, value and safety

- Standards, practices, and partnerships to support product safety and quality
- Increased access to healthier, inclusive, and sustainable product choices that deliver value every day
- Positive customer experiences and store environments
- Improved product stewardship and packaging that adds value for our customers



For our customers



Channel our resources to support inclusive and resilient communities where we live, work and shop

- Philanthropy focused on essential needs, economic opportunity, and community vitality
- Community resilience through associate engagement, local support, and disaster response and recovery
- Proactive relationships with community stakeholders, law enforcement, and government
- Advocacy on issues that impact the economic stability, well-being, and safety of our communities



For our communities



Act now to reduce our impact for a healthier and restorative planet today and tomorrow

- A commitment to climate action and net zero emissions to transition to a lower-carbon future
- Efficient energy use, sustainable packaging, and enhanced waste management for a healthier planet
- Sourcing practices that contribute to resilient supply chains
- Support for improved access to community recycling and greening programs



For our planet

Partnering for Impact

We recognize the environmental and social challenges facing the retail and consumer goods sectors require systemic solutions and teamwork. That's why we actively collaborate with NGOs, industry peers, multi-stakeholder networks, coalitions, and community organizations.

By collaborating with these organizations, we're able to tap into shared expertise, resources, and insights — strengthening our ability to drive meaningful impact and make faster progress toward our sustainability and social impact goals.



ASSOCIATES

- Emergency Assistance Foundation
- JUST Capital Corporate Impact Lab



CUSTOMERS

- Coalition for Responsible Celebration
- Sustainable Packaging Coalition



COMMUNITIES

- American Red Cross
- Boys & Girls Clubs of America
- Feeding America
- Keep America Beautiful
- LISC
- National Night Out
- NeighborShare
- Operation Homefront
- Points of Light
- Share our Strength



PLANET

- Business for Social Responsibility (BSR)
- CEBA (Clean Energy Buyers Association)
- Closed Loop Partners – Beyond the Bag
- Environmental Defense Fund
- GreenBiz
- The Recycling Partnership



3 Our Associates



Our Associates

We're a team of more than 150,000 associates working in neighborhoods across the United States and Canada — at our stores, distribution centers, and Store Support Center. Many join us in part-time roles and go on to build long-term, meaningful careers.

Our flexible business model provides a variety of opportunities — from retail and supply chain to corporate leadership. We focus on hiring and developing talent that reflects the communities we serve and on creating a welcoming, inclusive workplace where everyone can succeed.

Our people strategy is built around three priorities: creating a strong culture of belonging, supporting career development, and enhancing the daily experience of our associates.

Key Highlights

**43,255
PROMOTIONS**
across Dollar Tree

**52% OF
DISTRICT MANAGERS**
successfully completed
our District Manager
Leadership Academy
during its inaugural year

**87%
COMPLETION RATE**
of Workplace
Violence Prevention
De-escalation Training

**\$9.5
MILLION**
invested in training
3,362 Store Managers

**26%
YEAR-OVER-YEAR
IMPROVEMENT**
in S.P.E.E.D. Check
Passing Rate

Delivered approximately
305,000 hours of
role-specific eLearning
to field associates

Culture and Belonging

At Dollar Tree, we aim to build and support a culture where our individual differences are valued and respected. We also develop our policies, practices, and partnerships to support fair and ethical treatment for everyone.

We believe that fostering a sense of belonging makes us a stronger organization. That's why we continually seek new ways to better connect with one another, our customers, and the communities we serve. We aim to provide every associate with growth opportunities in a safe, supportive, and professional environment, welcoming top talent of all backgrounds and helping them thrive.

We are dedicated to building a culture where everyone feels seen, heard, and valued. We enhance our sense of belonging by providing engagement and educational opportunities both in person and virtually through our communication and collaboration platforms, ensuring every associate has a voice.



One way we bring our culture to life is through our Associate Resource Groups (ARGs) — associate-led communities made up of colleagues with shared experiences. These groups provide space for connection, learning, and celebration of our diverse cultures and experiences. Their programming emphasizes meaningful conversations, cultural awareness, and personal growth. In 2024, participation in our ARGs increased by 40% over the previous year, with more than 2,400 associates actively engaged across six ARG communities. This strong growth reflects rising interest and positions us to continue expanding and evolving our ARG network.

Throughout the year, we host a variety of cultural and educational events open to all associates, fostering learning, reflection, and connection across our teams.



ASIAN AMERICAN PACIFIC ISLANDER LEAGUE



During AAPI Heritage Month, associates participated in a series of professional development and cultural enrichment sessions, including interactive discussions on the rich histories and traditions of Asian American and Pacific Islander communities, as well as leadership-focused presentations from guest speakers.

BLACK ADVOCATE ALLIANCE



Associates took part in a cultural experience at the African American Panoramic Experience (APEX) Museum in Atlanta, Georgia. The event featured a panel discussion and museum tour that highlighted the resilience, contributions, and leadership of Black Americans. We also hosted a "Dream. Believe. Do." event that reflected on Dr. Martin Luther King, Jr.'s life, legacy, and the continued relevance of his vision for justice and equality.

CHAMPIONS FOR WOMEN



In partnership with the Chesapeake Regional Health Foundation, we sponsored the Bra Ha-Ha initiative to promote breast cancer awareness and expand access to essential breast health services in the local community.

We also hosted a Fireside Chat with senior women leaders who shared their personal journeys, challenges, and advice on balancing professional and personal life. The discussion emphasized the importance of mentorship and inclusive leadership.

HISPANIC HERITAGE NETWORK



Our store field teams in Miami and Dallas engaged in cultural learning workshops and leadership panels that celebrated Hispanic history, culture, and contributions.

We also supported the National Puerto Rican Day Parade to elevate cultural awareness and promote education, arts, and community engagement in the neighborhoods we serve.

PRIDE



Our "Celebrating LGBTQ+ Voices" series featured inspiring speakers, including Brandon Wolf, activist and Pulse Nightclub survivor, who shared his experiences and perspectives on advocacy and allyship.

In New Orleans, associates participated in an immersive learning event covering LGBTQ+ history, the meaning of pride flags, and the stories of trailblazing leaders who shaped LGBTQ+ movements.

VETS

Veterans Engaging Together in Service



Each November, we proudly recognize and express our gratitude to those who have served in the United States Armed Forces. In partnership with members of the Color Guard, we commemorate Veterans Day with a flag-raising ceremony at our Store Support Center - honoring the courage, dedication, and sacrifices of our veteran associates and all service members.

As a symbol of appreciation and ongoing support, we present Dollar Tree Challenge Coins to veteran associates and to the families of team members currently deployed. These coins represent our deep respect and gratitude for their service, and our continued commitment to supporting military families across our organization.

Talent and Career Growth

As one of the largest employers in the United States, we are dedicated to supporting our associates with meaningful career growth and advancement opportunities. Through our “Value of You” employer brand, we aim to create an environment that attracts, develops, and retains top talent – fostering a culture that is values-driven and people-focused. Our talent strategy is built around five core pillars.

- 1. Building strong talent pipelines** to develop a high-performing workforce that reflects the communities we serve and meets our evolving business needs.
- 2. Delivering comprehensive training and leadership development programs** to strengthen skills and support long-term career growth.
- 3. Improving training effectiveness** to drive operational excellence and generate measurable business impact.
- 4. Creating pathways for advancement**, empowering associates to succeed in their current roles, and preparing them for future opportunities.
- 5. Ensuring our training curriculum is relevant and of high quality** across all roles and levels of the organization.

Our continued investment in talent development reflects our deep commitment to supporting our associates and preparing our organization for long-term success.

Recruiting and Retaining Top Talent

Over the past year, our talent strategy has focused on providing associates with opportunities to turn their jobs into successful careers. We are proud of the progress we've made expanding career opportunities for our associates.

In 2024, we celebrated over 43,200 promotions across stores, distribution centers, and corporate offices. Alongside improving retention and advancement, we also prioritized recruiting top talent, which is reflected in a 47% increase in applications. We continue to prioritize filling district and store manager vacancies and reducing turnover. Our most recent store manager turnover rate has decreased to 27%, demonstrating continued progress in retention.

These figures demonstrate our commitment to our associates' professional growth and our efforts to improve organizational capabilities to meet the challenges of a dynamic retail environment. We are pleased with the success we have built and remain committed to fostering a culture of learning, development, and career advancement.

Campus Internship Partnerships

We continue to grow and strengthen our talent pipeline through a vibrant and expanding college internship and recruitment program. In 2024, we broadened our partnerships with colleges and universities and increased our participation in career development events nationwide.

In 2024-2025, we welcomed interns from a range of institutions, including William & Mary, Old Dominion University, Hampton University, Liberty University, Christopher Newport University, University of Lynchburg, Virginia Wesleyan University, Virginia Tech, and the University of Virginia, as well as Gonzaga University, Youngstown State University, and the University of South Carolina. Interns worked on high-impact projects, such as optimizing our real estate portfolio, developing merchandising dashboards, automating risk management processes, refining shipping charge algorithms, building grand opening marketing toolkits, and improving store operations. Each intern received one-on-one mentorship and hands-on experience tailored to their career interests.

For the third consecutive year, Dollar Tree was named a **Top Virginia Employer for Interns** by the Virginia Talent and Opportunity Partnership (VTOP), reflecting the continued strength and success of our internship programs.

We also expanded our on-campus and community presence by sponsoring and participating in a record number of events. On-site events at our Store Support Center included Supply Chain Day and Global Sourcing Day with Old Dominion University, along with "Dollar Tree Days" in partnership with East Carolina University and Norfolk State University. Off campus, we sponsored the Norfolk State University Fall Career Expo and Hampton University's Case Study Competition – where students tackled real-world retail challenges and earned scholarships for outstanding solutions. We also collaborated with Saint Joseph's University's Food Marketing Co-Op, providing a semester-long immersive experience with our store teams.

Throughout the year, we connect with students and early-career professionals through career fairs, networking events, and panel discussions. We also expanded our educational outreach through programs like Access College Foundation's readiness workshops and continued our partnership with the Hampton Roads Workforce Council through initiatives such as "Top 20 Under 20" and "Summer 757."

Together, these accomplishments reflect our commitment to developing future talent and supporting the professional growth of students in the communities we serve.



Cultivating Excellence Through Learning and Development

In 2024, we made significant strides in strengthening the capabilities of our associates across all levels of the organization. Recognizing that our people's growth is directly linked to our business success, we expanded learning and development programs to reach more associates than ever before.

To establish strong operational foundations, we delivered approximately 305,000 hours

of role-specific eLearning to field associates, equipping them with the tools and knowledge needed to succeed on the job. These efforts were complemented by numerous hours of hands-on training for Customer Service Representatives, Assistant Store Managers, Store Managers, and District Managers. We also invested approximately \$9.5 million in training nearly 3,400 Store Managers, strengthening frontline leadership and supporting a consistent, high-quality customer experience across our stores.



District Manager Leadership Academy

Building on the success of our inaugural program, the District Manager Leadership Academy continued to deliver strong results in 2024. A total of 301 District Managers completed the eight-week program – representing significant growth from our initial cohorts.

This ongoing success reflects our commitment to cultivating strong leadership at the district level. Participants engage in immersive training grounded in the Center for Creative Leadership's Lead 4 Success model, which emphasizes four foundational leadership skills: self-awareness, learning agility, influence, and communication.

The program also incorporates Better Conversations Every Day, helping leaders practice key behaviors such as active listening, asking insightful questions, supporting and challenging teams, and setting clear goals and accountability.

High-Potential Leadership Development Initiatives

Elevate. Accelerate. Inspire.

In 2024, we launched a series of targeted leadership development programs designed to support high-potential individuals at multiple levels of the organization.

These programs are part of our broader commitment to identifying and cultivating future leaders who will help shape our long-term success.

- **Elevate Program** – A 15-month senior leadership initiative with 8 Senior Vice Presidents participating.
- **Accelerate Program** – A 12-month executive development program involving 32 Vice Presidents across Dollar Tree.
- **Inspire Program** – A 6-month program focused on emerging leaders, with 16 Directors engaged in personal and professional growth.



Specialized Training Programs

In 2024, we launched and expanded a range of specialized training initiatives designed to strengthen leadership, collaboration, and operational excellence across the organization:

- **Merchant Negotiations Academy** – To elevate our merchandising capabilities, 84 merchants completed a three-day intensive program focused on developing advanced negotiation skills.
- **Field Leadership Summit Development** – We significantly expanded our field leadership training through interactive breakout sessions, reaching 1,310 field leaders. Topics included “Plan, Do, Review” for operational excellence and “Team Effectiveness” for leadership development.
- **Store Development Leadership Training** – More than 300 Store Development Center associates completed our “Influencing Without Authority” program in December 2024, building their ability to lead through collaboration.
- **Leading Change Initiative** – In December 2024, 36 Zone Leaders participated in our “Leading Change” training, delivered in Pod sessions to strengthen change management capabilities.



Improved Training Delivery and Approach

In 2024, we continued evolving our training delivery with innovative approaches designed to be more engaging, practical, and accessible for today's workforce. We focused on three core areas:

- **Digital Learning Integration** – Embedding dynamic digital tools and resources that resonate with modern learners.

- **Practical Application** – Creating immersive model environments that simulate real-world scenarios for hands-on learning.
- **Continuous Support** – Offering coaching circles, online workshops, and on-the-job guidance from Regional Training Managers.

Associate Engagement and Feedback

Engagement Support Team

To reinforce our associate experience and workplace culture, we launched the Engagement Support Team in 2023. This cross-functional group, comprising Retail, Supply Chain, and HR leaders nominated by their managers, undergoes specialized training to serve as ambassadors of the Company's Positive Associate Relations strategy and help embed our core values across the organization.

To date, more than 160 leaders* have completed multi-day training sessions and continue to receive expert-led instruction in leadership, associate engagement, and communication. This elite group plays a vital role in addressing associate concerns, advocating for teams, and helping to drive positive outcomes throughout our workforce.

2024 Engagement Survey Results

Our annual VOICE Survey continued to provide valuable insights into associate satisfaction and engagement: With an 80% completion rate, our associates provided more than 58,000 comments ranging from career growth to communications and associate care.

This strong participation rate demonstrates our associates' continued engagement in providing feedback to help shape our workplace culture and development programs.

Looking Forward

Our current leadership development initiatives have laid a solid foundation for expanding future programs. We are actively exploring comprehensive growth opportunities and aim to introduce more academy-style programs across various role levels, supporting our stores and fostering leadership skills throughout the organization. Our dedication to associate development continues to be a key element of our business transformation, ensuring we cultivate the skilled leaders needed to sustain our growth and success.



Elevated Associate Experience

Supporting Associate Well-Being Through Pay and Benefits

Recognizing our associates are at different stages in their personal and professional journeys, we remain committed to continually enhancing our pay and benefits to meet their evolving needs — and those of their families. Our investment in associate well-being is centered on three key pillars: mental, physical, and financial health. We're focused on offering programs that support both full- and part-time associates holistically, equipping them with the tools and resources to thrive.

We offer market-competitive pay across all roles and operate as a pay-for-performance organization, providing performance-based compensation opportunities at nearly every level — including some hourly positions. In 2024, we invested \$150 million in wages,* with 67% directed to hourly store associates and 20% to Store and District Managers. We also conducted a comprehensive pay equity assessment to gain a deeper understanding of compensation across the organization. We are proud of our track record of pay equity and believe all team members should be paid fairly — regardless of gender, race, ethnicity or other protected characteristics.

In 2024, we further improved our health and wellness services by launching a comprehensive diabetes program that emphasizes prevention, management, and potential reversal, complemented by personalized weight management coaching. Additionally, we expanded our women's health initiatives through free breast MRI preventive screenings for enrolled associates.

All full-time associates are eligible for our benefits and wellness programs. Part-time associates averaging 30 hours or more per week also qualify and have access to a wide range of resources to support their health and personal development.



*Reported numbers include Family Dollar from which Dollar Tree recently divested

Personal Growth and Well-Being

We're committed to supporting the full spectrum of associate well-being – from mental health and family life to education and personal development. Our programs are designed to meet associates where they are and help them grow both personally and professionally.

- **Mental Wellness Support**

We offer a range of tools and resources to promote mental health, build personal resilience, and support overall emotional well-being.

- **Family Planning and Parental Leave**

To support associates through key life moments, we provide up to 12 weeks of paid leave for maternity, adoption, or parental leave after one year of employment. Through our partnership with Maven, we also offer inclusive support for adoption, surrogacy, and fertility care.

- **Education Assistance**

- **Scholarship Program** – We provide scholarships to associates' children pursuing higher education, awarding \$1,000 per year for up to four years of college.

- **Education Assistance** – To support associate advancement, we offer up to \$5,000 per year for degree programs and \$2,000 per year for GED or language courses.

Health and Wellness

We adopt a holistic approach to supporting our associates' health by providing comprehensive healthcare coverage and a range of wellness programs to address their changing needs.

- **Healthcare Coverage**

Our medical, dental, and vision plans are designed to promote overall well-being. Full-time associates enrolled in our medical plan also have access to enhanced wellness benefits. Part-time associates are offered limited medical, dental, and vision options.

- **Disease Management and Lifestyle Programs**

We provide full-time associates with access to personalized support programs, including diabetes and weight management, nutritional counseling, back and joint pain relief, tobacco cessation, addiction recovery, cancer care, and a healthy pregnancy program.

- **Centers of Excellence Surgery Program**

Associates can access high-quality surgical care through our Centers of Excellence network.

- **Virtual Care**

Convenient virtual visits are available for both primary and urgent care needs, helping associates access care when and where they need it.

- **Medicare Transition Guidance**

We offer personalized assistance for associates preparing to transition to Medicare, ensuring continued access to healthcare during retirement.

Financial Well-Being Benefits

We are dedicated to assisting associates in achieving financial security by providing programs that promote flexibility, long-term planning, and emergency support.

- **DailyPay**

Associates can access their earned wages on demand, giving them greater financial flexibility. This benefit allows associates to track, save, and transfer earnings at their convenience.

- **Retirement Savings Plan**

Both full- and part-time associates can plan for their future with a dollar-for-dollar company match on contributions up to 5% of pay. Part-time associates averaging just under 20 hours per week are eligible after one year of service.

- **Employee Stock Purchase Plan (ESPP)**

All associates can invest in the company's success by purchasing stock at a 15% discount, available four times a year.

- **Spending Accounts**

We offer pre-tax reimbursement accounts to help associates manage eligible healthcare and dependent care expenses. Our Health Savings Account (HSA) includes wellness contributions of \$400 for individuals and \$800 for families, plus a dependent care match up to \$300.

- **Associate Relief Fund**

This fund provides financial assistance to associates facing unexpected hardship due to a personal crisis or natural disaster. It's available to all associates when they need it most.

Comprehensive Approach to Safety

Our associates' and customers' safety and well-being are vital to our long-term success. Over the past year, we have continued to strengthen our safety culture by enhancing training programs, adopting new technologies, and reinforcing best practices across our stores and distribution centers. These efforts have helped us build safer environments and more responsive operations in the thousands of communities we serve.

Our comprehensive safety plan focuses on proactive prevention, real-time response, and continuous improvement. This year, we've made significant progress in two key areas: overall safety in our stores and distribution centers, and workplace violence prevention.



Management Commitment to Safety

Fostering a safety-first culture remains a top priority for our Executive Leadership Team, led by our Chief Executive Officer. In 2025, this commitment remains deeply ingrained in every aspect of our operations, with leadership setting the tone from the top. Our expanded Asset Protection, Safety, Ethics, and Compliance functions include specialized teams focused on preventing workplace violence and ensuring environmental, health, and safety (EH&S) is an operational priority. A cross-functional network of leaders supports these teams, committed to ongoing progress, root cause analysis, and proactive strategies to address store-level safety and workplace violence issues.

Since its launch in 2022, our Comprehensive Approach to Store Safety (CASS) program has remained a key part of our safety strategy. It reflects our understanding that creating a safe, compliant environment requires a holistic and proactive approach. Our Safety First, Safety Always campaign continues to emphasize that safety is everyone's responsibility – from our Store Support Center to our store aisles and distribution centers.

Throughout 2025, our EH&S team and store leaders have worked together to implement CASS across all Dollar Tree locations. This includes maintaining compliance with OSHA standards and internal policies that ensure a safe and welcoming environment for both associates and customers.

Integrating Safety into Store Operations

Over the past year, we have strengthened the integration of safety into daily store activities. In the past year, we introduced our Race to G.O.L.D. roadmap, our commitment to our associates and customers to run safe, clean, and inviting stores. Every field leader visit now includes a safety review component, ensuring accountability and ongoing improvement. We have also continued to enhance our data analytics capabilities to:

- Proactively identify stores that may need additional safety support
- Provide targeted interventions through administrative controls and customized training
- Increase visibility into safety performance metrics across all levels of field leadership, enabling real-time decision-making that reinforces our Safety First, Safety Always culture

Backroom Store Safety – S.P.E.E.D.

Recognizing the importance of backroom store safety, we have continued investing in technology, training, and leadership engagement to reduce injuries and improve outcomes in these high-risk areas. Our S.P.E.E.D. program – focusing on five key safety actions – is designed to keep backrooms safe and organized and to ensure all stores meet consistent safety standards. To further strengthen our safety culture, this year we introduced S.P.E.E.D.+ components for helium tank and ladder safety.



Stacking height
no higher than
8 feet and stable

Pathways
clear to all
exit doors

Extinguishers
unblocked

Electric
panels
unblocked

Doors
unblocked,
unlocked
and clear

In 2024, we achieved a 26% year-over-year improvement in our S.P.E.E.D. check pass rate, building on our 2023 benchmark of over 23,000 store audits conducted by our Asset Protection and EH&S teams. These audits, which include in-person visits and reviews through backroom camera technology, serve as a vital accountability tool to ensure compliance and identify stores needing targeted support.

This year, we increased associate engagement by boosting store visits from our safety team and launching our Safety Advisory Group, which brings together field associates at all levels to share insights, raise concerns, and help shape future safety strategies.

Ongoing Safety Enhancements and Policy Improvements

To further strengthen our commitment to safety, we continue to enhance our policies, procedures, and training programs across all stores and distribution centers. These efforts are designed to protect the well-being of our associates and customers, and to ensure a consistent and effective safety culture at every location.

In 2025, we introduced updates to our Store Safety Manual, reinforcing key components of our health and safety program. This resource provides all associates with clear guidance and expectations, supporting both foundational safety practices and our S.P.E.E.D. compliance goals. We also updated our foundational safety training program, ensuring all new hires and current associates receive up-to-date, practical instruction aligned with evolving industry standards and regulatory guidance.

Through ongoing education and daily adherence

to safety protocols, we equip every team member with the tools and knowledge to promote a safe and welcoming environment for all.

We are also piloting new technologies, such as 24/7 AI-based visual monitoring of backroom safety conditions in stores. Safety at our distribution centers also remains a top priority. In 2024, our network achieved an average safety audit score of 84%, and our OSHA recordable claims rate continued to improve, remaining below industry benchmarks.

Looking Ahead

In 2025, we continue to build on our progress by:

- Expanding our training curriculum and completion rates
- Deepening our use of audit technology and AI tools
- Strengthening partnerships with state regulators
- Elevating associate engagement on safety topics at all levels

Through these efforts, we aim to deliver a safe and supportive environment for our associates and customers. Safety is not just a requirement; it's an operating commitment and standard that shapes how we serve our customers and communities.

Workplace Violence Prevention Program

We remain focused on addressing and reducing the risk of workplace violence through a strengthened and comprehensive prevention program. Recognizing this as a key area for action, we've expanded our internal capabilities and partnerships to better anticipate, prevent, and respond to incidents.

Key elements of our Workplace Violence Prevention Program include:

- **Ongoing training and awareness campaigns** to empower associates at every level
- **Proactive risk assessment** and implementation of protective controls in high-incident locations
- **Incident identification and response coordination** with internal teams and law enforcement
- **Post-incident support** for impacted associates, including access to medical care and mental health resources

In 2025, we launched Workplace Violence Prevention micro-training videos and conducted eight workplace violence prevention trainings across our organization. These actions further reinforce our goal of ensuring that all associates feel safe, supported, and heard, regardless of their work location.



Our Approach

Our comprehensive efforts to keep our people and stores safe from violence include five areas of focus:



Training



Investigation



Response



Prevention



Community

Program Milestones



Training:

We delivered eight Workplace Violence Prevention (WVP) courses, reaching more than 150,000 associates and 14,000 Store Managers with an impressive 87% compliance rate. To reinforce our culture of safety, we launched a mandatory annual refresher on workplace violence prevention and introduced De-Escalation Training tailored for Supply Chain leaders, ensuring consistent awareness and readiness across the organization.



Investigation:

Our teams conducted more than 3,000 incident reviews, partnering closely with field leadership and cross-functional teams to identify patterns and risks. Leveraging data analytics, we pinpointed repeat offenders and high-impact locations, which directly contributed to a year-over-year increase in suspect arrests and prosecution cooperation. Notably, robbery incidents have declined in 2025, reflecting the impact of these strategic interventions.



Response:

We continued to strengthen our threat assessment capabilities through ongoing training for Asset Protection and Human Resources teams. Targeted security enhancements, such as upgraded cameras and alarm systems, were deployed based on store-specific incident trends. We also maintained close collaboration with law enforcement to cooperate with effective prosecution of severe cases and support for affected teams.



Prevention:

Prevention efforts were elevated through an updated WVP policy, the introduction of heat-mapping and analytics tools to monitor trends, and capital investments in store safety infrastructure, including advanced camera systems and smart safes. These measures helped proactively reduce risk and enhance overall store security.



Community:

We deepened our community engagement by expanding partnerships with local, state, and federal law enforcement and judicial agencies. Our team also took on leadership roles in key industry coalitions such as RILA, NRF, and LPRC, driving shared learning and advocacy across the retail sector. To promote safer, stronger communities, we hosted National Night Out events in 40 cities nationwide, strengthening ties between stores, associates, and the neighborhoods we serve.

Workplace Violence Prevention Leadership and Policy

In 2025, we deepened our commitment to associate safety by strengthening leadership and infrastructure dedicated to preventing workplace violence. Our Vice President of Investigations and Programs, along with the Director of Workplace Violence Prevention, work closely with the Asset Protection (AP) Field Team, field leadership, and cross-functional partners to drive a more coordinated and proactive prevention strategy.

This team oversees the development, execution, and continuous improvement of our workplace violence initiatives, enhancing situational awareness, incident response, and overall safety culture.

Our Code of Conduct reinforces our zero-tolerance policy for violence, harassment, and intimidation. We are committed to maintaining a safe, respectful environment for all associates and customers.

Specifically:

- Physical violence, threats, abuse, or intimidation – from any source – are strictly prohibited
- Associates are not permitted to carry weapons in any workplace setting

These expectations are reinforced through mandatory training, leadership communication, and prominent in-store signage.

De-escalation Training and Associate Support

One of the most effective preventive measures we can take to ensure safety is equipping associates with the skills to recognize, manage, and de-escalate challenging situations. In 2024–2025, we continued to strengthen our approach to associate training and support, recognizing that proactive intervention can reduce risk and contribute to a safer environment for associates and customers. We developed Workplace Violence Prevention video micro-learnings and De-Escalation training for Supply Chain leaders, further reinforcing our proactive approach to workplace safety and associate well-being.

Over the past year, we implemented and expanded our comprehensive de-escalation training tailored specifically to the realities of our retail environment. Developed in collaboration with third-party experts, this training reflects real-world scenarios our associates face and provides practical tools to help them navigate disruptive behaviors with confidence and professionalism.

Training is delivered through multiple channels, including:

- Online learning modules
- Monthly safety meetings
- Ongoing on-the-job coaching and communication
- Video micro-learnings

This training is mandatory for all new associates and includes annual refresher sessions for all team members. Store and District Managers are accountable for ensuring that safety procedures and violence prevention protocols are well understood and that all associates remain current on required training.

We also placed additional focus this year on empowering our District Managers in their vital role as frontline coaches. Through targeted leadership development and support, District Managers are helping store teams promote respectful customer interactions and create store environments where everyone feels safe, welcome, and valued.

Our training programs are continually reviewed and refined to address emerging risks and feedback from the field. This ensures our associates are not only compliant but also confident and supported in upholding our shared commitment to safety.



Investigation

Thorough investigation of workplace violence incidents is a critical component of our prevention strategy. We continue to emphasize after-incident reviews and root cause analysis to help identify patterns, emerging threats, and appropriate mitigation strategies. These insights enable us to make informed decisions that reduce risk and enhance overall safety.

Our associates have access to a confidential, 24/7 hotline operated by a live third-party call center. All reports are promptly routed to our Workplace Violence Prevention team for assessment and response. We are committed to investigating every concern raised and taking the necessary steps to ensure that protective measures are implemented where needed.

We also track incident data to identify the highest-incident markets and robbery rates, and use this intelligence to inform training, operational improvements, and risk mitigation strategies at the store level.

Response

Quick, effective response to incidents is essential to protecting our associates and communities. In every situation, our priority is the immediate and long-term safety and well-being of those affected.

Following a workplace violence incident, we assess the need for site-specific preventative measures, such as enhanced security protocols, technology upgrades, or targeted training. In cases requiring additional action, our Major Crimes Team is engaged to support investigations and, when appropriate, cooperating with prosecution and seeking restitution.

We actively collaborate with local, state, and federal law enforcement agencies to support the identification, investigation, and prosecution of individuals who pose a threat to safety in our stores.

Over the past year, we established additional law enforcement partnerships, increased timely reporting of incidents, and strengthened our data analytics, reinforcing our ongoing commitment to proactive safety management and accountability.

After-Incident Support

We understand that experiencing or witnessing workplace violence can be deeply traumatic for our associates. Providing meaningful, timely support in the aftermath of an incident is a critical component of our workplace violence prevention strategy and reflects our commitment and care for associate well-being.

We continue to enhance our after-incident support framework to ensure affected associates receive

the resources and care they need to recover and feel safe returning to work. Our support offerings are regularly evaluated and adjusted to meet evolving needs, and include:

- Immediate access to Emotional Well-being Solutions and our Employee Assistance Program (EAP) for counseling, mental health resources, and emotional support
- Additional benefits and leave support for impacted associates, including assistance through our Associate Relief Fund
- Referrals to trusted community resources, including victim advocacy organizations and social services
- Coordination with local law enforcement to improve situational awareness and enhance store-level safety measures
- Follow-up risk assessments at affected locations to identify and mitigate ongoing concerns
- Supplemental training and resources to empower associates with practical tools and reinforce a culture of preparedness

By prioritizing post-incident support, we not only address immediate needs but also foster a culture of care and trust throughout our organization.

Prevention

With more than 9,000 store locations across the United States and Canada, our presence spans a wide range of communities, each with unique safety needs and challenges. Our prevention efforts are grounded in a proactive, adaptive strategy that leverages a combination of technology, infrastructure, training, and strategic partnerships to mitigate risk and maintain safe environments for our associates and customers.

In 2025, we continued deploying a variety of tools and interventions aimed at minimizing unsafe conditions both inside and around our stores. These efforts include implementation of enhanced physical security measures in higher-incident locations, such as:

- Investments in our stores' physical infrastructure to support safety
- Upgraded lighting packages to deter nighttime activity
- Smart safe technologies to reduce cash handling risk
- Active alarm systems connected to monitoring services
- Ongoing investment in crime prevention technology and infrastructure upgrades

In situations involving elevated or targeted risk, we convene a multi-stakeholder Threat Assessment

Group. This cross-functional team conducts in-depth reviews of high-risk incidents and collaborates to determine appropriate risk mitigation strategies for each case.

Where warranted, and in response to specific circumstances, we deploy third-party security personnel to provide additional on-site support.

In 2025, we upgraded our camera and alarm systems, along with adding extra preventive security measures in high-incident areas. By staying focused on prevention, we improve our ability to create safer environments, increase associate confidence, and reaffirm our dedication to responsible operations in every community we serve.

Community Engagement and Safety Partnerships

At the heart of our mission is a deep commitment to the communities we serve. As we continue to grow and enhance our workplace violence prevention and safety initiatives, we understand that community partnerships are vital for creating lasting, sustainable change.

Throughout 2025, we continued to focus on collaborating with local authorities, law enforcement agencies, and community organizations to share best practices, enhance safety procedures, and strengthen our role as a

trusted retail partner. These collaborations not only help safeguard our stores, associates, and customers but also support wider community safety and resilience initiatives.

Over the past year, we have:

- **Expanded engagement with law enforcement and retail security networks**, participating in multiple cross-industry groups focused on reducing crime in and around retail locations, business districts, and urban centers
- **Strengthened real-time coordination with local authorities**, particularly in high-incident areas
- **Contributed to collaborative safety initiatives**, including LPRC Safer Places and Violent Crime working group, and RILA Vibrant Communities

As part of our commitment to meaningful community engagement, we increased our involvement in National Night Out events, working with law enforcement and residents to build trust, boost visibility, and improve safety. In 2025, we participated in 40 cities.

Through active engagement and local involvement, we strengthen connections, support our safety mission, and create environments where associates and customers feel secure and supported.



4 Our Customers

Our Customers

Food and Product Safety and Quality

At Dollar Tree, ensuring the safety and quality of the products we offer remains one of our most important responsibilities. Our customers rely on us to provide safe, high-quality, and affordable items, and we continue to take steps to strengthen the programs, oversight, and accountability needed to uphold that trust.

In 2024, we made progress in strengthening our food safety practices, with renewed focus and improvements across the organization. We implemented a nationwide compliance program and introduced new oversight structures and sanitation protocols throughout our distribution network. These efforts underscore our commitment to meeting the expectations of regulators and customers alike.

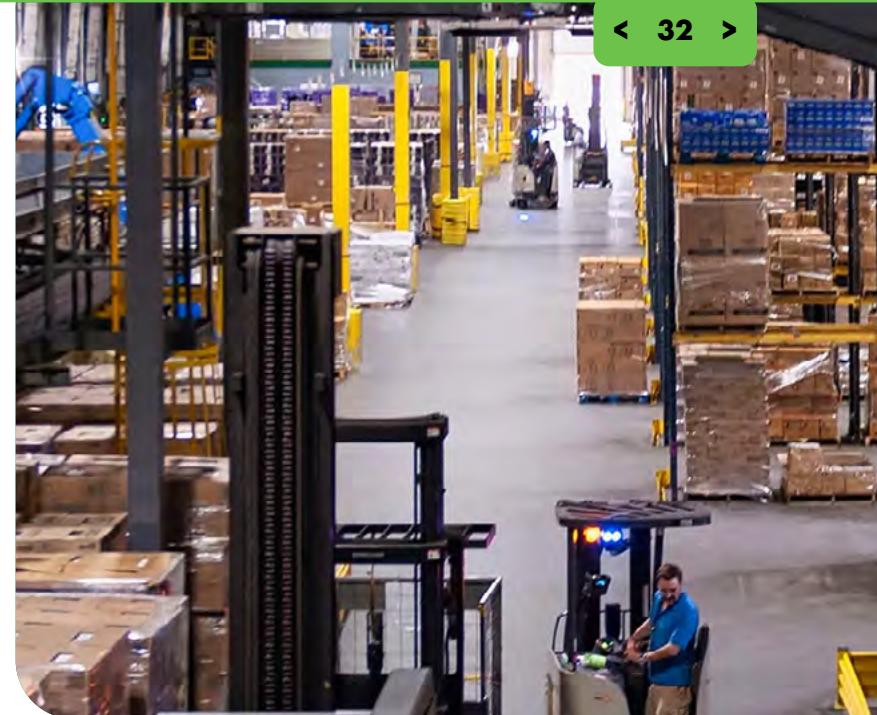
All our Distribution Centers maintained Good Distribution Practices (GDP) certification, achieving an average score of 96%. Additionally, all GDP audits shifted from announced to unannounced visits — a significant change that encourages continued operational readiness.

We saw a 5% improvement in overall audit compliance scores year-over-year and fully aligned our internal Product Safety & Quality management and audit standards with updated GDP requirements for warehousing and distribution.

Additionally, we achieved 100% placement of dedicated Safety & Sanitation Compliance Managers across our distribution network and completed a full redesign of our pest control protocols, now implemented across all distribution centers. All Safety & Sanitation Compliance Managers and Directors of Operations completed the Preventive Controls Qualified Individual (PCQI) certification.

We also concentrated on strengthening supplier oversight and put into place improved testing and documentation procedures to tackle risks like chemical contamination, including lead.

Looking ahead, we are focused on further strengthening recall management and supplier accountability. These actions represent the next phase of our efforts to build a best-in-class food and product safety culture — one grounded in transparency, accountability, and continuous improvement.



Product Stewardship and Packaging

In 2024, we continued to improve our product stewardship by enhancing our chemical safety capabilities, packaging sustainability, and product access. These efforts demonstrate our commitment to delivering safe, affordable, and responsibly made products while adapting to the evolving expectations of our customers, regulators, and communities.

We made key advancements in chemical management by requiring all vendors supplying formulated products to disclose ingredients through UL WERCSmart. This platform enables us to identify chemicals of concern and enhances transparency throughout our supply chain. Additionally, we maintain a product-testing program for imports, conducted annually and, when appropriate, more frequently for categories that may present higher risk by accredited third-party laboratories. These protocols are informed by expert guidance, industry best practices, and evolving regulatory standards.

In 2025, we began the work to update our Chemical Policy, expanding our Restricted Substance List (RSL), clarifying supplier expectations, and creating a governance

framework to monitor progress. Our updates incorporate insights from our yearly participation in the Chemical Footprint Project. We aim to release the revised policy in early 2026.

Our packaging efforts also advanced this year. In 2025, we submitted our first Extended Producer Responsibility (EPR) reports across three states, marking an important step in understanding our packaging footprint. These submissions helped establish a baseline and generated valuable insights that are now informing the development of a broader packaging strategy focused on improving recyclability, optimizing material choices, and enhancing design efficiency. Over time, this approach is intended to reduce our environmental impact while helping manage regulatory obligations and associated fees.

These initiatives represent a significant first step. We are using the insights from our EPR reports to guide future analysis, identify opportunities for reduction, and pinpoint areas for measurable impact. We look forward to sharing a more detailed roadmap and progress update in our next report.

Product Access

Dollar Tree serves millions of customers by offering convenient, affordable products for everyday needs and special occasions. As part of our commitment to accessibility and value, we continue to broaden our assortment of essential goods, including frozen, refrigerated, and shelf-stable items. Many of our stores offer a range of food options intended to support a balanced diet.

Alongside traditional grocery stores, farmers' markets, and other fresh-food providers, Dollar Tree seeks to help improve access to affordable meal solutions. By offering additional variety and value in communities, including those that may have fewer retail options, we aim to help families manage their budgets while maintaining choice.





5 Our Communities

Our Communities

At Dollar Tree, we are proud to be part of thousands of communities across the United States and Canada. Our connection to these neighborhoods goes well beyond the affordable products we offer – it's deeply rooted in our core values and reflected in the relationships we build. Through meaningful partnerships with local and national organizations, we are working to create stronger, more connected communities where people feel seen and supported. Whether through donations, volunteer efforts, or shared initiatives, our goal is to help every community we serve thrive today and in the years to come.

Our Commitment: Rooted in Resilience

We are dedicated to creating meaningful, lasting impact by directing our resources toward supporting the well-being of families in the communities we serve. Through this focus, we aim to help strengthen community resilience and foster long-term opportunities that contribute to brighter, more stable futures across our footprint.



Our Approach

We take a purposeful, mission-driven approach to community engagement — one that supports resilience, expands opportunity, and reflects our deep commitment to the neighborhoods we serve. Our strategy is grounded in three core pillars:

- Targeted Investments:** We direct philanthropic resources toward initiatives that align with our focus areas and drive measurable, long-term impact in the communities where we operate.
- Local Partnerships:** We work with trusted local organizations that deeply understand the needs, strengths, and priorities of the areas where we operate. These partnerships enable us to respond thoughtfully, supporting initiatives based on local insight and shaped by those most familiar with the challenges and opportunities on the ground.
- Associate Engagement:** We involve associates as active participants in our impact initiatives, building connections that strengthen relationships with customers and communities while fostering a sense of pride and purpose. Through hands-on participation and shared experiences, associates help bring our values to life and build a culture of engagement, belonging, and connection.

Our Focus Areas

Through this comprehensive approach, we aim not only to address immediate needs, but also to build thriving, resilient communities for the future.

We focus our community investments and partnerships on three main areas that demonstrate our commitment to promoting stability, opportunity, and long-term community resilience.

- Essential Needs:** We aim to reduce barriers by supporting programs that address food and essential-needs insecurity. Through strategic partnerships and targeted funding, we seek to promote family stability and improve access to support services that contribute to overall well-being.

- Economic Opportunity:** We believe financial health is a key driver of long-term community success. That's why we invest in initiatives that build economic mobility, supporting youth development, job readiness, and workforce skills training to help individuals and families achieve greater financial stability and independence.

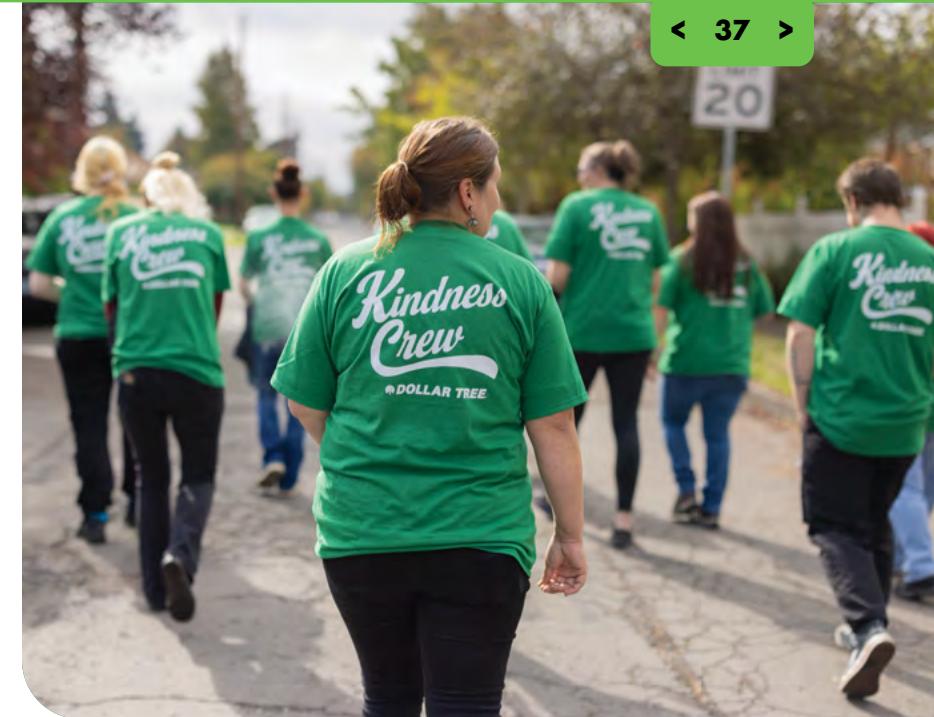
- Community Vitality:** We are committed to supporting thriving communities through programs that promote safety, social cohesion, and long-term resilience. Our investments are designed to help strengthen the social fabric and improve the livability of the communities we reach.



Our Investment Strategy

We focus on building stronger, more resilient communities by directing our philanthropic resources where they can make the biggest impact. Our investment strategy is designed to deliver value at multiple levels – from national to hyperlocal – ensuring our support reaches individuals and families in our communities.

- **National Reach:** We are deepening partnerships with established national nonprofit organizations that align with our strategic focus areas. These collaborations enable us to deliver programs at scale, extend our reach, and accelerate impact in our focus areas – essential needs, economic opportunity, and community vitality.
- **Priority Markets:** We have identified specific geographic areas where we see the opportunity to deepen community ties, enhance our presence, and support initiatives that promote safety, community well-being, and economic opportunity. These priority markets allow us to align our giving with broader business goals and community needs.
- **Our Backyard:** We are proud to call Virginia the home of our Store Support Center and corporate headquarters. We continue to invest in longstanding partnerships to support the neighborhoods surrounding our campus. These local investments reflect our commitment to the communities that have supported Dollar Tree from the start.



Our Support: Strengthening Communities Through Partnership

Through a portfolio of signature partnerships and targeted community support programs, we strengthen our ability to focus resources and create impact across Essential Needs, Economic Opportunity, and Community Vitality.

Signature Partnerships

We continue to build strong relationships with leading national and regional nonprofit organizations that share our values and support the communities we serve. These partnerships extend our reach and enhance our ability to respond to both immediate needs and long-term community priorities.

Our key partners include:

- **American Red Cross:** Supporting disaster response and preparedness in communities across the country.
- **Boys & Girls Clubs of America:** Empowering youth through leadership development.
- **Gift Card Bank:** Helping families in crisis by providing gift cards for critical resources.
- **LISC (Local Initiatives Support Corporation):** Advancing public safety and economic mobility through local community organizations.
- **NeighborShare:** Connecting families with fast, flexible, and vetted local assistance for urgent, everyday needs.
- **No Kid Hungry:** Working to end childhood hunger by connecting children to effective nutrition programs.
- **Operation Homefront:** Supporting military families with economic stability and resilience programs.
- **Points of Light:** Advancing civic engagement and associate volunteerism to strengthen our communities.

We proudly collaborate with these organizations to deliver high-impact solutions and ensure resources reach the people and places that need them most.



Our Support: Strengthening Communities Through Partnership (cont.)

Community Support Programs

We bring our commitment to community well-being to life through a range of programs, including community grants, product donations, disaster response efforts, associate engagement, and our associate relief fund – each designed to respond to pressing needs and strengthen local capacity.

Community Grant Program

Through our Community Grant Program, we provide funding to local nonprofits that align with our focus areas and our geographic priorities. These grants help amplify the efforts of organizations doing vital work on the ground, creating positive ripple effects throughout the communities we serve.

Product Donations

In moments of need, access to essential items can make a profound difference. Whether it's everyday necessities or emergency relief, we donate food, household supplies, and personal care items to nonprofit partners to help meet urgent community needs and support disaster response and recovery efforts.

Disaster Response

We support community resilience and recovery through our partnership with the American Red Cross Disaster Responder Program and other local relief organizations. When crises strike,

we mobilize quickly, leveraging our logistics network, store footprint, and resources to help communities recover and rebuild.

Associate Engagement

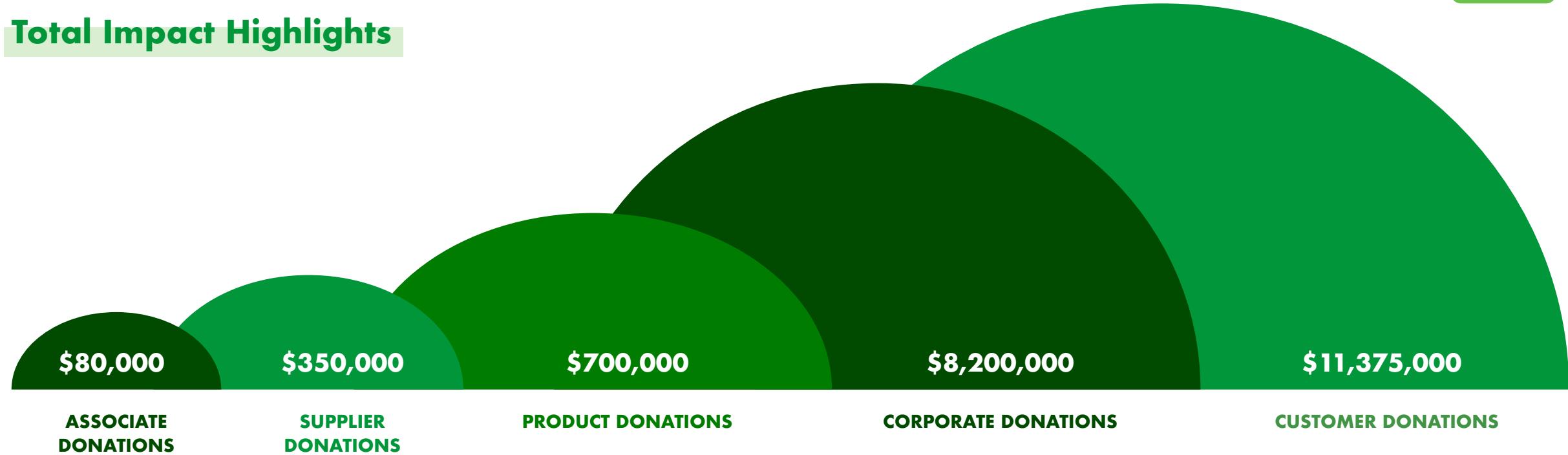
Our associates are deeply connected to the communities they serve. Through volunteerism and local outreach, they lend their time, talent, and compassion to issues that matter most, building stronger communities and forging meaningful relationships.

Associate Relief Fund

Our Associate Relief Fund provides direct financial support to team members facing personal hardship due to unexpected events or emergencies. Funded by associate donations and matched by the Company, the program is a powerful expression of mutual support and care among our team.



Total Impact Highlights



Signature Partnerships Impact:

American Red Cross

As a Disaster Responder Program partner, we supported:

- 3.9 million meals delivered
- 2.3 million overnight stays
- Immediate disaster relief for 425,000 individuals, including efforts that helped an estimated 361,250 people improve health, increase safety, and access essential community resources



Total Impact Highlights (cont.)



Boys & Girls Clubs of America

- Empowered nearly 18,000 youth to advocate for community change, increased civic engagement among more than 12,000, and supported more than 600 in becoming civic leaders
- Sponsored the Summit for America's Youth, bringing more than 500 young people from 42 states to Washington, D.C. to meet with Members of Congress



No Kid Hungry

- Established a strategic partnership to fight childhood hunger
- Sponsored the Mayors Alliance to End Childhood Hunger, reaching more than 500 communities nationwide



Operation Homefront

- Collected 3.7 million school supplies and 5.4 million toys through customer donations to support military families
- Supported critical financial assistance fund grants for military families and welcomed our first military family into a Dollar Tree home
- Achieved a 20% sales boost to support Operation Homefront fundraising efforts through refreshed branding and in-store campaigns



Total Impact Highlights (cont.)

Gift Card Bank

- Raised summer EBT awareness, reaching nearly 450,000 young people and distributing an estimated 900,000 meals through partner campaigns
- Collaborated with 31 organizations across six markets to reach 5,200 youth through store gift cards, providing \$109,000 in grocery benefits and helping supply 37,000 meals
- Donated 2,000 store gift cards for food and essentials

Community Grant Program Impact

- Reached nearly 840,000 people through community grants, including over 275,000 youth, 230,000 women, and 171,000 individuals facing economic hardships
- Delivered meaningful outcomes, including improved community safety, enhanced food security, increased community pride, and stronger civic engagement
- Improved more than 555,000 lives across communities

Associate Relief Fund Impact

- Distributed over \$2 million in grants to nearly 3,000 associates

Associate Engagement Impact

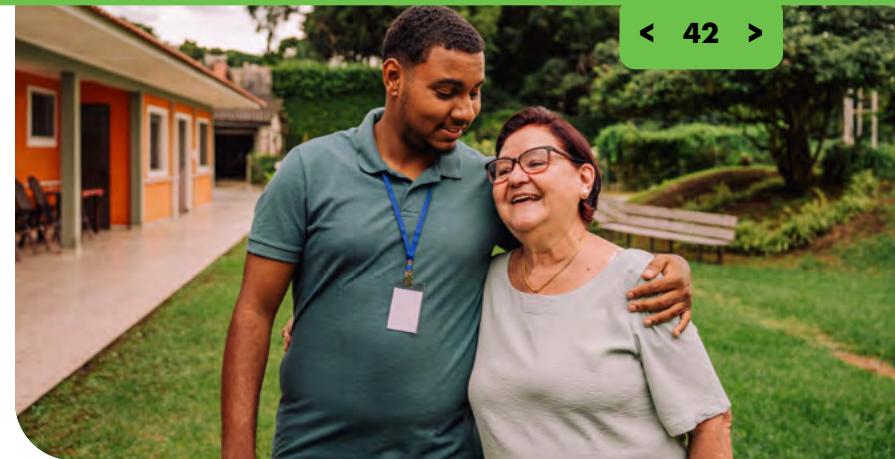
- Engaged thousands of Dollar Tree associates in community activities and strengthened relationships with key stakeholders

Product Donations Impact

- Donated nearly 75,000 products to strengthen communities

Disaster Response Impact

- Donated over 625,000 products to associates and communities affected by disasters
- Contributed nearly \$1 million to national and local nonprofits for disaster response and recovery efforts





6 Our Planet

Our Planet

At Dollar Tree, we recognize environmental responsibility is not only about reducing our footprint but also a vital part of managing risk and building long-term resilience. From sourcing products to operating our stores and distribution centers, our business inevitably impacts the environment. That's why we are committed to operational practices that enhance efficiency, lower costs, and enable us to adapt to evolving conditions.

By proactively addressing operational risks, supply chain vulnerabilities, and resource constraints, we aim to strengthen our resilience as a business while supporting a healthier planet for future generations. This work is a core pillar of our Rooted in Progress strategy.

Minimizing our environmental impact starts with a clear roadmap. Our approach includes setting measurable goals, executing targeted initiatives, and continuously assessing risks and opportunities across our value chain.

In 2024, we made significant progress in advancing our environmental strategy:

- **Enterprise Decarbonization:** We continued to implement our enterprise-wide decarbonization plan, targeting both operational emissions (Scope 1 and 2) and emissions across our value chain (Scope 3).

- **Energy Diversification:** We advanced our strategy by exploring long-term options to incorporate renewable and nuclear energy sources that support sustained emissions reductions.
- **Data and Disclosure Readiness:** In anticipation of new climate disclosure regulations in California, we improved the accuracy and granularity of our emissions data.
- **Risk and Resilience Assessment:** We conducted a refreshed climate risk and opportunity assessment aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework, including a quantitative evaluation of physical climate risks across 1,000 operational sites.

Looking ahead, we plan to keep investing in systems, partnerships, and practices that enhance environmental performance and business flexibility. Our approach is based on data, guided by accountability, and centered on ongoing improvement – making sure we're ready for a changing future.

Governance and Management Approach

Our sustainability strategy is led by our Senior Vice President, Chief Sustainability and Corporate Affairs Officer, who oversees its execution across the organization. This executive leadership ensures sustainability remains embedded in core business decisions and long-term planning. To support this effort, cross-functional teams – including facilities, operations, finance, merchandising, sourcing, supply chain, procurement, environmental health and safety, and compliance – work closely with the sustainability team to set goals and guide implementation of our roadmap.

Environmental risk management is a central pillar of our sustainability approach and is fully integrated into our Enterprise Risk Management (ERM) framework. We have identified short and long-term actions to proactively manage climate-related and environmental risks. These risks, along with our mitigation strategies, are disclosed through annual reporting to CDP and through alignment with the TCFD framework. Following our initial TCFD assessment conducted in 2022–2023, we completed an update in early 2025 to reflect evolving risk exposures and strategic priorities.

Key Highlights

1,390,079 MWh
Total electricity consumption

1,817,833 MWh
Total energy consumption

6,679 MWh
(0.5% of electricity)
Clean energy consumption

189,185 MWh
Future clean energy projects

38.51
GHG emissions intensity scopes 1+2
(metric tons of CO₂e per million
U.S. dollars of revenue)

6.09
GHG emissions intensity
scopes 1+2 (metric tons of CO₂e/1,000 ft²)

\$94 million
Investment in energy
efficiency upgrades

665
of HVAC upgrades

2
of Distribution Centers
transitioned to LED in 2024

525
of stores opened in 2024 aligned
with Energy Efficiency standard

~100%
Stores equipped with LED and EMS

~167
tons of hazardous waste diverted from
landfill and supported 3,782 meals
through our CERP program

7,300
of stores that recycle cardboard

7,955
of stores that have
CERP program

417,312 tons
Total waste generated

284,972 tons
Total waste recycled

63.40%
Waste diversion rate

Greenhouse Gas Emissions Reporting Boundary

In alignment with the Greenhouse Gas (GHG) Protocol and widely accepted market practices, Dollar Tree has adopted the operational control approach to define the organizational boundary for GHG reporting. Under this approach, operational control exists when a company or one of its subsidiaries has full authority to implement operating policies at a given facility or operation.

In fiscal year 2024, Dollar Tree conducted a strategic review of the Family Dollar business, which concluded in the fourth quarter with the decision to sell it. As a result, Family Dollar met the accounting criteria for classification as held for sale and discontinued operations. Therefore, all GHG emissions data in this report excludes the Family Dollar business and only reflects ongoing Dollar Tree operations.

This boundary reflects our intent to provide accurate and relevant emissions reporting that is consistent with our evolving business structure and aligned with current regulatory and investor expectations.

GHG CATEGORY	2023 EMISSIONS: MARKET-BASED (MTCO2E)	2024 EMISSIONS: MARKET-BASED (MTCO2E)	YOY CHANGE
1 Direct emissions	204,037	146,740	Decrease primarily due to improved refrigerant tracking and the use of lower-impact refrigerants in newer equipment.
2 Purchased electricity, steam, heat, and cooling	476,098	529,752	Increase was driven by higher electricity consumption due to new store openings.
3.1 Purchased goods and services	5,178,150	5,694,482	Rise in emissions aligns with increased purchasing volumes across our operations.
3.2 Capital goods	238,486	403,163	Growth reflects expanded investments in physical infrastructure and improved accounting alignment with emissions reporting standards.
3.3 Fuel and energy related activities	123,908	135,322	Slight increase due to higher consumption of electricity upstream in our value chain.
3.4 Upstream transportation & distribution	704,369	877,145	Higher emissions driven by increased shipping activity and improved data accuracy at the shipment level.
3.5 Waste generated in operations	62,265	59,909	Reduction attributed to an increase in recycling efforts and a decrease in landfill waste.
3.6 Business travel	19,509	22,274	Emissions increased due to higher travel activity from our associates.
3.7 Employee commuting	383,184	406,226	Slight increase in commuting emissions, reflecting workforce growth.
3.11 Use of sold products	5,334,780	7,249,992	Rise in emissions from product use is linked to an increase in the sale of energy-consuming products.
3.12 End-of-life treatment of sold products	1,271,824	1,381,272	Increase corresponds with growth in total units sold.

Our Path to 2032

Our Operations



Energy Efficiency

By investing in energy efficiency upgrades across our operations, stores, and distribution centers, we are reducing our Scope 1 and 2 emissions and energy costs by lowering the energy needed to run our business.



Renewable Energy

By integrating renewable energy supply into our existing electric and natural gas procurement efforts, we contribute to the continued diversification of energy sources and help decarbonize our existing deregulated supply.



Waste Reduction and Recycling

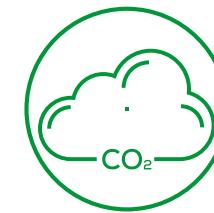
By investing in reuse and recycling efforts in our stores and distribution centers, we continue to reduce operational waste, increase our diversion rates, and address our Scope 3 impact in this category.

Our Value Chain



Transportation and Logistics Optimization

By streamlining our transportation and delivery routes, adopting fuel-efficient carriers, and consolidating shipments to reduce the number of trips required, we are decreasing fuel consumption and associated Scope 3 emissions.



Supplier Engagement

By collaborating with suppliers to set sustainability and emissions reduction goals and adopt more sustainable practices, we are contributing to industry-wide change and reducing emissions throughout the entire value chain.

Advancements in Energy Efficiency

At Dollar Tree, energy efficiency remains a core pillar of our sustainability strategy. In support of our goal to reduce Scope 1 and 2 emissions by 50% by 2032, we continue to focus on enhancing the performance of our store and distribution center operations through investments in technology and infrastructure.

In 2024, we sustained this momentum by investing approximately \$94 million in energy efficiency projects, reinforcing our dual commitment to environmental impact reduction and cost savings. These investments targeted smart energy management systems, HVAC upgrades, and LED lighting retrofits, which are now deployed across nearly all store locations nationwide.

AI-driven HVAC Optimization

A highlight of our 2024 energy efforts was the expansion of HVAC optimization using artificial intelligence. In partnership with BrainBox AI, we piloted and deployed an autonomous HVAC control solution in 600 stores across 18 states, representing 6.6 million square feet of retail space.

This system leverages predictive analytics and machine learning to regulate HVAC systems in

real time, ensuring maximum efficiency while maintaining comfort. This initiative delivered compelling results:

- 7,980,916 kWh of electricity saved
- \$1,028,159 in cost reductions
- 5,632 metric tons of CO₂ equivalent (tCO₂e) in avoided emissions

These achievements demonstrate the potential of smart technologies to unlock operational efficiencies while directly contributing to our emissions reduction goals. As we expand our clean energy and emissions reduction roadmap, intelligent systems like BrainBox AI will play a critical role in shaping a more sustainable and cost-effective operational footprint.

Thanks to the success of our AI-powered HVAC optimization pilot, we are expanding the program to more than 2,000 additional stores across our network. This rollout significantly scales the environmental and cost-saving benefits already achieved during the initial phase.

The BrainBox AI system seamlessly integrates with our existing rooftop units (RTUs), enabling dynamic HVAC control based on such real-time variables as local weather conditions, store

occupancy, and energy demand. Importantly, the system requires no major capital upgrades, making it a highly cost-effective solution for widespread implementation.

Beyond reducing energy consumption, the AI system also improves maintenance efficiency by minimizing unnecessary technician dispatches. This not only saves on service costs but also decreases downtime and boosts overall operational resilience.

This innovative work was recognized by Smart Energy Decisions, which selected Dollar Tree as a winner of its 2025 Innovation Award in the Energy Efficiency Technology category for the "EMS AI Optimization" project.

This expansion marks a critical step forward in our efforts to modernize store infrastructure, utilize data-driven solutions, and deliver measurable progress toward our environmental efficiency goals.

Advancements in Energy Efficiency

LED Retrofits

We have now outfitted nearly 100% of our stores with interior LED lighting and Energy Management Systems (EMS), achieving almost complete coverage across our retail network. These technologies deliver long-term reductions in lighting-related energy use and provide greater visibility into store-level consumption, enabling real-time adjustments and performance tracking.

Our distribution centers also benefited from continued lighting upgrades. This year, we transitioned two additional distribution centers to full LED lighting, enhancing energy efficiency and aligning with our broader decarbonization goals.

HVAC Upgrades and New Store Standards

As part of our ongoing HVAC retrofit initiative, we replaced 665 outdated units with high-efficiency systems that meet our internal Energy Efficiency Standard. These upgrades support our goal of reducing Scope 1 emissions by improving performance in one of our most energy-intensive equipment categories.

In addition, we opened 525 new stores in 2024, all of which were evaluated for and – where applicable – constructed in alignment with our In-Store Energy Efficiency Standard. This standard helps ensure that our growing store network is built with sustainability in mind from the ground up, integrating best-in-class practices for energy management from day one.

In-Store Energy Efficiency Standard Criteria



We continue to increase our building portfolio of highly efficient stores and require all new stores, relocations or expansion projects to adopt the In-Store Energy Efficiency Standard we developed in 2022.

- Stores will be equipped with LED lighting.
- For our new roofs or roof replacements, stores will have a cool roof system, which has a higher solar reflectance than standard roofs.
- Glass will be low-emissivity (Low-E) glass.
- Stores will be equipped with motion-detected occupancy sensors in restrooms.
- Energy management systems (EMS) will be installed at all stores.
- New or replacement HVAC units will be high-efficiency units where available.
- New or replacement building insulation will meet or exceed the required International Energy Conservation Code.
- Stores will install a cardboard baler or participate in municipal cardboard recycling where available.
- Stores will install a non-electric drink fountain when a new or replacement fountain is required.
- Programs to reduce water consumption and product or chemical waste will be implemented.

These efforts reflect our ongoing commitment to continuous improvement in energy performance and emissions reduction across our operations. By investing in efficient technologies and scalable solutions, we are building a stronger foundation for long-term environmental progress and operational resilience.

Energy Diversification

In 2024, we continued advancing our energy strategy by expanding a diversified portfolio that supports emissions reduction and clean energy development in the communities we serve. Our approach prioritizes flexibility, scalability, and meaningful impact, delivering results today while laying the groundwork for long-term progress.

Current Initiatives

We maintained our participation in community solar programs across Illinois, New York, and Maine. These shared solar projects allow us to support local renewable energy generation without requiring on-site solar panel installations. The energy credited to our subscriptions offsets electricity consumption across over 450 stores in these states. These programs also provided 2,458 Renewable Energy Certificates (RECs), enhancing our ability to reflect renewable electricity use in our emissions reporting.

Additionally, we continued to purchase 4,221 MWh of nuclear energy in Illinois, further diversifying our low-carbon energy sources.

Future Projects and Agreements

Looking ahead, we remain committed to securing renewable energy through long-term, market-based solutions. Our Power Purchase Agreement (PPA) with Constellation and NextEra Energy is on track for a 2026 launch and is expected to deliver 79,000 MWh of solar power annually – enough to power approximately 700 stores across Maryland and Pennsylvania.

In recent months, we have also strengthened our portfolio with two new retail energy agreements:

- **Texas:** A contract to procure 94,185 MWh of wind energy annually beginning in June 2027
- **California:** A contract to procure 16,000 MWh of solar energy annually beginning in January 2027

These projects support emissions reduction and energy cost stability without requiring significant capital investments.



Waste Reduction and Recycling

In 2024, Dollar Tree made meaningful progress in reducing our environmental impact through enhanced recycling and waste diversion initiatives. We increased total recycled waste by 33% year-over-year, resulting in the recovery of approximately 285,000 tons of material. Our overall waste diversion rate reached 63.4%, underscoring our ongoing commitment to minimizing landfill waste and recovering valuable resources across our operations.

A key contributor to this improvement was our investment in in-store recycling infrastructure. In 2024, 7,300 Dollar Tree stores actively participated in corrugated cardboard recycling, enabling a significant increase in recovered materials and reducing the environmental footprint of our store operations.

Hazardous Waste Management

Responsible handling of unsellable and regulated products remains a top priority. Since its 2022 launch, our Chemical and Electronics Recycling Program (CERP) – developed in partnership with g2 Revolution – has played a central role in managing hazardous waste responsibly.

The program enables stores and distribution centers to divert items such as over-the-counter medications, consumer chemical products, aerosols, and small electronics from landfills.

In 2024, CERP expanded to 7,955 stores and successfully diverted over 167 tons of material. These items were repurposed, donated, or reclaimed through g2 facilities, supporting a zero-landfill solution that benefits both the environment and community organizations.

CERP not only supports our compliance with regulatory requirements but also reflects our broader commitment to environmental stewardship. By continuing to scale responsible waste management programs, we aim to reduce risk, generate community value, and promote a circular economy.



Transportation and Logistics Optimization

Transportation efficiency remains a core pillar of our environmental and operational strategy. In 2024, we continued to advance initiatives aimed at reducing our carbon footprint while improving productivity and managing costs across our supply chain. By focusing on smarter logistics and cleaner transportation methods, we are building a more resilient and efficient distribution network.

We strengthened our collaboration with carriers to promote improvements in SmartWay efficiency factors, encouraging the adoption of fuel-saving technologies and cleaner operations. Our move toward lower-emission transportation modes also advanced this year, including a greater focus on intermodal shipping, a more sustainable solution that combines rail and road to reduce environmental impact.

To further reduce emissions, we focused on maximizing trailer utilization by consolidating shipments and reducing the number of empty or partially filled miles traveled. These efforts not only cut fuel consumption and emissions but also enhance operational efficiency, delivering cost savings alongside environmental benefits.

In 2024, our commitment to efficient logistics was recognized by the U.S. Environmental Protection Agency (EPA) with a SmartWay Excellence Award — the highest recognition offered to industry leaders in freight efficiency. Awardees are selected from more than 4,000 SmartWay partners, and we are proud to be among those acknowledged for outstanding performance.

Through these combined actions, we remain committed to driving continuous improvement in our transportation footprint while ensuring reliable service to our stores and customers.



Supplier Engagement Strategy

In 2024, we enhanced aspects of our Scope 3 emissions reporting by working more closely with suppliers to improve data quality and coverage. By integrating more than 100 supplier-specific emission factors into our greenhouse gas inventory, we improved the precision of our Scope 3 emissions calculations, supporting better decision-making and accountability across our value chain.

As part of our commitment, we started tracking progress toward our goal of encouraging suppliers responsible for 67% of our Scope 3 emissions to set their own Scope 1 and 2 reduction targets. As of this year, 12.7% of our suppliers in high-impact categories — Purchased Goods and Services (Category 3.1) and Upstream Transportation and Distribution (Category 3.4) — have either publicly committed to reducing emissions or received validation of their targets from the Science Based Targets initiative (SBTi).

In recognition of these efforts, Dollar Tree was named to the CDP 2024 Supplier Engagement Assessment (SEA) A-List.

This distinction highlights our improved performance in governance, Scope 3 transparency, target setting, and supplier engagement, as evaluated through the CDP Climate Change questionnaire.

We continue to develop a comprehensive supplier engagement strategy that includes:

- A supplier maturity model to assess current levels of climate action across our supply chain
- Training and education for both our merchants and suppliers to deepen understanding of climate risk and action
- Tools and resources to help suppliers measure, manage, and reduce their emissions effectively

We recognize that achieving meaningful progress requires collaboration across our entire value chain. By working closely with suppliers to build capacity and set science-aligned goals, we are laying the foundation for sustained reductions in emissions and long-term resilience.





7 Ethics, Compliance, and Privacy

Ethics, Compliance, and Privacy

Oversight and Management of Responsible Business Issues

To drive the ongoing progress of our responsible business agenda, we engage a wide array of stakeholders to help build and advance our commitments, strategies, and practices. This includes two board committees that provide oversight of our strategies, activities, and reporting, as well as several internal cross-functional management-level committees.



Group	Responsibility
Board of Directors including <ul style="list-style-type: none"> Sustainability & Corporate Social Responsibility (S&CSR) Committee Audit Committee 	<ul style="list-style-type: none"> S&CSR: Oversight of the Company's strategies and plans relating to environmental, social and reputational risks, including associate health and welfare and environmental sustainability Audit: Oversight of the Company's enterprise risk assessment, policies and practices associated with financial and legal risks, and cybersecurity and business continuity risks
Enterprise Sustainability and Ethics & Compliance teams	<ul style="list-style-type: none"> Led by Chief Sustainability and Corporate Affairs Officer, and Chief Ethics & Compliance Officer Develop enterprise sustainability, social impact and Ethics & Compliance strategies, goals and priorities Deliver key programs and subject matter expertise Work cross-functionally to operationalize and deliver progress
Enterprise Risk Management Committee	<ul style="list-style-type: none"> Co-chaired by our Chief Audit Executive and Chief Ethics & Compliance Officer Cross-functional management team that develops and executes a framework for identifying enterprise risk
Enterprise Ethics & Compliance Committee	<ul style="list-style-type: none"> Chaired by the Chief Ethics & Compliance Officer Cross-functional management team that helps foster a culture of integrity, compliance, and ethics and supports implementation and execution of the Company's ethics & compliance program

Ethics & Compliance

At Dollar Tree, our commitment to integrity is foundational to our operations. Acting With Integrity is one of our core values and a guiding principle that shapes our culture, business conduct, and decision-making. We strive to always do the right thing, fostering an environment where ethical behavior and compliance are expected and supported across every level of the organization.

Program Governance and Strategy

Our Ethics & Compliance program is designed to be risk-based, business-aligned, and practical in execution. It promotes ethical conduct, regulatory compliance, and a culture of integrity, while encouraging continuous improvement. The program is built upon five foundational pillars:

- Leadership
- Risk Assessment
- Standards and Controls
- Training and Awareness
- Monitoring and Response

Under the leadership of our SVP, Chief Ethics & Compliance Officer (CECO), and as part of the broader Legal department, the program is directly

overseen by our Chief Legal Officer and Corporate Secretary, both of whom bring extensive experience in corporate compliance and regulatory engagement.

To support governance and strategic alignment, we maintain an Enterprise Ethics & Compliance Committee made up of senior leaders from across the Company. This committee meets quarterly to review program priorities and emerging risks. Oversight at the Board level is provided by the Audit Committee, which receives quarterly briefings from the CECO and conducts private sessions with both the CECO and CLO to ensure transparency and accountability.



Risk Management and Regulatory Alignment

The Company's compliance efforts systemically identify and address a broad spectrum of risk areas, including:

- Anti-corruption and anti-money laundering
- Antitrust and trade compliance
- Data privacy and consumer protection
- Environmental, food, and product safety
- Health, safety, and sanitation
- Labor, employment, and licensing

Through ongoing data analysis, internal assessments, and third-party insights, we continuously adapt our policies, training, and monitoring practices to align with evolving laws and business conditions.

Code of Conduct: Integrity Matters

At Dollar Tree, we are committed to integrity, and our Code of Conduct articulates our expectations for ethical behavior and responsible decision-making. It is a living document that is reviewed and updated periodically to reflect regulatory changes and business realities. It is complemented by a suite of detailed, topic-specific policies.

All associates are required to complete mandatory Code training, which provides clear, practical guidance on a range of topics, including:

- Avoiding conflicts of interest
- Preventing harassment and discrimination
- Promoting product safety and compliance
- Ensuring accuracy in records and reporting
- Handling confidential information appropriately

At its core, the Code reinforces a simple principle: *We do the right thing – always – even when it's not easy and no one is looking.*

Reporting and Accountability

We are dedicated to creating a speak-up culture where associates feel empowered to report concerns without fearing retaliation. Associates can voice concerns or ask for guidance through various channels:

- Direct engagement with our Ethics & Compliance or Human Resources teams
- Our 24/7 Integrity Matters Ethics Hotline, which supports anonymous reporting where legally permissible

All concerns are thoroughly reviewed and investigated. If misconduct is confirmed, disciplinary measures are taken, up to and including termination.

Our commitment to ethical business conduct also extends to our third-party relationships. We expect our vendors, suppliers, and contractors to adhere to high standards of conduct. Our Code of Vendor Conduct outlines our expectations for ethical behavior and compliance among external partners.



Responsible Sourcing

At Dollar Tree, we are committed to upholding human rights and promoting responsible practices throughout our global supply chain. Our values guide this commitment, ensuring we respect the dignity and well-being of all individuals connected to our operations, from our own associates to the workers in our extended supply network.

Our social compliance and sourcing program is a critical component of our broader responsible business efforts. It is designed to assess and manage labor and safety risks while promoting ethical practices at the factory level. All suppliers are required to produce goods in facilities that meet our Vendor Code of Conduct, which outlines our standards for labor practices, health and safety, and environmental responsibility.

We partner with a leading global provider of supply chain compliance solutions that operates in more than 100 countries. Through this collaboration, we conduct in-person social and safety audits to evaluate factories against internationally recognized standards. These audits examine five key areas:

- Forced and child labor
- Health, hygiene, and safety

- Working hours
- Fair wages and compensation
- Overall working conditions

The audit process includes both group and individual worker interviews to ensure honest and transparent feedback from factory employees. This direct engagement helps us gain meaningful insight into factory operations and ensures alignment with both local regulations and global best practices.

Continuous Improvement Through Remediation

When an audit identifies noncompliance, we initiate a structured remediation process. Factories are required to develop a Corrective Action Plan (CAP) in collaboration with auditors. Follow-up audits are then conducted within a defined timeframe to ensure that required improvements are made and sustained.

In 2024, our third-party audit partner conducted more than 600 audits across our supplier base. These audits yielded an average compliance score of 8.3 out of 10, indicating continued progress in promoting responsible sourcing practices.

Audit Results



507 Low risk
118 Medium risk
3 High risk

8.3 Average Audit Score

Data Privacy, Security, and Governance

At Dollar Tree, we recognize that protecting the personal information of our customers and associates is essential to maintaining trust and ensuring the long-term integrity of our business. We are committed to collecting and using only the minimum amount of personal data necessary, primarily basic demographic information, such as names, addresses, emails, and phone numbers, to fulfill specific business purposes.

We maintain rigorous administrative, technical, and physical controls to safeguard personal data. Our systems are designed to limit access and protect sensitive information. We continuously review and enhance our policies to respond to emerging threats and evolving technologies. We actively monitor compliance and adapt our controls as needed.

Our publicly available privacy policies outline how we use, protect, and share personal data across various engagement channels, including in-store experiences, e-commerce transactions, mobile applications, and customer service interactions. These policies also provide guidance for customers to exercise their data rights in accordance with applicable laws.

In certain cases, we may share personal information with corporate affiliates, service providers, third-

party partners, or as legally required, all within the boundaries of our privacy policy.

Strengthening Data Security

We prioritize cybersecurity across all business operations. Data protection is embedded within our IT environment, and our security framework is continuously tested and enhanced to align with industry standards.

Each year, we undergo third-party assessments, including the Payment Card Industry Data Security Standard (PCI-DSS) certification and independent penetration testing. Our Chief Information Security Officer (CISO) oversees these efforts, engaging regularly with external auditors to ensure alignment with evolving compliance requirements and best practices.

All corporate associates and individuals with access to information systems must complete mandatory yearly cybersecurity training, strengthening our culture of accountability.

Governance and Oversight

Cybersecurity and data privacy risk oversight is embedded in our governance structure. Our Audit

Committee, comprised of directors – including one with cybersecurity expertise – reviews and discusses data security risks regularly.

Additionally, our Enterprise Risk Management Committee, made up of senior leaders from key business functions, regularly evaluates cybersecurity risks as part of our broader risk management strategy. These governance mechanisms ensure our data practices are continuously aligned with business priorities, regulatory expectations, and stakeholder trust.





Priority Topics

At the heart of our sustainability and social impact strategy is a focus on the issues where we can drive the greatest impact – for our business, our associates, our customers, and the communities we serve.

In 2024, we built on the strong foundation established in the previous year to conduct a comprehensive materiality assessment of environmental, social, and governance issues. This process incorporated insights from a wide range of stakeholders, demonstrating our ongoing commitment to aligning our priorities with both internal and external expectations.

To ensure a comprehensive view, we included voices from across our business and operational environment, including senior leaders, associates, sustainability experts, investors, suppliers, community partners, and non-governmental organizations (NGOs). We also examined emerging macroeconomic and sustainability trends, regulatory changes, and shifts within the retail landscape.

Through this process, we identified and prioritized 20 environmental, social, and governance topics based on two key dimensions: their significance to stakeholders and their potential to influence

business outcomes. These issues form the foundation of our sustainability and social impact strategy and reporting.

Recognizing the rapid pace of change in our operating environment, we plan to conduct an updated materiality assessment in 2026. This will ensure our responsible business priorities remain responsive to evolving stakeholder expectations, regulatory requirements, and new risks and opportunities.

We are committed to regularly revisiting our approach to inform our strategy, ensure transparency, and drive meaningful progress.

ENVIRONMENTAL	SOCIAL	GOVERNANCE
Waste management	Safe and healthy operations	Ethics and compliance
Energy management	Associate well-being, compensation, and engagement	Data privacy and cybersecurity
Climate risk and resilience	Access to affordable products	Corporate governance
Sustainable products and packaging	Product safety and quality	Engagement in public policy
Water stewardship	Culture and belonging	Responsible marketing and labeling
Biodiversity	Health and nutrition, responsible sourcing, and community engagement	

TCFD Assessment

In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) framework, Dollar Tree, Inc. (we, our, us, the company) conducted its first climate-related risk assessment and scenario analysis in 2022. In early 2025, we carried out a second assessment that included physical risk exposure across 1,000 of our facilities.

This report addresses each of the 11 core recommendations of the 2017 TCFD framework, using metrics and data from our Fiscal Year 2024 performance for us and our consolidated subsidiaries. The insights from these assessments continue to guide our risk-mitigation strategies, enhance long-term business resilience, and support progress toward our broader decarbonization goals.

You are encouraged to visit our website for the most recent information on these matters.

Governance

Board Oversight

Our Board of Directors (Board) provides strategic oversight of environmental and social sustainability topics, including the risks and opportunities associated with a changing operating environment. The Sustainability and Corporate Social Responsibility Committee

(SCSRC) – a Board-level committee – supports the Board by overseeing related strategies, risk exposure, and reporting.

The SCSR meets quarterly and includes directors with relevant expertise. It evaluates our approach to environmental and social sustainability topics and tracks progress on key initiatives. The Audit Committee also plays a crucial role in managing risk exposure, including environmental and operational risks, and reviews our enterprise risk assessment at least semi-annually.

The SCSR provides Board-level oversight of climate-related risks, including environmental impacts, climate strategy, emissions, disclosures, stakeholder expectations, supply chain effects, and related issues. The SCSR oversees the Company's sustainability strategy, assesses significant sustainability risks – including environmental and climate risks – and reviews related external disclosures. It works to ensure that management identifies, evaluates, manages, and mitigates climate-related risks as part of the broader sustainability and corporate social responsibility efforts.

The Audit Committee oversees climate-related risks that could lead to significant financial, operational, legal, regulatory, business continuity, or internal-control issues. According to its charter, the Committee reviews the Company's major risk exposures, including

environmental risks, and evaluates the financial and operational impacts of these risks as part of our regular enterprise risk management assessments.

Management's Role

Sustainability management is led by our SVP, Chief Sustainability and Corporate Affairs Officer, who is responsible for executing our climate risk and resilience strategy and integrating sustainability throughout the business. Cross-functional teams, including property management, operations, real estate, finance, merchandising, supply chain, sourcing, environmental compliance, and risk management, collaborate to set goals, assess risks, and implement action plans.

The SVP, Chief Sustainability and Corporate Affairs Officer (CSCAO) provides quarterly updates to the SCSR, supporting the consistent communication of climate-related risks, emerging issues, and progress to the Board. Environmental risks are also managed within our regular enterprise risk management assessments. The CSCAO participates in each stage of the Enterprise Risk Assessment (ERA) cycle in coordination with the management-level Enterprise Risk Committee (ERC) and functional leadership teams. Through this process, risks are reviewed and ranked based on impact, likelihood, and management capabilities, which helps inform how we prioritize risks.

Strategy

In early 2025, we updated our 2022 climate scenario analysis with the assistance of a third-party consultant by conducting a quantitative physical risk exposure assessment, in addition to a transition-related review aligned with the 2017 TCFD recommendations. These updates aimed to improve our understanding of current climate risks and opportunities, as well as identify any new potential risks and opportunities that may have emerged since our last evaluation.

The physical risks analysis examined a sample of 1,000 sites for their potential exposure to drought, extreme temperatures, flooding, hail, high winds, precipitation, severe storms, and wildfire. Sites were chosen based on asset value, store revenue, local community vulnerability, recent severe weather impacts, geographic diversity, and importance to business continuity. We are using the analysis to guide our risk mitigation and strategic planning and may expand it in the future.

Our update to the transition risk and opportunity scenario analysis considered potential changes to Dollar Tree's business and the markets we operate in, as well as updates to climate reference scenarios. During this update, we found that the six previously identified transition risks and opportunities disclosed below remain relevant and have similar potential impacts as identified in our 2022 analysis. We

expect to continue incorporating this analysis into our risk mitigation efforts and monitor for potential changes in risks and opportunities going forward.

We assessed the impacts of risks and opportunities using the same science-based climate scenarios as used in 2022 (summarized below), updating them with the latest versions where available.

Risks were evaluated across short-, medium-, and long-term horizons to gain a more comprehensive understanding of the full range of impacts and to help us prioritize the most significant risks and opportunities. Time horizons were defined as follows:

- Short-term: 0 – 5 years
- Medium-term: 5 – 10 years
- Long-term: 10 – 30 years

Short- and medium-term time horizons were chosen to match Dollar Tree's financial planning schedules, while the long-term horizon aligns with the timeframe of our enterprise climate strategy.

“High-Carbon Scenario”

This scenario assumes low collective global action addressing a changing climate and a greater degree of global warming. The physical impacts of climate change, such as the increased frequency and severity of extreme weather events and rising global temperatures, are most significant under this scenario. This scenario helps us understand the

potential impact of these physical stressors on our operations, associates, customers, and value chain.

This scenario was informed by the following sources: Intergovernmental Panel on Climate Change (IPCC) SSP5-8.5, and Network for Greening the Financial System (NGFS) Nationally Determined Contributions.

“Low-Carbon Scenario”

This scenario assumes that environmental regulation and collective action will limit the most severe physical impacts of climate change. Impacts related to market and regulatory changes, such as carbon pricing, product regulations, and increased availability of renewable energy, are most significant under a low-carbon scenario. This scenario helps us understand the range of potential impacts from transitioning to a low-carbon economy on our operations, associates, suppliers, and value chain.

This scenario was informed by the following sources: Intergovernmental Panel on Climate Change (IPCC) SSP1-2.6, and Network for Greening the Financial System (NGFS) Net Zero/Divergent Net Zero by 2050.

While our reviews did not identify any potentially material risks or opportunities, other than those previously described in our Annual Report on Form 10-K for the fiscal year ended February 1, 2025, we have disclosed below the risks and opportunities that we considered to be most relevant for our business.

2025 Climate Risk Scenario Analysis: Potential Physical Risks

Modeled Risk	Risk Type	Potential Impact	Mitigation	Time Horizon
Impact of extreme weather events on operations and supply chain	Acute	<p>An increase in the frequency and severity of extreme weather events could result in greater:</p> <ul style="list-style-type: none"> Store closures in the wake of natural disasters due to blocked access to stores, power outages, damaged pipes, etc. Property damages due to wind, fallen trees, flooding, or heavy snow Inventory loss due to damage, spoilage, and looting in the wake of storms Associate displacement and financial hardship 	<p>We are taking the following actions to prepare our operations for extreme weather events:</p> <ul style="list-style-type: none"> Include extreme weather events in our risk assessment and disaster planning process for stores and critical infrastructure Evaluate climate-related risks when determining locations for new stores and distribution centers Assess potential physical losses and obtain adequate insurance coverage for climate-related events Invest in asset hardening strategies — such as roof replacements and infrastructure upgrades — to improve resilience in high-risk areas Train store operations teams in regions prone to extreme weather on emergency protocols and response procedures Address associate hardship because of extreme weather events through our Associate Relief Fund 	Medium and Long-Term
Impact of rising average temperatures on associate productivity, health, safety and wellbeing	Chronic	<p>As temperatures continue to rise, we may experience the following impacts on extremely hot days:</p> <ul style="list-style-type: none"> Decreased associate productivity Increased absenteeism or attrition. In addition to the potential financial impact from increased electricity costs, high temperatures can impact the physical and mental wellbeing and safety of our associates. 	<p>We take the health and safety of our associates very seriously, and heat safety is no exception.</p> <ul style="list-style-type: none"> Our OSHA-compliant heat safety program has been implemented at our distribution centers, and we continue to expand this program Our stores are climate controlled We assess geographic heat risk to identify stores likely to experience more days of extreme temperatures, and prioritize HVAC replacements and upgrades accordingly to protect associate health and safety Energy efficiency measures underway, such as cool roofs and low-emissivity windows, also support a more temperate workplace 	Medium and Long-Term

2025 Climate Risk Scenario Analysis: Potential Transition Risks

Modeled Risk	Risk Type	Potential Impact	Mitigation	Time Horizon
Climate-related regulations on products and operations	Regulatory	<p>Regulations such as a carbon tax, building efficiency codes, extended producer responsibility packaging fees, and product-specific regulations could result in:</p> <ul style="list-style-type: none"> Increased operating costs because of new tax burdens Increased product costs to comply with product-specific regulations Increased costs to make operational changes needed to stay or become compliant with emerging regulations Additional associates to oversee growing compliance needs 	<p>Our compliance and sustainability teams closely monitor the changing environmental regulations in our areas of operations. We intend to comply with local, state and federal environmental laws and regulations as they arise and change. Many proposed regulations pertain to reporting and reducing greenhouse gas (GHG) emissions and improving packaging sustainability. We believe Dollar Tree is well-positioned to comply and mitigate potential financial burdens, having set a target to reduce Scope 1 and 2 emissions by 50% by 2032. We have also established the data infrastructure necessary to support emissions reporting and completed the 2025 quantitative climate risk assessment. In addition, we have taken steps to address initial Extended Producer Responsibility regulations and are building a packaging data baseline to identify fee reduction opportunities and support long-term packaging improvement initiatives.</p>	Medium-Term
Increase in cost of goods sold due to supplier cost of compliance with carbon taxes	Regulatory	<p>96% of our emissions in 2024 were Scope 3 emissions, revealing our exposure to the impacts of a carbon tax on our suppliers. The implementation of a carbon tax on our suppliers could:</p> <ul style="list-style-type: none"> Increase cost of goods sold due to pass through of supplier cost of compliance Impact profit margins due to our limited ability to increase product prices 	<p>We are actively strengthening our supplier engagement strategy to support our net-zero by 2050 commitment and near-term science-based targets. Our current goal is to engage suppliers responsible for 67% of our Scope 3 emissions to set their own Scope 1 and 2 reduction targets by FY2029. In 2024, we made meaningful progress in the quality of our emissions reporting by integrating over 100 supplier-specific emission factors into our GHG footprint, improving the accuracy of our Scope 3 data. As of the end of fiscal 2024, 12.7% of our suppliers (by emissions) in key categories (Purchased Goods and Services (3.1) and Upstream Transportation and Distribution (3.4)) have either committed to or had targets validated by the Science Based Targets initiative (SBTi). Helping suppliers reduce emissions not only drives value chain decarbonization but also reduces their exposure to carbon pricing—mitigating the risk of pass-through costs to Dollar Tree. Our progress was recognized with inclusion on CDP's 2024 Supplier Engagement Assessment (SEA) A-List, which evaluates governance, Scope 3 reporting, target-setting, and value chain engagement.</p>	Medium and Long-Term

2025 Climate Risk Scenario Analysis: Potential Transition Risks (cont.)

Cost of adoption of renewables/clean energy based on current footprint and growth strategy

Technology

To achieve our emissions reduction targets and our net-zero 2050 commitment, procuring renewable and low-carbon energy will be a fundamental pillar of this strategy. Transitioning to renewable energy to reduce Scope 2 emissions could increase energy procurement costs in comparison to non-renewable options, particularly given the growing competition for clean energy driven by the rapid rise in AI-related electricity demand.

Expanding our use of renewable and low-carbon energy is a core pillar of our strategy to achieve our emissions reduction targets and our net-zero 2050 commitment. Clean energy procurement not only helps us reduce Scope 2 emissions but also contributes to energy resilience and supports the buildup of new renewable infrastructure in the communities we serve.

While transitioning to renewables may involve cost differences compared with traditional energy sources — especially in an environment of increasing national electricity demand — our approach focuses on long-term value for our business, cost stability, and scalable impact. Our team conducts due diligence to review for cost-effective and flexible commercial structures to support our initiatives, including virtual and direct Power Purchase Agreements (PPAs), Green Tariffs, onsite solar generation, and community solar subscriptions.

In 2024, we continued advancing our clean energy strategy by expanding a diversified portfolio that balances emissions reduction with flexibility and cost management. Our efforts are designed to support local clean energy development and hedge against energy market volatility.

Across our footprint, we are evaluating opportunities that avoid significant capital outlays while enabling us to secure long-term access to renewable energy. We believe this proactive, forward-looking approach positions us to meet our decarbonization goals while contributing to the broader transition to a low-carbon economy.

Medium-Term

2025 Climate Risk Scenario Analysis: Potential Climate Opportunities

MODELED OPPORTUNITY	OPPORTUNITY TYPE	POTENTIAL IMPACT	REALIZATION	TIME HORIZON
Waste reduction in operations	Resource efficiency	<p>As we anticipate growing our footprint to serve more communities, reducing our operational waste from our stores and distribution centers continues to be a priority. Reducing our operational waste could lead to the following financial benefits:</p> <ul style="list-style-type: none"> Reduction in third-party waste disposal costs Decreased labor costs associated with waste management and disposal Decreased cost of compliance with waste disposal regulation 	<p>We continue to make significant progress in waste reduction through enhanced recycling, reuse, and hazardous waste diversion programs. In 2024, we achieved a 33% year-over-year increase in recycled waste, totaling 285,000 tons of material. Our overall waste diversion rate reached 63.4%, reflecting our efforts to reduce landfill waste and recovering valuable materials across our operations.</p> <p>These gains were driven in part by increased investment in in-store recycling infrastructure. As of 2024, approximately 7,300 Dollar Tree stores actively recycled corrugated cardboard, contributing meaningfully to our overall diversion performance.</p> <p>Our Chemical and Electronics Recycling Program (CERP), launched in 2022 in partnership with g2 Revolution, continues to serve as a cornerstone of our hazardous waste strategy. The program enables stores and distribution centers to safely divert unsellable and regulated items — such as over-the-counter medications, chemical products, aerosols, and small electronics — from landfill. In 2024, CERP was active in nearly 8,000 stores and diverted more than 167 tons of material. These items are expected to be repurposed, donated, or otherwise reclaimed at g2's facilities, providing a zero-landfill solution while also benefiting community partners and nonprofits.</p> <p>CERP helps us meet evolving regulatory requirements and strengthens our commitment to conscientious, scalable waste management practices throughout our value chain.</p>	Long-Term
Improved energy efficiency in facilities	Energy source	<p>Implementing energy efficiency measures in our stores and distribution centers enables us to reduce our operational emissions footprint in the communities we serve and could result in the following benefits:</p> <ul style="list-style-type: none"> Reduced electricity cost and consumption through energy efficiency measures (e.g., HVAC, freezer and cooler upgrades) Reduced maintenance costs for new assets 	<p>Dollar Tree advanced its climate strategy in 2024 by investing \$94 million in energy efficiency projects aimed at reducing Scope 1 and 2 emissions 50% by 2032 compared to 2023. Key initiatives included piloting and deploying BrainBox AI's autonomous HVAC optimization in 600 stores across 18 states, saving nearly 8 million kWh of electricity, over \$1 million in costs, and avoiding more than 5,600 metric tons of CO₂e emissions. The program's success is driving a planned expansion to 2,000 more stores. Nearly all stores now have interior LED lighting and energy management systems, while LED retrofits continued in distribution centers. Dollar Tree also replaced 665 older HVAC units with high-efficiency models and applied its Energy Efficiency Standard to eligible new store projects, including 525 openings in 2024.</p>	Medium-Term

2025 Climate Risk Scenario Analysis: Potential Climate Opportunities (cont.)

Customer preference for sustainable products	Products and services	<p>More than half of our customers engaged through customer surveys¹ are concerned about environmental impacts. Expanding sustainable product offerings enables us to meet the growing demand from our customers and could enable increased revenue through:</p> <ul style="list-style-type: none"> • Improved customer loyalty within our existing customer base • Attraction of new customers • New product-related services, such as reusable or refillable products 	<p>In 2024, we expanded our product stewardship efforts to capture growing customer demand for sustainable products and unlock new market opportunities. By requiring suppliers to disclose ingredient information through UL WERCSmart (a system used by retailers to enable the compliant sale, handling and disposal of products), we increase supply chain transparency and drive innovation in safer product design. Our rigorous third-party testing supports product safety and quality, reinforcing customer trust. Through establishing a packaging baseline as part of Extended Producer Responsibility reporting, we are enhancing our understanding of packaging impacts and identifying opportunities for more sustainable packaging solutions that balance environmental benefits with cost efficiency and customer needs. Additionally, expanding our frozen and refrigerated product assortment broadens affordable, nutritious choices, further aligning with evolving consumer preferences. These initiatives not only support our ongoing commitment to sustainability but also strengthen customer loyalty, attract new customers, and open doors to innovative products.</p>	Medium-Term
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¹ Numerator Sustainability Study, based on a survey of 903 Dollar Tree shoppers (October 2023)

Impact of Climate-related Risks

Climate-related risks have the potential to disrupt our operations, affect our strategic priorities, and influence our financial planning. Physical risks — such as extreme weather events and rising temperatures — could cause damage to our stores and distribution centers, disrupt supply chains, and lead to merchandise loss. Some facilities are situated in areas prone to hurricanes, tornadoes, floods, and other natural disasters. An increase in the severity and frequency of extreme weather events may raise operating costs, disrupt our supply

chain, change customer buying patterns, cause temporary closures of stores or distribution centers, and hinder access to our sites.

In 2024, a tornado destroyed our Dollar Tree distribution center in Marietta, Oklahoma. In addition to losing the facility and its inventory, we incurred increased transportation costs associated with rerouting deliveries, as well as costs for temporary outside storage for stores previously served by that location. More information about the tornado's financial impact is included in our 2024 Annual Report.

We continue to evaluate the most significant climate-related risks and integrate them into our regular enterprise risk management assessments, which rank risks based on impact, likelihood, and management capabilities. These insights inform decisions about where and how we invest, how we prioritize capital expenditures, and how we prepare for potential operational disruptions. For example, we are strengthening our resilience to acute weather events by including extreme weather into disaster planning, evaluating climate risk when selecting new facilities, obtaining adequate insurance coverage,

investing in infrastructure hardening, and training store teams on emergency protocols. To address chronic risks such as rising temperatures, we have implemented OSHA-compliant heat safety programs in our distribution centers, maintain climate-controlled stores, and prioritize HVAC upgrades in high-risk geographies.

We are also preparing for potential transition risks, including climate-related regulations, supplier exposure to carbon pricing, and potential rising costs of renewable energy caused by increased competition from energy-intensive industries. These risks impact both our long-term energy strategy and efforts to engage our value chain. Our ongoing work to strengthen supplier partnerships, expand energy efficiency, and promote clean energy solutions helps position us to mitigate potential cost increases and maintain operational continuity.

Resilience of the Strategy

In 2025, we updated our climate scenario analysis to align with TCFD guidance. This update allowed us to test the strength of our strategy under both a high-carbon scenario – where physical risks intensify – and a low-carbon, 1.5 °C-aligned scenario – where transition risks accelerate.

The results support our belief that Dollar Tree's strategy remains resilient across both future

scenarios because our climate planning is integrated into a broader, enterprise-wide operational resilience framework that is already maturing and expanding.

Under a high-carbon scenario, our enterprise risk management assessments position us to handle increases in the frequency and severity of extreme weather events. Operational disruption risks, such as destructive storms, heat events, and rising insurance premiums, are already integrated into our cross-functional business continuity plans.

Currently, we address these risks through:

- Ongoing improvements to business continuity plans and disaster response strategies
- Expanded NOAA and FEMA collaboration to strengthen early forecasting and situational awareness
- A cross-functional “Command Center” that coordinates real-time emergency responses
- Investments in infrastructure resiliency, including upgrades to HVAC systems, asset hardening, and roof replacements
- Updates to emergency plans, evacuation procedures, and store safety manuals
- Efforts to secure liability insurance and assess exposure

- Inventory contingency planning across multiple distribution centers to reduce disruption from logistics failures

These existing and planned actions align directly with the physical risks modeled in our high-carbon scenario and demonstrate that we are already adapting to warmer, more volatile operating conditions.

Under a low-carbon scenario, we face increased exposure to regulatory and market pressures, including carbon taxes, efficiency standards, and expanding packaging and product regulations. Our decarbonization strategy and compliance infrastructure strengthen our ability to navigate these transition risks. We have established near-term, science-based emissions targets, enhanced our data infrastructure to meet evolving reporting requirements, and continue executing our energy efficiency and energy diversification strategies.

Taken together, these efforts support our belief that Dollar Tree is positioned to operate effectively under different climate pathways. The combination of robust business continuity planning, strong emergency management capabilities, targeted asset upgrades, and proactive compliance planning demonstrates that our strategy is durable under both high-carbon and low-carbon futures.

Risk Management

Identifying and Assessing Climate-related Risks

Our initial climate scenario analysis, conducted in 2022, involved senior leaders across key functions to identify and evaluate climate-related risks and opportunities under various climate scenarios.

These risks were qualitatively assessed using a combination of internal insights and outside research, and the senior leaders then reviewed and prioritized them based on potential business impacts and our management preparedness level.

Since that first assessment, we have continued to monitor the identified risks and opportunities as part of our regular enterprise risk management assessments, while also tracking new disclosures from peers. As part of the 2025 scenario analysis update, our SVP, Chief Sustainability and Corporate Affairs Officer (CSCAO) reviewed all previously identified risks and opportunities — discussed in the Strategy section of this report — considering updated climate data, changing business conditions, and shifts in the external environment.

Managing Climate-related Risks

Our CSCAO is responsible for leading Dollar Tree's climate and sustainability strategy, including the processes for identifying, assessing, and mitigating climate-related risks. Climate-related risks are managed as part of our broader sustainability priorities, which focus on regulatory compliance, operational resilience, energy and emissions management, chemical safety, supplier engagement, and responsible packaging and waste practices.

Integration Into Overall Risk Management

In addition to our periodic scenario analyses and the ongoing review of the CSCAO, climate-related risks are fully integrated into Dollar Tree's Enterprise Risk Assessment (ERA) process and evaluated alongside other enterprise risks using the company's established ERA methodology. The CSCAO participates in each stage of the ERA cycle — Planning and Alignment, Survey, Committee Validation, Reporting, and Ongoing Updates — in coordination with the management-level Enterprise

Risk Committee (ERC) and functional leadership teams. This evaluation reviews and ranks risks based on impact, likelihood, and management capabilities. These determinations inform the extent to which we decide to prioritize those risks.

Climate-related risks are further identified and assessed through the company's Sustainability Risk Card, managed by the CSCAO, which details (1) external and internal climate- and sustainability-related risk factors, (2) current mitigation actions, and (3) planned mitigation strategies.

This structured approach supports consistent evaluation and appropriate prioritization of climate-related risks, and that they are reflected in both the ERA portfolio and the company's overall sustainability strategy.

Metrics and Targets

Please refer to "Our Planet" section above (page 43).