DOLLAR TREE®

Supplemental Financial Presentation

2nd Quarter 2025

Forward Looking Statements

This Supplemental Financial Presentation contains “forward-looking statements,” as that term is used in the Private Securities Litigation Reform Act of 1995, concerning our business and outlook, including our expected sales, comparable store sales, adjusted diluted earnings per share; gross margins, adjusted SG&A expense rates, transition services agreement (TSA) income, net interest expense, effective tax rate, depreciation, capital expenditures and new store openings and conversions for fiscal year 2025; various underlying factors that impact our outlook for fiscal year 2025; our proceeds from the sale of the Family Dollar business; and our plans and expectations regarding various initiatives and investments.

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

For information on the risks and uncertainties that could affect our actual results, please see the “Risk Factors,” “Business” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” sections in our Annual Report on Form 10-K filed on March 26, 2025, our Quarterly Report on Form 10-Q for the most recently ended fiscal quarter, and other filings we make from time to time with the Securities and Exchange Commission.

The forward-looking statements in this presentation are based on the company’s plans, estimates and expectations as of September 3, 2025, and you should not rely on these forward-looking statements as representing the company’s views after such date. Except as required by law, the company specifically disclaims any obligation to update any forward-looking statements contained in this presentation as a result of developments occurring after September 3, 2025, and you should not expect us to do so.

KEY TAKEAWAYS

Second Quarter 2025

- ✓ **Adjusted Diluted EPS From Continuing Operations of $0.77**
  - Includes $0.20 of positive impact, relative to prior expectations, related to tariff timing
- ✓ **Dollar Tree Sales Highlights**
  - 6.5% comp driven by a 3.0% increase in traffic and a 3.4% increase in average ticket
  - 6.7% consumables comp and 6.1% discretionary comp – highest discretionary comp growth since Q4 2022
- ✓ **Margin Performance**
  - Dollar Tree segment gross margin expanded 20 bps and adjusted operating margin contracted 20 bps
- ✓ **Real Estate**
  - Opened a total of 106 new Dollar Tree stores and finished the quarter with 9,148 open stores
  - Converted 26 Family Dollar Combo stores to full Dollar Tree stores and will convert remaining 31 stores by year end
- ✓ **Strong Balance Sheet and Cash Position**
  - $145 million of YTD free cash flow from continuing operations and $666 million of cash and cash equivalents at quarter end
  - Repurchased 5.0 million shares in Q2 for approximately $501 million including excise tax
  - Subsequent to quarter end, purchased an additional 0.6 million shares for approximately $71 million
  - Paid off $1.0 billion of maturing May 2025 4.00% senior notes with cash on hand and commercial paper borrowings
- ✓ **Completed Previously Announced Sale of Family Dollar**
  - Purchase consideration of $1.0 billion, or net proceeds of $800 million after adjusting for working capital and net indebtedness
  - Received $665 million at closing, with $22 million to be received within 90 days of closing subject to certain adjustments, and $113 million from monetizing cash primarily through a reduction of net working capital prior to close
  - Entered into a series of transition services agreements to provide certain services for a period of up to 18 months

Dollar Tree Comparable Store Sales Composition

Traffic, Average Ticket, Consumables, and Discretionary[1]

	FISCAL 2022					FISCAL 2023				
	Q1	Q2	Q3	Q4	YTD	Q1	Q2	Q3	Q4	YTD
TOTAL	**11.2%**	**7.5%**	**8.6%**	**8.7%**	**9.0%**	**3.4%**	**7.8%**	**5.4%**	**6.3%**	**5.8%**
Customer Traffic	(3.6%)	(5.8%)	(5.2%)	(1.1%)	(3.9%)	5.5%	9.6%	7.0%	7.1%	7.4%
Average Ticket	15.4%	14.2%	14.6%	10.0%	13.4%	(2.1%)	(1.6%)	(1.5%)	(0.7%)	(1.5%)
Consumables	8.0%	7.9%	9.3%	9.0%	8.8%	6.9%	13.2%	11.1%	10.8%	10.5%
Discretionary	14.1%	6.7%	8.1%	8.5%	9.1%	1.2%	3.9%	1.1%	3.1%	2.3%

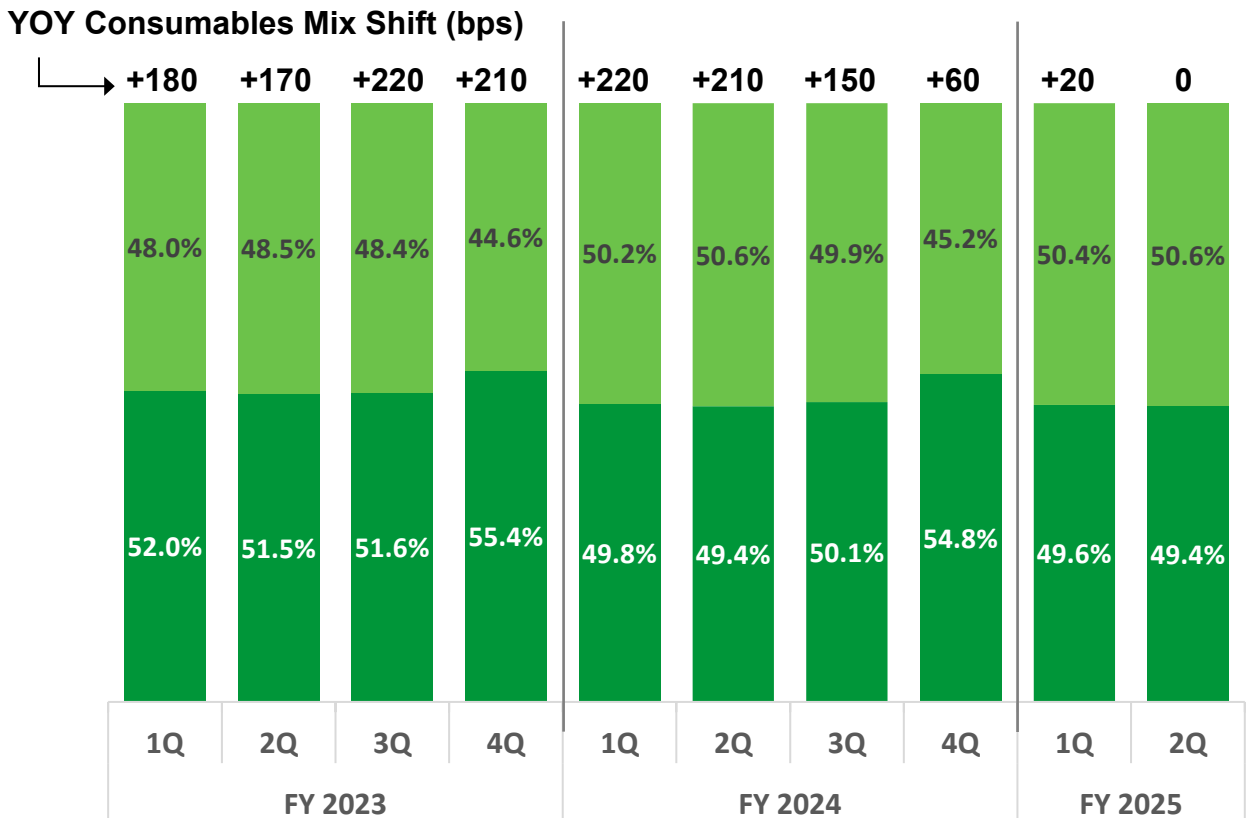
	FISCAL 2024					FISCAL 2025				
	Q1	Q2	Q3	Q4	YTD	Q1	Q2	Q3	Q4	YTD
TOTAL	**1.7%**	**1.3%**	**1.8%**	**2.0%**	**1.7%**	**5.4%**	**6.5%**	**-**	**-**	**5.9%**
Customer Traffic	2.8%	1.4%	1.5%	0.7%	1.6%	2.5%	3.0%	-	-	2.8%
Average Ticket	(1.1%)	(0.1%)	0.3%	1.3%	0.1%	2.8%	3.4%	-	-	3.1%
Consumables	7.4%	4.7%	6.2%	4.2%	5.6%	6.4%	6.7%	-	-	6.5%
Discretionary	(3.3%)	(1.9%)	(1.8%)	0.4%	(1.5%)	4.6%	6.1%	-	-	5.3%

[1] Compared to the same period in the prior fiscal year

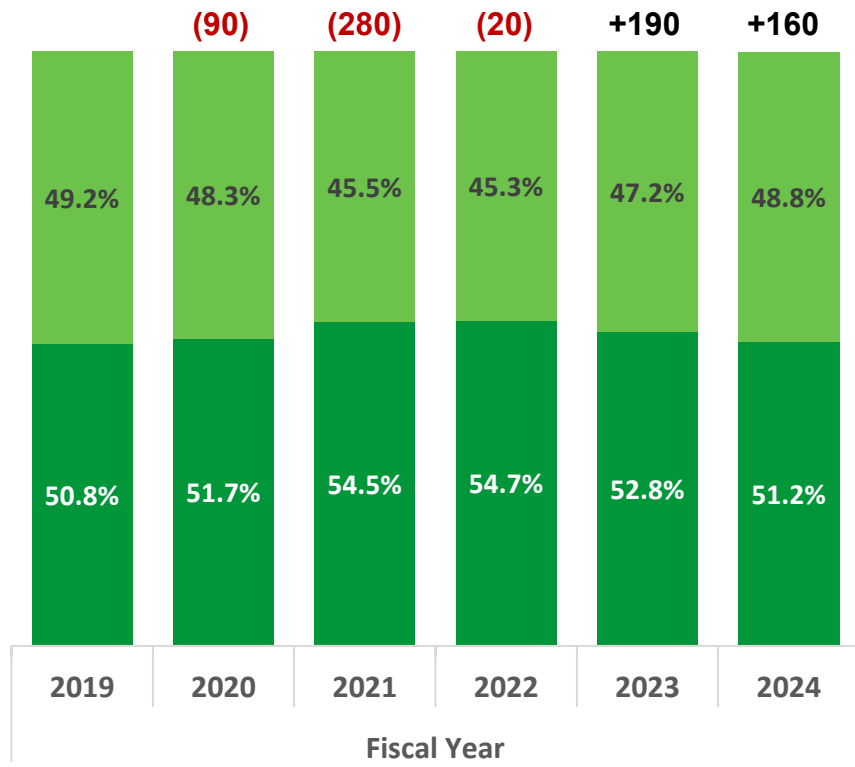
Dollar Tree

Consumable vs. Discretionary Mix Shift Over Time

Quarterly Results



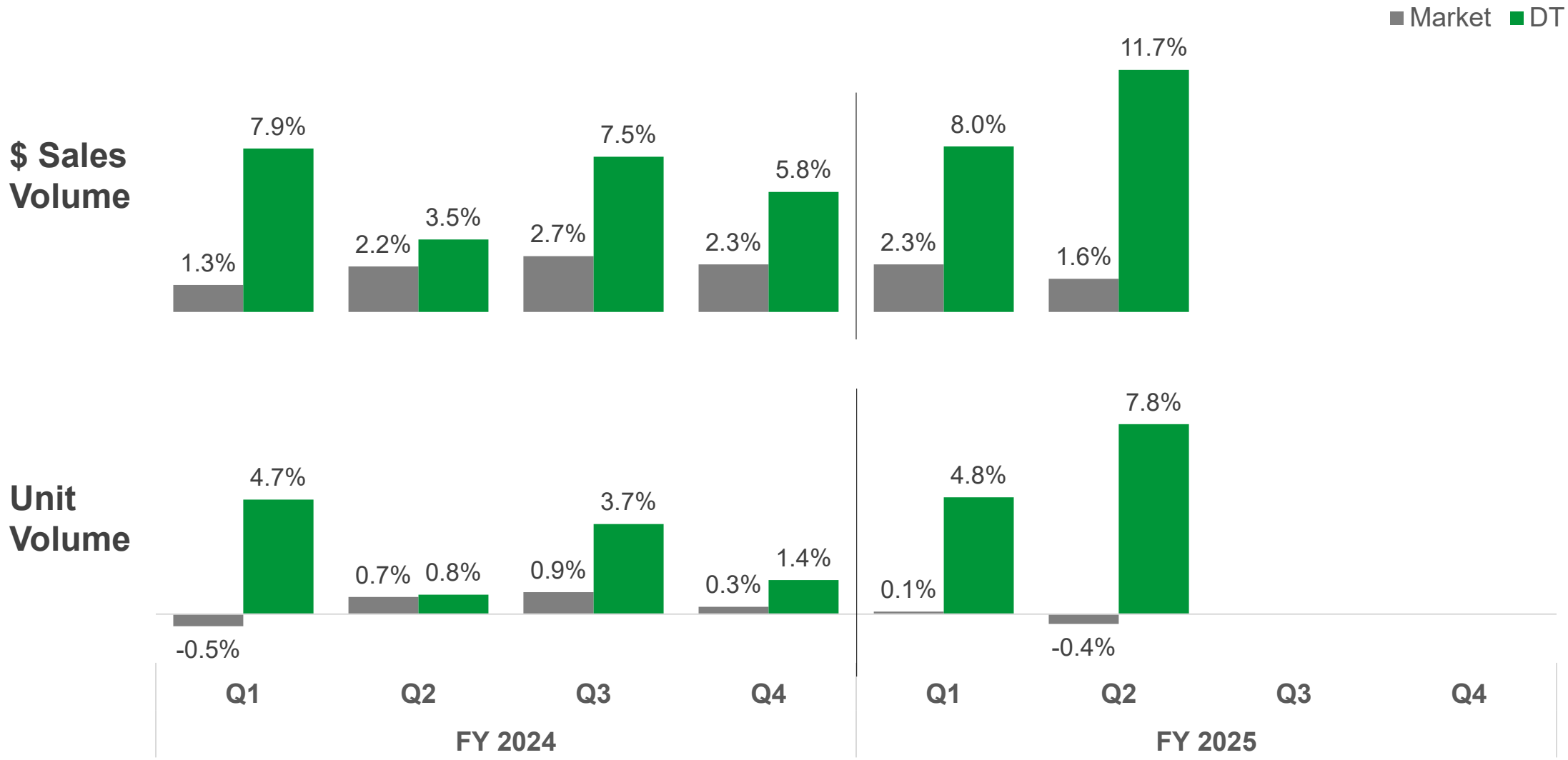
Annual Results



Consumables Discretionary (Seasonal & Variety)

Dollar Tree Consumables Market Share

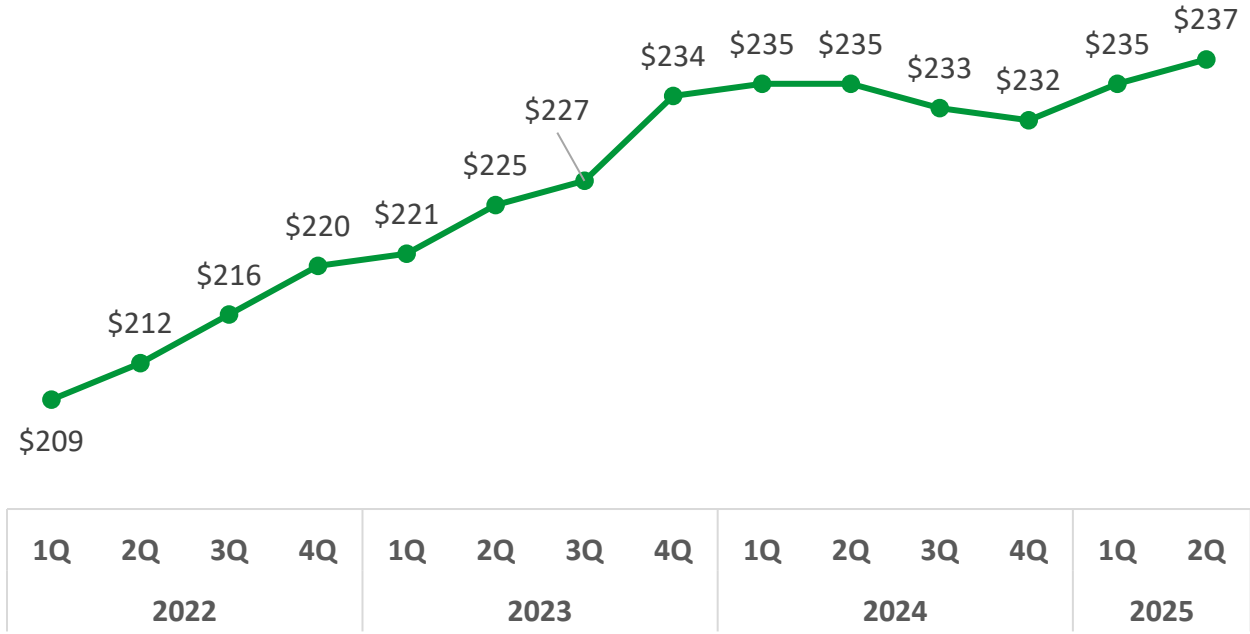
% Change vs. Last Year

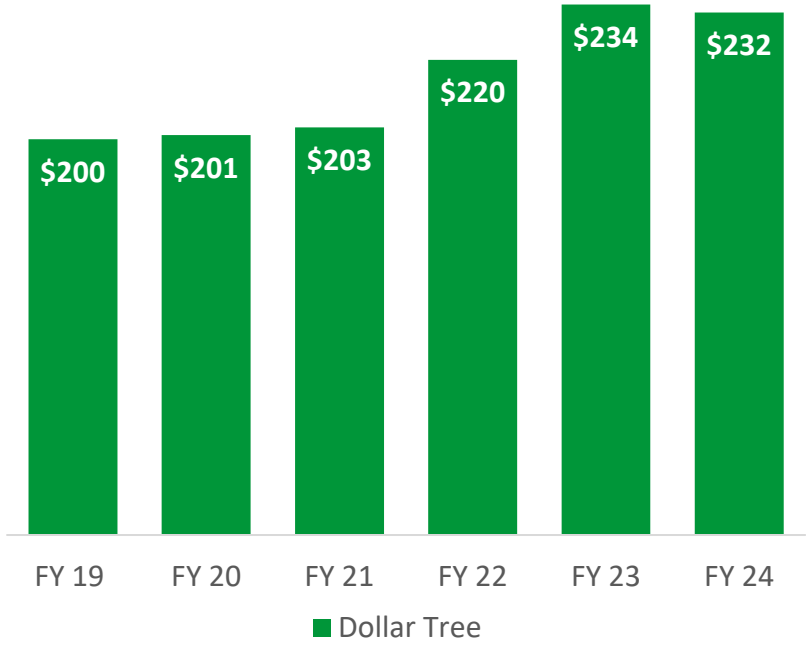


Source: Nielsen Market Data in competing markets that include participating retailers across food, drug, mass, club, and dollar channels

Sales per Square Foot

Dollar Tree





Note: Sales per square foot is calculated based on LTM net sales for the reporting period divided by the average selling square footage for the LTM period.

Operating Margin (GAAP)

Dollar Tree Segment

DOLLAR TREE	FY 2025		Q2 Trend Drivers
	Q1	Q2	
Prior Year - GAAP	**12.5%**	**8.4%**	
Cost of sales	20	20	↑ Mark-on ↑ Freight ↑ Occupancy cost due to sales leverage ↑ Mix ↓ Tariffs ↓ Markdowns ↓ Distribution ↓ Shrink
Selling, general and administrative	(140)	(50)	↓ Store payroll to support pricing initiatives and wage increases ↓ D&A from store investments ↓ Repairs and maintenance ↓ Incentive compensation ↑ General liability claims ↑ Sales leverage
Current Year - GAAP	**11.3%**	**8.0%**	
Variance vs. Last Year	**-120 bps**	**-40 bps**	

Note: Figures may not foot due to rounding

Operating Margin (NON-GAAP)

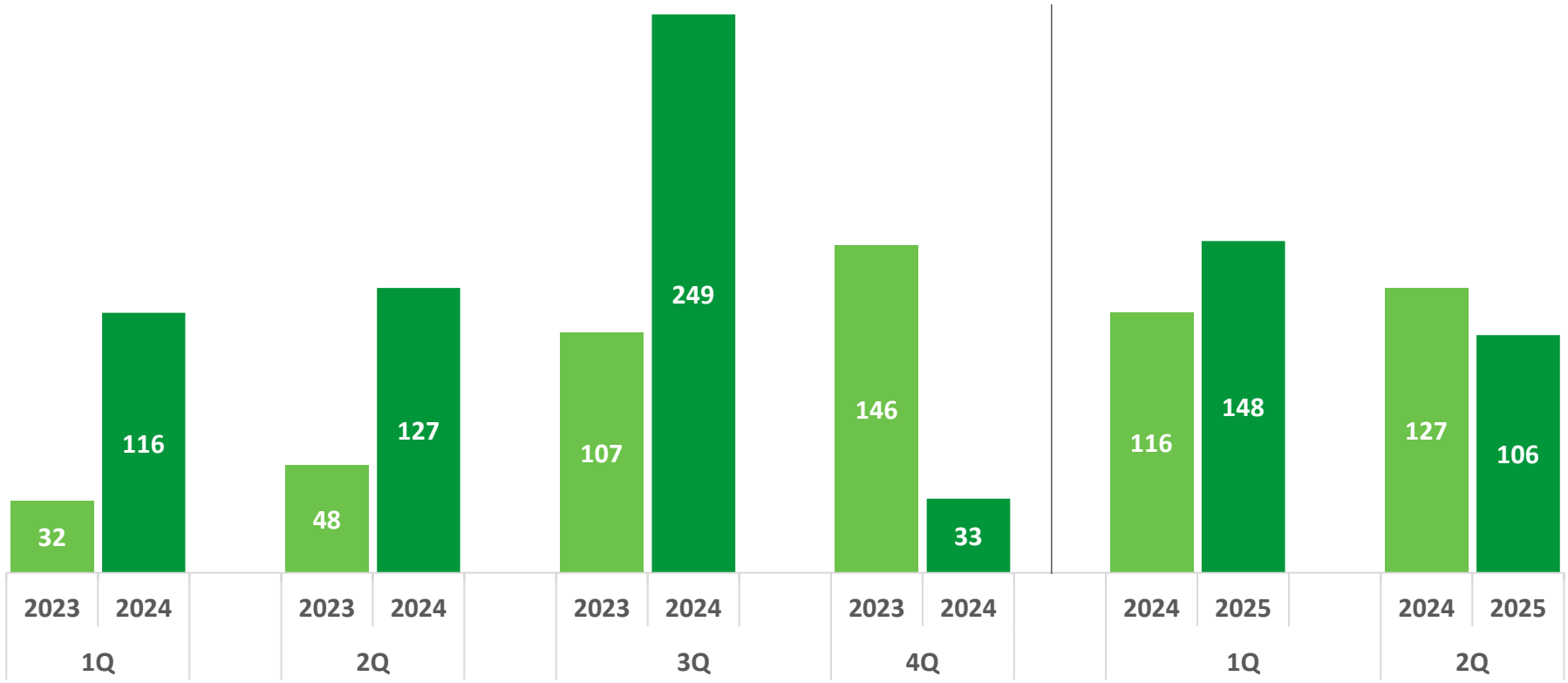
Dollar Tree Segment

DOLLAR TREE	FY 2025		Q2 Trend Drivers
	Q1	Q2	
Prior Year - NON-GAAP	**12.5%**	**8.4%**	
Cost of sales	20	20	↑ Mark-on ↑ Freight ↑ Occupancy cost due to sales leverage ↑ Mix ↓ Tariffs ↓ Markdowns ↓ Distribution ↓ Shrink
Selling, general and administrative	(130)	(50)	↓ Store payroll to support pricing initiatives and wage increases ↓ D&A from store investments ↓ Repairs and maintenance ↓ Incentive compensation ↑ General liability claims ↑ Sales leverage
Current Year - NON-GAAP	**11.4%**	**8.1%**	
Variance vs. Last Year	**-110 bps**	**-30 bps**	

Note: Figures may not foot due to rounding

New Store Openings

Dollar Tree



Year-to-Date	
2024	2025
243	254

Updated Outlook – Continuing Operations

Full-Year Fiscal 2025

	Fiscal Year
Sales - Dollar Tree[1]	**$19.3B - $19.5B**
Comparable Sales - Dollar Tree[1]	4% to 6%
Gross margin [1]	up ~50 bps
Dollar Tree Segment Adjusted SG&A Rate [1]	~120 bps deleverage
Corporate, Support, and Other Adjusted SG&A	up 11% - 12%
Transition Services Agreement (TSA) income	$55M - $60M
Net Interest Expense	~$100M
Effective Tax Rate	~25%
Weighted Average Number of Shares[2]	~208M
Adjusted Diluted Earnings per Share	$5.32 - $5.72
Depreciation	$0.6B - $0.7B
Capital Expenditures	$1.2B - $1.3B
New Store Openings[3]	~400

Note: (1) Reflects tariff landscape in effect on September 3, 2025
(2) Assumes no incremental share repurchases
(3) Does not include 57 combo stores that will be converted to Dollar Tree stores by year end

Appendix: Non-GAAP Financial Measures

From time-to-time, the Company discloses certain financial measures not derived in accordance with GAAP. These non-GAAP financial measures should not be used as a substitute for GAAP financial measures, or considered in isolation, for the purposes of analyzing operating performance, financial position, liquidity, or cash flows. The non-GAAP financial measures we have disclosed include adjusted selling, general and administrative expenses; adjusted selling, general and administrative expense rate; adjusted operating income (loss); adjusted operating income (loss) margin; adjusted income from continuing operations; adjusted diluted earnings per share; and adjusted effective tax rate, in each case with respect to our continuing operations. The Company believes providing additional information in these non-GAAP measures that exclude the unusual expenses described below is beneficial to the users of its financial statements in evaluating the Company's current operating results in relation to past periods. In addition, the Company's debt covenants exclude the impact of certain unusual expenses. The Company has included a reconciliation of the non-GAAP financial measures in this presentation to the most comparable GAAP measures in the following tables.

1.) During the fourth quarter of fiscal 2023, we announced that we had initiated a comprehensive store portfolio optimization review which involved identifying stores for closure, relocation or re-bannering based on an evaluation of current market conditions and individual store performance, among other factors. In connection with this portfolio optimization review, we incurred $1.8 million and $2.5 million of consulting, severance, and other related costs in the second quarter and first half of fiscal 2024, respectively.

2.) During the first quarter of fiscal 2025, the Company entered into a definitive agreement to sell the Family Dollar business after completing a strategic review of alternatives for the banner in fiscal 2024. The sale was completed on July 5, 2025. We incurred consulting, legal and other expenses totaling $5.0 million and $8.7 million in the second quarter and first half of fiscal 2025, respectively, related to the sale and ongoing separation activities, including costs associated with optimizing the remaining Dollar Tree business post-divestiture.

3.) During the first quarter of fiscal 2024, a tornado destroyed our Dollar Tree distribution center in Marietta, Oklahoma ("DC 8"). As a result of the destruction, we have incurred losses totaling $129.0 million, consisting of $70.0 million related to damaged inventory and $59.0 million related to property and equipment. These losses are fully insured and therefore not contemplated in the non-GAAP adjustments below. Since the end of the first quarter of fiscal 2024, we have received insurance proceeds totaling $120.0 million related to damaged inventory, and $100 million related to damage property, including $70.0 million in the first quarter of fiscal 2025. We recorded a gain in the first quarter of fiscal 2025 totaling $61.8 million for excess insurance proceeds received over the losses incurred, including $20 million for damaged inventory and $41.8 million for damaged property. In the second quarter of fiscal 2024, we accrued $2.2 million of severance-related costs for employees at DC 8.

In addition, the Company discloses free cash flow, a non-GAAP financial measure that we calculate as net cash provided by operating activities less capital expenditures. The Company believes free cash flow is an important indicator of our liquidity as it measures the amount of cash we generate from our business operations. Free cash flow may not represent the amount of cash flow available for general discretionary use, because it excludes non-discretionary expenditures, such as mandatory debt repayments and required settlements of recorded and/or contingent liabilities not reflected in cash flow from operations. The Company has included a reconciliation of free cash flow to the most comparable GAAP measures in the following tables.

Appendix: Non-GAAP Financial Measures

A reconciliation of the projected adjusted selling, general and administrative expense rate and projected adjusted diluted EPS, which are forward-looking non-GAAP financial measures, to the most directly comparable GAAP financial measures, is not provided because the company is unable to provide such reconciliation without unreasonable effort. The inability to provide a reconciliation is due to the uncertainty and inherent difficulty predicting the occurrence, the financial impact and the periods in which the non-GAAP adjustments may be recognized. GAAP measures may include the impact of such items as litigation reserves; restructuring charges; goodwill and intangible asset impairments; natural disasters; our store portfolio optimization review and strategic review and sale of Family Dollar, and the tax effect of all such items. Historically, the company has excluded these items from non-GAAP financial measures. The company currently expects to continue to exclude these items in future disclosures of non-GAAP financial measures and may also exclude other items that may arise (collectively, "non-GAAP adjustments"). The decisions and events that typically lead to the recognition of non-GAAP adjustments, such as a decision to exit part of the business or reaching settlement of a legal dispute, are inherently unpredictable as to if or when they may occur. For the same reasons, the company is unable to address the probable significance of the unavailable information, which could be material to future results.

Appendix: Non-GAAP Financial Measures

	13 Weeks Ended		26 Weeks Ended	
	August 2, 2025	August 3, 2024	August 2, 2025	August 3, 2024
	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)
Reconciliation of Adjusted Operating Income - Dollar Tree Segment				
Operating income (GAAP)	$ 367.0	$ 342.0	$ 889.7	$ 864.3
Add: Strategic review costs	0.7	-	4.3	-
Add: Severance	-	2.2	-	2.2
Adjusted operating income (Non-GAAP)	$ 367.7	$ 344.2	$ 894.0	$ 866.5
Adjusted operating income margin (Non-GAAP)	*8.1%*	*8.4%*	*9.7%*	*10.5%*
Reconciliation of Adjusted Diluted Earnings Per Share - Continuing Operations				
Diluted earnings per share - continuing operations (GAAP)	$ 0.75	$ 0.66	$ 2.22	$ 1.89
SG&A adjustments:				
Add: Store closure costs	-	0.01	-	0.01
Add: Strategic review costs	0.02	-	0.04	-
Add: Severance	-	0.01	-	0.01
Non-operating adjustment:				
Deduct: Non-operating insurance gain	-	-	(0.29)	-
Provision for income tax adjustments	(0.01)	(0.00)	0.06	(0.00)
Adjusted diluted earnings per share - continuing operations (Non-GAAP)	**$ 0.77**	**$ 0.68**	**$ 2.03**	**$ 1.91**

Amounts in tables above may not recalculate due to rounding.

Appendix: Non-GAAP Financial Measures

Reconciliation of Net Cash Provided by Operating Activities of Continuing Operations to Free Cash Flow from Continuing Operations	13 Weeks Ended		26 Weeks Ended	
	August 2, 2025	August 3, 2024	August 2, 2025	August 3, 2024
Net cash provided by operating activities of continuing operations (GAAP)	$ 260.7	$ 232.5	$ 639.2	$ 737.7
Deduct:				
Capital expenditures of continuing operations	(245.1)	(347.8)	(493.9)	(664.3)
Free cash flow from continuing operations (Non-GAAP)	$ 15.6	$ (115.3)	$ 145.3	$ 73.4
Net cash provided by (used in) investing activities of continuing operations (GAAP) (e)	$ 177.7	$ (322.2)	$ (21.2)	$ (638.9)
Net cash provided by (used in) financing activities (GAAP)	$ (1,196.6)	$ 122.9	$ (1,636.0)	$ (164.9)

(e) Net cash provided by (used in) investing activities includes capital expenditures, which is included in our computation of free cash flow.