



DG

SERVING OTHERS

REPORT

AS OF JUNE 2020

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FROM OUR CEO

Our fiscal 2019 was one of celebrations as we marked our 80th anniversary and opened our 16,000th store location. While much has changed in the retail landscape since our founding in 1939, Dollar General's mission of ***Serving Others*** remains strong and steadfastly integrated into the fabric of our business.

Our second annual Serving Others Report serves as an extension of that mission by communicating the many ways in which we serve our customers, employees, communities and shareholders every day. Our core values help guide our more than 155,000 employees in more than 16,500 stores, more than 20 traditional and DG Fresh distribution centers and our Store Support Center serve others every day.

Whether we are helping customers stretch their budget, generating positive economic impact with each new store and distribution center, providing career development opportunities through our growing organization, promoting sustainable business practices, creating shareholder value or helping further literacy and education initiatives in the communities we proudly call home, ***Serving Others*** is not just a mission—it's a cornerstone of our culture and a filter through which business decisions are made.

In the following pages, I invite you to learn more about how the Dollar General team lives our mission every day. As with everything we do, we plan to continually review and refine our efforts so we can achieve our operating priorities while continuing to be responsible stewards of Dollar General's legacy.

Sincerely,



Todd Vasos
Chief Executive Officer

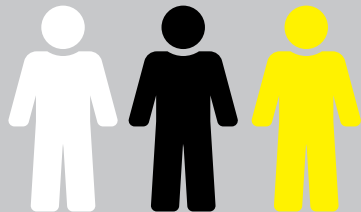


DG AT A GLANCE

**16,500
STORES**



**7,400
SQUARE FEET**



**155,000
EMPLOYEES**



**10-12,000
SKUS PER STORE**



FROM AMERICA'S MOST TRUSTED
MANUFACTURERS AND DG'S
PRIVATE BRAND PORTFOLIO

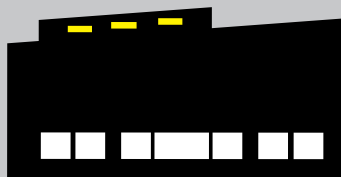
**\$27.8
BILLION IN SALES**



IN FISCAL YEAR 2019



**17 DISTRIBUTION
CENTERS**



**PLUS SIX
DG FRESH FACILITIES**

#112 RANK ON THE
FORTUNE
500 LIST



INCLUDED ON *FORTUNE*'S
2020 MOST ADMIRABLE COMPANIES
MASS MARKET RETAILER MAGAZINE'S
2019 RETAILER OF THE YEAR

AS OF JUNE 2020

By June 2020, Dollar General operated more than 16,500 retail stores in 46 states, more than 20 traditional and DG Fresh distribution facilities and employed approximately 155,000 employees.

Despite this growth, Dollar General remains true to its roots, continuing to focus on our customers' needs and being a positive presence in the communities we serve.

OUR HISTORY

1939

J.L. Turner and Cal Turner, Sr. open J.L. Turner and Son Wholesale in Scottsville, Kentucky.

- Each invested \$5,000 and became partners in a wholesale, dry-goods business to serve retailers that survived the Great Depression.



1955

The first Dollar General retail store opens.

- Turner's Department Store in Springfield, Kentucky converted to the first Dollar General store in June 1955. The store's business model was simple. No item would cost more than \$1. Soon, Dollar General stores began sprouting up across southern Kentucky.



1968

Dollar General becomes a public company.

1976

Dollar General exceeds annual sales of \$100 million.

1989

Dollar General celebrates its 50th anniversary.

- Fifty years after the founding of J.L. Turner and Son Wholesale, Dollar General operated approximately 1,300 stores in 23 states, employing more than 7,000 individuals.



1993

The Dollar General Literacy Foundation is established.

- Founded on the belief that literacy opens doors for personal, professional and economic growth, the Dollar General Literacy Foundation provides financial support for libraries, schools and nonprofits to further literacy and education both nationally and in the communities that Dollar General serves.



1999

Dollar General recognized on the *Fortune* 500 list for the first time.



Fortune's annual list of the top 500 most profitable U.S. corporations recognized Dollar General for the first time with annual sales of \$3.89 billion.

OUR HISTORY

2000 Dollar General relocates its corporate office to Goodlettsville, Tennessee.

2009 Dollar General becomes a public company (again).

- After the company went private for two years, Dollar General returned to the NYSE under its current stock symbol DG.

2012

- In April, Dollar General opens its 10,000th store in Merced, California.
- In November, Dollar General is named to the S&P 500.

2015 Dollar General names Todd Vasos as Chief Executive Officer.

- Vasos previously served as Chief Operating Officer after joining Dollar General in 2008 as Executive Vice President, Division President and Chief Merchandising Officer.

2019

- Dollar General's training and development program named #1 worldwide by *Training* magazine.

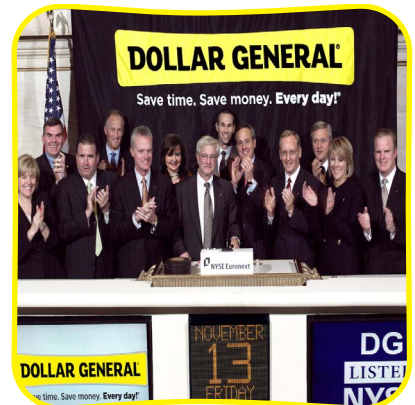


- Dollar General celebrates the grand opening of its 16,000th store in Panama City, Florida.

2020

- Dollar General named to *Fortune* magazine's 2020 list of World's Most Admired Companies.

- *Training* magazine names Dollar General's training and development program to its top spot for the second consecutive year.



OUR MISSION OF ***SERVING OTHERS***

Our mission of ***Serving Others*** is the foundation on which our business was built, continues to operate today and serves as a guiding force to support the Company's future.

By maintaining our focus on ***Serving Others***, we are able to provide our customers with a shopping experience that helps provide a better life for their families; encourage and work with our vendors to provide safe, reliable products that are manufactured in compliance with both the law and our expectations; provide employees with a safe, respectful workplace that provides opportunity for development and career growth; and support the local communities and broader world in which we operate.

To Serve...Our Customers

We work to improve our customers' lives. We do so by providing quality goods at low prices in convenient locations and formats and treating each customer with respect and dignity.

To Serve...Each Other

Our commitment to teamwork is more than just words on a page. We treat each other with fairness and respect, valuing our differences, and taking into account how our actions might affect others.

To Serve...Our Communities

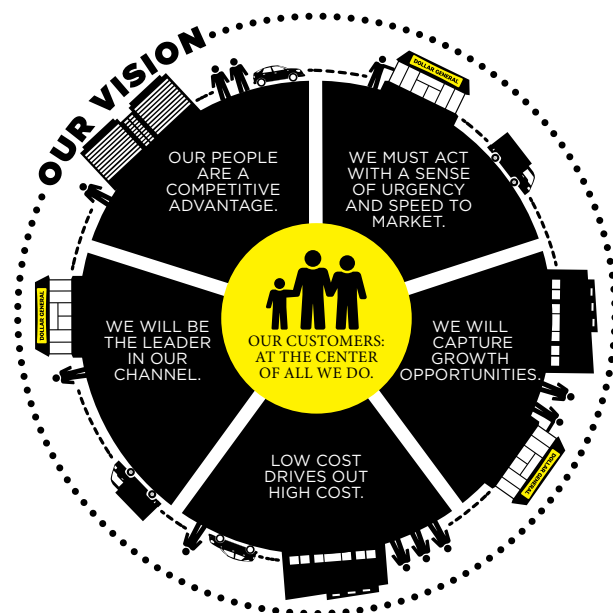
We seek to be good corporate citizens in the communities where we do business, whether through grants provided by our Literacy Foundation, corporate giving in times of need or acting as good stewards of our environment.

To Serve...Our Shareholders

Our shareholders have invested not only in Dollar General, but also in each of us. We protect this investment by protecting Company assets and maintaining our reputation for quality products and services at everyday low prices.

WHO WE ARE:

WE ARE TODAY'S NEIGHBORHOOD GENERAL STORE, SERVING THE NEEDS OF OUR CUSTOMERS BY PROVIDING CONVENIENCE, VALUE AND SERVICE-EVERY DAY!



ALL FIGURES PROVIDED THROUGHOUT THIS REPORT ARE AS OF THE END OF FISCAL YEAR 2019, UNLESS NOTED OTHERWISE.

OUR VALUES

WE BELIEVE IN:



DEMONSTRATING INTEGRITY IN EVERYTHING WE DO.



CELEBRATING SUCCESS AND RECOGNIZING THE CONTRIBUTION OF OTHERS.



PROVIDING EMPLOYEES THE OPPORTUNITY FOR GROWTH AND DEVELOPMENT IN A FRIENDLY AND FUN ENVIRONMENT.



OWNING OUR ACTIONS AND DECISIONS AND LEARNING FROM OUR MISTAKES.



DELIVERING RESULTS THROUGH HARD WORK AND A SHARED COMMITMENT TO EXCELLENCE.



RESPECTING THE DIGNITY AND DIFFERENCES OF OTHERS.

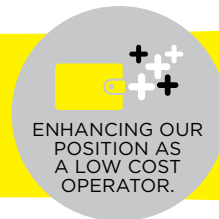
OPERATING PRIORITIES



DRIVING PROFITABLE SALES GROWTH.



CAPTURING GROWTH OPPORTUNITIES.



ENHANCING OUR POSITION AS A LOW COST OPERATOR.



INVESTING IN OUR PEOPLE AS A COMPETITIVE ADVANTAGE.

SERVING CUSTOMERS

We are committed to serving our customers and their families by providing them with safe, quality products at great values in a convenient shopping environment. Our commitment includes sourcing products from vendors and manufacturers that are expected to meet or exceed applicable local, state and federal safety requirements, including those relating to product ingredients and components, labeling and packaging. Additionally, vendors are required to adhere to our Code of Business Conduct and Ethics as well as our workplace conditions expectations.

We primarily look to the applicable regulatory standards when evaluating the safety and quality of our products. We are always interested in ways to improve the safety and quality of the items we carry, taking into account our ability to continue to offer those items at the affordable prices that our customers need and expect.

Chemical Policy and Restricted Chemical List

Dollar General is committed to offering for sale only those products that meet or exceed applicable legal and regulatory requirements, including those relating to product and environmental safety.

In fall 2019, Dollar General announced a new policy designed to go beyond what is required by law and take additional steps to reduce or eliminate certain chemicals of concern from our products. Through this policy, Dollar General urges its suppliers and vendor partners to use safer alternatives to chemicals listed in the Company's current Restricted Substances List by February 2020. Further, Dollar General expects all formulated private brand suppliers within cleaning, beauty and personal care to register their products' formulations with the UL WERCSmart® system. Through this process, Dollar General expects to gain additional insight into the chemical composition of these products and to evaluate the expansion of the Restricted Substances list to other chemicals.

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In keeping with our mission of **Serving Others**, we look forward to working collaboratively with our vendor partners to remove identified chemicals from our supply chain. Our commitment to serving our customers includes providing them with products that meet or exceed safety guidelines, as well as our customers' own expectations.

-Jason Reiser

*Executive Vice President and
Chief Merchandising Officer*

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No later than December 2022, Dollar General will expect the elimination of all chemicals on the Company's current Restricted Substances List from all private brand formulated products sold at Dollar General, within home cleaning, beauty and personal care departments.

Safety and Regulatory Testing

We partner with global independent, third-party testing laboratories who conduct various physical, mechanical, electrical (when required) and chemical tests on all direct import products based on applicable federal, state and local regulatory and safety requirements, as well as additional Company expectations. Product labels are also evaluated based on regulatory requirements and for appropriate use and safety instructions.



DOLLAR GENERAL'S CURRENT RESTRICTED SUBSTANCES LIST INCLUDES:

FORMALDEHYDE, TOLUENE, NONYLPHENOL ETHOXYLATES, BUTYLPARABEN, PROPYLPARABEN, TRICHLOROETHYLENE, TRICLOCARBAN AND TRICLOSAN

New Store Locations

During fiscal year (FY) 2020, our real estate growth plans called for the addition of 1,000 new stores, 1,500 remodels and 80 relocations. As we look ahead to our FY 2020 growth plans, we are excited about the opportunity to increase our geographic footprint and bring added value and convenience to new communities and customers.

Our customers are at the center of all that we do, and we are proud to provide a convenient, affordable retail option in communities that traditional grocers and other retailers often choose not to serve. Each potential Dollar General site is carefully evaluated to ensure that we will be able to meet our customers' expectations regarding price, assortment and convenience.



Healthier Food Options

Each of Dollar General's 16,500+ locations provide customers with components of a healthy diet such as milk, eggs, bread, cheese, frozen and canned fruits and vegetables, grains, lean proteins and more. Further, we have a number of healthier initiatives in select stores including a "Better For You" assortment that provides healthier food options, including our Good & Smart private brand. As of May 2020, these offerings were available in approximately 6,000 stores. We also plan to expand our assortment of fresh fruits and vegetables to approximately 400 more stores this year. By early 2021, we plan on offering fresh produce in more than 1,000 stores.

Workplace Conditions and Assessment

To ensure compliance with our workplace conditions expectations, facilities producing direct import merchandise for Dollar General are audited annually by an independent third-party auditing firm. The audits also assess facility health and safety conditions, wages, work hours, discrimination/harassment, child labor and forced labor.

Our workplace conditions program is based upon a model of continuous improvement. We partner with our suppliers to develop a corrective action plan to address and remediate workplace conditions for improvement and we re-audit the facility to ensure the corrective action plans are implemented. Unsatisfactory audit results, including lack of honesty and transparency, can result in increased audit or re-audit frequency or in the termination of our relationship with the facility and vendor.

We have a zero-tolerance policy against child labor, forced or slave labor and worker discrimination/harassment and will not conduct business with vendors and/or facilities that are found to have engaged in these behaviors.

Training

Employees with direct import and/or supply chain responsibilities are expected to familiarize themselves and comply with the Company's safety and workplace conditions expectations, as well as the risks presented with certain product categories and sourcing countries. Members of Dollar General's Global Compliance Department review vendor and facility performance with Sourcing and Merchandising leadership, including before "buy" trips, to ensure understanding of issues that pose unacceptable workplace conditions or potential product regulatory and safety concerns. Vendors are made aware of the Company's expectations in numerous ways, including but not limited to the new vendor onboarding process, the Vendor Guide, the Code of Business Conduct and Ethics, supplier and other agreements, and periodic in-person vendor summits and meetings.

SERVING EMPLOYEES

Investing in our employees as a competitive advantage is one of Dollar General's four key business operating priorities. Our core value of respecting the dignity and differences of others serves as the foundation for a work environment built on mutual trust and respect, where each employee is encouraged and empowered to bring his or her unique perspective and voice to work each day. Whether an individual works in a store, a distribution center, the Store Support Center or our international sourcing offices, Dollar General provides employees with numerous opportunities to gain new skills and develop their talents and careers, supported by our award-winning training and development programs..



For individuals who are just entering the workforce, our stores and distribution centers provide an ideal foundation of retail and supply chain skills upon which to build a career. More experienced individuals joining Dollar General can find opportunities to continue developing their careers with one of America's fastest-growing retailers.

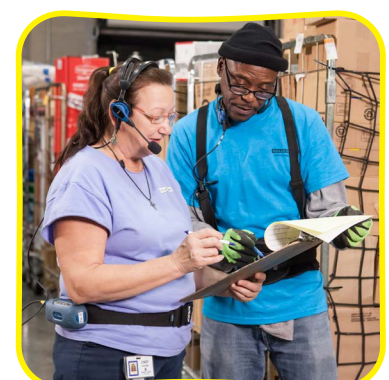
We have helped thousands of individuals develop their careers. Approximately 75 percent of store managers and thousands of additional employees, including several members of our senior leadership, have been promoted from within our organization. On average, a part-time sales associate can be promoted to a key carrier within six months of employment and to Assistant Manager in one year. Between 2008 and 2020, we more than doubled our workforce, growing from approximately 72,000 employees to more than 155,000 employees.

Ethical Conduct

At Dollar General, one Code of Business Conduct and Ethics governs our Board of Directors, executive team, and employees. The Code is an invaluable resource regarding how to apply the Company's mission and values, along with various other considerations, when interacting with fellow employees, customers, business partners, shareholders and communities.

For more than 80 years, Dollar General has maintained a clear focus on our mission of **Serving Others**. In keeping with that mission, we are proud to offer our employees a pathway to education and career growth through the utilization of our best-in-class, award-winning training and development programs. Our employees are our competitive advantage, and we are committed to providing robust opportunities to enhance and develop their talents, engage our teams, and celebrate continued career advancement with the organization.

-Kathy Reardon
Senior Vice President
and Chief People Officer



Training and Development Opportunities

In February 2020, Dollar General's training and development program was named number one worldwide by *Training* magazine for the second year in a row. This recognition marks the third year Dollar General was recognized among the prestigious list's top five honorees and the ninth consecutive year for the Company to be named to the Top 125 list. In FY 2019, we estimated we invested more than 1.7 million training hours in employees to promote education and development. Our training and development programs are guided by our mission, and in that spirit, we continue to support employees through our best-in-class training, career guidance and additional resources to support employees' career growth and development.



ACE Program

Dollar General store managers who complete the Company's Store Manager Training program are eligible to receive up to nine semester credit hours toward the completion of an undergraduate degree after an evaluation and recommendation by the American Council on Education's College Credit Recommendation Service (ACE CREDIT®). ACE CREDIT helps adults gain academic credit for courses and examinations taken outside of traditional degree programs.

DG University Alliance

Dollar General offers employees an opportunity to advance their education through the DG University Alliance Grow, a university partnership and scholarship program allowing employees and their family members to access higher education. Participating colleges and universities across the country provide tuition benefits, including discounts, fee waivers and deferred billing, to every full and part time employee in the organization. The Alliance also offers a scholarship program, which is available to full time employees who meet applicable criteria.

The Dollar General Employee Assistance Foundation

During those times when the unexpected happens, our mission of **Serving Others** also includes taking care of each other. Founded by the Company in 2005, the Dollar General Employee Assistance Foundation provides financial assistance to help members of the Dollar General family during their time of need. Although ongoing funding is provided primarily by fellow employees, from time to time, the Company makes additional contributions, including a \$1 million donation in 2017 to support Hurricane Harvey relief and \$250,000 in April 2020 during the global COVID-19 pandemic.



Areas of support provided by the Employee Assistance Foundation include assistance with funeral expenses after the loss of a family member and with the recovery process following home damage caused by natural disaster or fire. While we hope our fellow employees never need the Foundation, it is there if and when the need arises.

Since 2005, the Dollar General Employee Assistance Foundation has awarded more than \$9.7 million to more than 6,200 Dollar General employees, awarding more than \$1.2 million in FY 2019 alone. In 2020, the Foundation expects to surpass \$10 million in grants since its inception.

BY THE NUMBERS
SINCE 2005:

\$9.7
MILLION
AWARDED

6,200
EMPLOYEES
HELPED

AS OF JANUARY 31, 2020

Diversity and Inclusion

Our mission of ***Serving Others*** includes everyone. We believe that a diverse and inclusive workforce contributes to and helps sustain positive business results and growth. To that end, we strive to create an environment where our employees feel respected, safe to speak up and empowered to grow, fueling their motivation to give their best work.

Community Impact

Dollar General continually strives to integrate diversity and inclusion into all areas of our business. Whether it is uplifting our employees, serving our communities or expanding opportunities for our customers, we invest in programs that extend hope, help and empowerment to others. To reach these goals, we are proud to support diverse partners such as the Nashville LGBT Chamber, an organization focused on advocating for promoting equity and diversity in business and society and the national and regional chapters of the Network of Executive Women (NEW) nationally.

Military Support

We appreciate the men and women who have served and continue to serve our country. Dollar General's engagement with military community includes exclusive discounts to active military, veterans and their immediate family members, outreach with the military communities through our military employee resource group, founding of the *Paychecks for Patriots* program, which supported service members' transition to civilian life through meaningful employment opportunities, and more.

Human Rights Equality

Dollar General was recently named to *Professional Woman's Magazine* (PWM) Best of the Best Employers List for Top LGBTQ+ Friendly Companies. For more than 21 years, PWM has polled hundreds of Fortune 1000 companies for its Best of the Best evaluations to bring the latest information and guidance to readers as well as encourage active outreach and diversity policies among corporations and government agencies. In 2019, Dollar General received a high-ranking score of 90 on the Corporate Equality Index (CEI). Started in 2002, the CEI is a national benchmarking report on businesses that gauges policies and practices as they relate to lesbian, gay, bisexual, transgender and queer (LGBTQ) workplace equality. The CEI is administered by the Human Rights Campaign Foundation.

Employee Support

Dollar General is focused on building a culture that respects the dignity and celebrates the differences the employees we serve. A few highlights of 2019 include:

- During Nashville, Tennessee's 2019 Pride Festival, Dollar General and its EQUAL Employee Resource Group served as the main gate booth sponsor. Employees and customers alike participated in the Festival's first parade, attracting more than 75,000 participants.
- For Veteran's Day 2019, Dollar General celebrated all self-identified veterans across the organization with a specialized badge to honor and recognize their service.
- Eight diverse, senior retail leaders participated in a panel discussion at the annual leadership meeting, sharing best practices, experiences and inclusive leadership lessons.

20 by 20 Women on Boards

In 2019, Dollar General received a "W" winning grade by 2020 Women on Boards, a non-profit grassroots campaign to increase the number of women on corporate boards to twenty percent by 2020. Since 2016, Dollar General has been recognized by 2020 Women on Boards for its female director representation. As of April 1, 2020, 25 percent of Dollar General's Board of Directors is female.

“

We are committed to embracing and leveraging the different experiences and perspectives we all bring to the table and believe that a diverse, inclusive environment for our employees, customers, business partners and communities is key to our future success.”

-Todd Vasos

Chief Executive Officer



Dollar General Employee Resource Groups

We currently have five Employee Resource Groups (ERGs). Each group is organized around a chosen commonality and works to leverage differences, promote awareness and build a more inclusive culture consistent with Dollar General's mission and core values. Each group has an executive sponsor who helps the ERG leadership create programming to support employee career development, communities and culture. Our ERGs further focus on opportunities to satisfy customer needs and provide a stronger tie to the communities in which our employees live and serve.



Allyship

At Dollar General, we operate through our mission of ***Serving Others*** and our core values, which include respecting the dignity and differences of others. We continue to work toward a world that reflects this core value and remain committed to ensuring it is evident in all we do.

In that spirit, we are committed to being best stewards of and allies in creating an inclusive environment at Dollar General. We believe in embracing diverse perspectives, opinions, backgrounds and experiences that reinforce our core values and strengthens our ability to equally serve our employees, customers and communities. In partnership with our African-American Employee Resource Group (AAERG), we created an Ally Guide as a tool to assist with advocating for equity on our teams and in our communities and to promote relationship-building based on trust, consistency and accountability.

SERVING COMMUNITIES

Serving Our Neighbors, Communities and Employees

Dollar General was founded on a belief that no one should have to go without the basics in life. This principle remains at the heart of our operational strategy and philanthropic efforts. It drives our charitable investments in programs that advance personal empowerment and increase opportunity and equality through literacy, education and children's health.

Over the past fiscal year, both Dollar General Corporation and the Dollar General Literacy Foundation provided more than \$25 million to more than 3,000 nonprofit organizations across the United States. We are proud to share a few highlights of our charitable efforts below.

Dollar General Literacy Foundation

Literacy is the foundation for improving the quality of life for many Americans. Nationwide, more than 40 million adults are not able to read well enough to fill out a job application or read a book to their children. Since 1993, the Dollar General Literacy Foundation has invested more than \$182 million in nonprofit organizations, school and libraries that have helped more than 11 million individuals of all ages learn to read, prepare for the high school equivalency or learn English. During the 2019 fiscal year, the Foundation awarded more than \$13.8 million to more than 1,800 organizations, serving more than 1.2 million individuals.



Serving Military Families

Reading aloud to children has proven, positive results on their vocabulary, literacy acquisition and family bonding. This important bonding moment for families should not be missed because a loved one is away on military service. To make sure those important moments still occur, the Dollar General Literacy Foundation has partnered with United Through Reading to provide reading and recording libraries to 150 United States military bases and ships around the globe so that men and women in the Armed Forces can record themselves reading a story to their loved ones.

Rebuilding Libraries and Providing Basic School Supplies

During moments when natural disasters or fires impact schools, the Dollar General Literacy Foundation partners with fellow nonprofit organizations to aid in the recovery efforts.

- **American Libraries Association and the American Association of School Librarians**

When schools are impacted by disaster, their libraries are often faced with very limited resources to aid in the recovery and rebuilding effort. The Dollar General Literacy Foundation, in partnership with the American Libraries Association and the American Association of School Librarians, provides funding to schools to help replace print, digital and technology resources. Since 2007, the Dollar General Literacy Foundation has awarded more than \$2.5 million to public school library rebuilding efforts and helped thirteen schools in FY 2019.

- **Kids in Need Foundation**

Disasters do not only impact the operations of a school. They often impact students through the loss of school supplies. To help ease some of the stress of the recovery process for students, the Dollar General Literacy Foundation serves as the national sponsor of the Kids In Need Foundation's Second Responder Program to provide backpacks and school supplies to impacted schools and students. Together, the Dollar General Literacy Foundation and the Kids in Need Foundation provided supplies to more than 4,300 students in FY 2019.

Children's Health

Dollar General has been a proud supporter of St. Jude for more than 14 years. Through corporate gifts and an annual in-store *Thanks & Giving* campaign, we have raised more than \$25 million to support the life-saving work at St. Jude. During December, Dollar General employees help make the holidays a little brighter by hosting the Dollar General Santa's Workshop on St. Jude's campus for patients and their siblings. Attendees receive free toys and gift cards, participate in fun crafts and enjoy snacks, laughter and a visit from a few special friends. For patients who are not able to attend, special gift bags full of toys and holiday cheer are created and delivered to their rooms.

Save the Children

In spring 2020, the Dollar General Literacy Foundation awarded \$2 million to Save the Children's coronavirus response efforts across rural America, which will help ensure the most vulnerable children continue to learn and get the nutrition they need to keep bellies full and minds growing.

“We know that proper nutrition and early education are key to changing a child's trajectory and ensuring learning continues – despite these challenging times – is what our nation's children deserve. Now, more than ever, our children need us, and we are grateful to the Dollar General Literacy Foundation for their incredible support.”

-Mark Shriver
Senior Vice President of U.S.
Programs & Advocacy,
Save the Children

Our Environment

In partnership with suppliers and vendors, we strive to be good stewards of our communities and natural resources and to reduce our environmental impact through sustainable and business-friendly practices.

Recycling is a company-wide initiative at Dollar General.

- Cardboard Backhauling: The Company implemented a cardboard backhauling initiative more than a decade ago. This initiative calls for cardboard shipped to our stores to be broken down and returned to the distribution center for recycling or sold to paper mills. More than two million tons of cardboard have been recycled since the beginning of this program in 2008, which is equivalent to nearly 35 million trees saved.
- Mixed Paper Recycling: All unsold or outdated magazines, newspapers, greeting cards, and store paperwork (to the extent that it does not contain personal information) are returned to our distribution centers to be recycled. Through September 30, 2019, we have recycled approximately 28,000 tons of mixed paper since the beginning of this program.
- Store Support Center: Ongoing recycling efforts at our Store Support Center include the following items: cardboard, loose paper, plastic bottles, aluminum cans, shrink wrap, light bulbs, batteries, cooking oil, toner cartridges, scrap metal, obsolete fixtures, broken furniture and motors.
- Network Services: We work to recycle and e-cycle our outdated network equipment, all according to EPA guidelines.

Dollar General initiated a plastic film recycling program in which distribution centers collect and bale plastic film returned from our store teams along with the plastic wrap used at the distribution facility to help protect pallets. The plastic is loaded onto tractor trailers and re-manufactured by a vendor for inclusion in the company's DG home™ trash bags. From the start of this program through September 30, 2019, Dollar General has recycled and repurposed more than 10,000 tons of plastic film, which is better for the environment and helps to lower the cost on one of our satisfaction-guaranteed private label products.

Supply Chain

- **SmartWay Certification:** Nearly all of our carriers are SmartWay™ certified, an Environmental Protection Agency (EPA) program that helps companies advance supply chain sustainability by measuring, benchmarking and improving freight transportation efficiency. We understand that fuel efficiency is good for both the environment and our business.
- **Transportation Diversification:** We continually evaluate various methods of transportation to lower and/or improve fuel consumption, and thereby costs to our business. Dollar General utilizes an integrated transportation strategy through the use of intermodal and rail transportation, ocean liners and traditional truckloads to transport goods throughout the Company's global supply chain network. As of January 31, 2020, Dollar General currently has approximately 17 percent of domestic freight moving via rail.
- **Moving Smarter:** We are focused on how to best optimize our business to reduce stem miles, knowing that approximately 115,000 gallons of diesel fuel are saved for each stem mile we reduce. As such, we use optimization software to best guide truck deliveries and help ensure the lowest mileage solution between our distribution centers and stores. This helps reduce the total number of miles driven and subsequent diesel fuel consumption. The addition of our Amsterdam, New York traditional distribution center in FY 2019 will further support these efforts.
 - **Low Sulphur Fuel:** Dollar General and its ocean carriers are migrating to a low-sulfur fuel to promote a healthier environment in 2020 as part of the implementation of the new standards from the International Maritime Organization.



DG Home Plates

In 2019, Dollar General updated the material composition of its DG Home™ Premium Plate products. Made of compostable sugarcane and bamboo pulp, this better-for-the-environment private brand offering provides customers with an affordable option that carries a 100 percent satisfaction guarantee.



New Distribution Centers

Our traditional distribution centers and DG Fresh facilities help bring points of distribution closer to the stores we operate and reduce the number of trucks on the road, miles driven and the amount of diesel fuel used. Among the energy-saving building practices utilized in our distribution centers are:

- LED lighting with occupancy sensors
- Electric-powered material handling machines (e.g., forklifts)
- Controllable light levels
- White TPO roof membranes that reflect sunlight and help with heating/cooling energy usage
- Advanced warehouse cooling systems
- Energy-efficient dock doors, seals and windows
- Replacing select asphalt paving with concrete to reduce reliance on hydrocarbons
- Increase the use of variable frequency drives (VFD) for climate control equipment and conveyors
- Recycling fleet tires



The Power of Spilled Milk

In 2019, Dollar General began working to turn milk into electricity. Dollar General began operations at its first cold storage facility in Pottsville, Pennsylvania in early 2019 as part of the Company's DG Fresh strategic initiative to self-distribute frozen and perishable foods, including milk, to its stores. Dollar General sought to find a sustainable solution for unsold or expired milk, and the Company partnered with a technology company and Pennsylvania farm to do just that.

Through a specialized process called anaerobic digestion, a local Pennsylvania farm is able to turn the milk into natural gas, which is then used to generate electricity. The electricity created from the milk at Dollar General's Pottsville DG Fresh facility is not only able to power the approximately 1,200 acre farm, but superfluous power is sold to the local electric company to provide power for approximately 100 homes near Mifflintown, Pennsylvania.



Store Operations and Real Estate

With more than 16,500 retail locations, we are in a unique position to make a significant and positive impact on our communities and environment through our sustainable business choices.

Energy Management

- Store Lighting: Our conversion to LED lighting usage is helping conserve energy and drive savings. Since 2016, we have reduced energy use in our stores by 19 percent by retrofitting existing stores with the energy-saving lighting and utilizing it in 97 percent of all new store builds.
- HVAC: Nearly all Dollar General stores have implemented Energy Management Systems, reducing energy usage by 14 percent on average. New and replacement HVAC systems include VFD (Variable Frequency Drives), which reduce energy usage by approximately seven percent at those stores in which these systems are installed.
- Coolers/Freezers: Throughout each Dollar General store, customers may find an assortment of fresh and frozen food items including milk, eggs, vegetables, dairy products and more. In connection with our cooler door expansion, Energy Star-rated coolers and freezers operate approximately 23% more efficiently.
- Store Support Center: From conference rooms and elevators to our Hall of Values museum, we have outfitted numerous areas of our Store Support Center with LED lighting to conserve energy. Occupancy sensors and site lighting in conference rooms and parking garages deliver lighting energy savings throughout the buildings. Additionally, our building automation system helps control lighting, heating and cooling needs based on the occupancy levels of each building to reduce the amount of energy used when buildings are unoccupied.





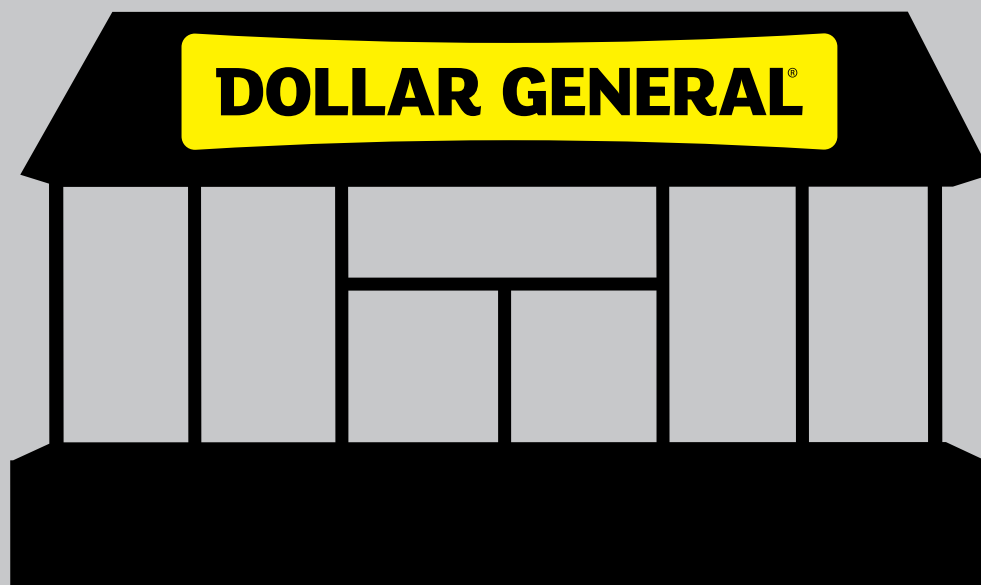
SOLAR PANELS

DOLLAR GENERAL HAS BEEN EMPLOYING SOLAR PANELS IN SELECT LOCATIONS SINCE 2014 TO SUPPORT THE ENERGY NEEDS OF THOSE STORES. IN JANUARY 2020, DOLLAR GENERAL BEGAN WORK TO ADD SOLAR PANELS TO APPROXIMATELY 170 INDIANA STORES. THIS WORK IS EXPECTED TO BE COMPLETED AT THESE STORES BY Q2 2020.

New Store Growth and Store Remodels

As we expand our presence and add new stores to communities across the country, we are mindful of our construction footprint. By partnering with preferred developers, Dollar General has implemented a virtually-zero waste construction program to reduce the superfluous materials that remain after a store is built.

We continually review our existing store base for opportunities to remodel and optimize our store format for our customers. During the store remodeling process, we deploy tactics such as metal recycling programs to minimize waste.



Since our founding more than 80 years ago in rural Kentucky, we have remained focused on providing our customers with everyday low prices, value and convenience through our small-box neighborhood stores and our mission of ***Serving Others.***

We are proud to invest in the communities we call home. We believe each new store and distribution center represents a positive economic impact through the creation of career opportunities for employees, quality products at everyday low prices in convenient locations for customers and tax revenue generation for local municipalities. We further demonstrate our commitment to being a positive business partner and good neighbor through Dollar General Literacy Foundation grants, which positively impact literacy and education initiatives at local schools, non-profits and libraries.

SERVING SHAREHOLDERS

We are committed to sound corporate governance practices to support our mission of *Serving Others*. We invite you to read our Corporate Governance Guidelines and other governance documents on the Investor Information—Corporate Governance page of our website, as well as our 2020 Proxy Statement, for more details regarding some of the information in this report.

OUR BOARD OF DIRECTORS

Our Board of Directors represents a diverse mix of backgrounds, experience and viewpoints, exercising independent oversight of management and our Company's strategy to maximize long-term shareholder value and the fulfillment of our mission. Each of our directors is elected annually via majority voting and, other than our CEO, satisfies our independence criteria and that of the New York Stock Exchange. Our Board of Directors has approved an age limit of 76 as more fully described in our Corporate Governance Guidelines. Our Bylaws contain a proxy access provision on substantially market standard terms.

Strategy and Risk Oversight

- **Strategy Oversight:** A key role of our Board of Directors is the oversight and direction of the company's strategy. Our Board of Directors meets each year to review the strategic plan and approve the annual budget. Progress toward the strategic plan and various operational initiatives are typically reviewed at each quarterly Board meeting.
- **Risk Oversight:** Our Board of Directors and its committees also have an important role in our risk oversight process. We identify and manage our key risks using our enterprise risk management program. This framework evaluates internal and external business, financial, legal, reputational, and other risks, identifies mitigation strategies, and assesses any remaining residual risk. As part of its regular review of progress versus the strategic plan, our Board of Directors reviews related material risks as appropriate. See "Board Committees" below for examples of key risks overseen by the standing Board committees.



Board Leadership Structure and Practices:

- *Independent Board Chairman:* Mr. Calbert, an independent director, serves as our Chairman of the Board. In this role, Mr. Calbert serves as a liaison between the Board and the CEO, approves Board meeting agendas, leads the annual Board self-evaluation, reviews individual director performance and succession considerations and participates with the Compensation Committee in the annual CEO performance evaluation.
- *Annual Board, Committee and Director Evaluations:* The Board and each standing committee annually perform self-evaluations. In addition, each year our directors are asked to provide candid feedback on individual Board members, which is reviewed by the Chairperson of the Board, who then discusses the results with each applicable director along with succession considerations and any necessary follow-up actions.
- *Annual CEO Performance Evaluations:* Each year, the Compensation Committee meets to evaluate the CEO's performance prior to making CEO compensation decisions. All independent directors, including the Chairperson of the Board, are invited to provide input into this discussion. The Chairperson of the Board then provides feedback to the CEO on behalf of the Board.
- *Regularly-Scheduled Independent Director Sessions:* Independent directors are afforded an opportunity to meet in private sessions following each regularly scheduled Board meeting, as well as specially called meetings if they so choose. The Chairperson of the Board presides over these sessions.

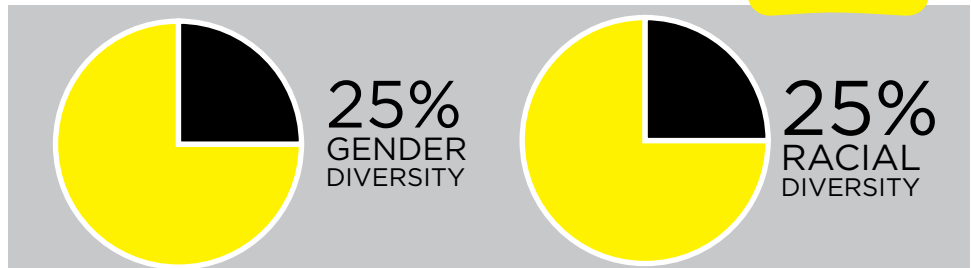
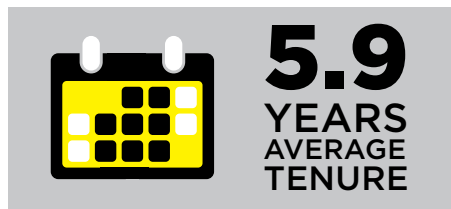
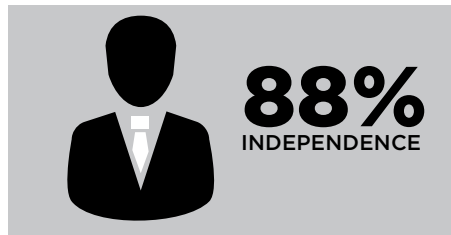
Board Committees

Our Board of Directors has established three standing committees comprised solely of independent directors including the Audit Committee, Compensation Committee and the Nominating and Governance Committee. Each of these committees are governed by a written charter outlining the committee's purpose, composition, structure and operations, and responsibilities and has access to management and the authority to retain independent advisors in its discretion. Committee responsibilities are outlined in a Charter on Dollar General's website. Risk oversight is allocated among these committees as determined by our Board of Directors. Examples of key risks overseen by these committees include:

- *Audit Committee:* This committee oversees the enterprise risk management program, reviewing enterprise risk evaluation results at least annually and high residual risk categories quarterly. In addition, each quarter this committee reviews metrics and information pertaining to cybersecurity risks and mitigation and receives written reports on the activities of our company's compliance committee.
- *Compensation Committee:* This committee oversees the management of risks relating to our compensation programs, participating in assessments of such risks at least annually.
- *Nominating & Governance Committee:* This committee reviews detailed information regarding corporate governance trends and practices within our industry as well as across industries to inform governance-related recommendations to the Board of Directors that are in the best interests of Dollar General and our shareholders.



BOARD OF DIRECTORS KEY STATISTICS



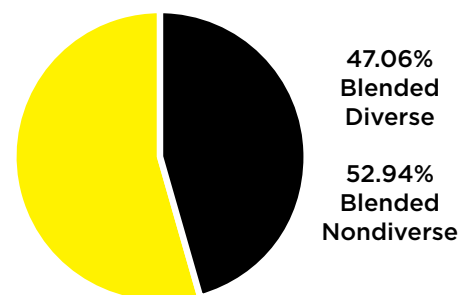
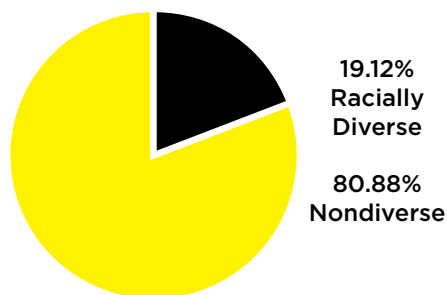
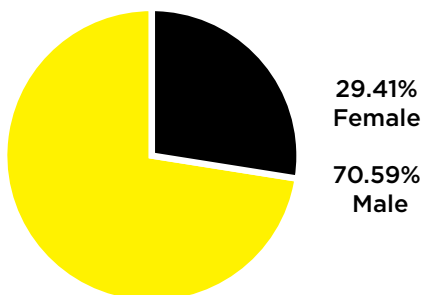
AVERAGE AGE: 60
ATTENDANCE AT 2020 ANNUAL SHAREHOLDERS' MEETING: 100%

NUMBER OF MEETINGS IN FY 2019:
Board (5); Audit Committee (5); Compensation Committee (6);
and Nominating & Governance Committee (3)

ADDITIONAL STATISTICS

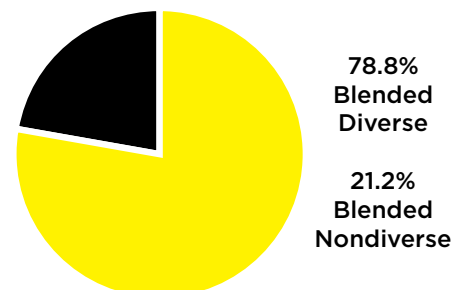
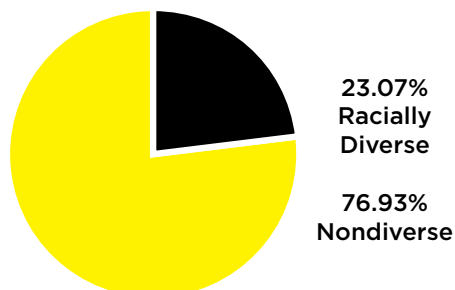
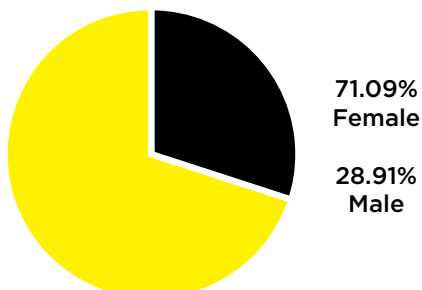
Dollar General's Officer Group

The following data includes all employees at the Vice President level and above. *Percentage of the total employee population represented by the officer group: 0.05%*



Dollar General's Management

The following data includes all employees at the manager level and above, with the exception of Dollar General's Officer Group (Vice President level and above employees) and employees based outside of the United States. *Percentage of the total employee population represented by the management group: 12.4%*



ALL INFORMATION ON THIS PAGE IS AS OF APRIL 1, 2020

Succession Planning

Our Board of Directors reviews management succession plan information at least annually. Our comprehensive succession planning program encompasses not only our CEO and other executive officers but all employees through the front-line supervisory level. The program focuses on key succession elements, including identification of potential successors for positions where it has been determined that internal succession is appropriate, assessment of each potential successor's level of readiness, and preparation of individual growth and development plans. Diversity information is also considered during succession planning. With respect to CEO succession planning, our long-term business strategy is also considered. In addition, we maintain at all times, and review with the Board of Directors periodically, a confidential procedure for the timely and efficient transfer of the CEO's responsibilities in the event of an emergency or his sudden incapacitation or departure.

Alignment with Shareholder Interests

We believe it is important to align our leadership's interests with those of our shareholders.

- *Stock Ownership Guidelines and Holding Requirements*: Our Board of Directors has put in place stock ownership guidelines for senior officers and directors that are tied to a multiple of base salary or director fees, as well as holding requirements.
- *Hedging and Pledging Prohibitions*: We prohibit executive officers and directors from hedging their ownership of our stock, pledging our securities as collateral and holding our securities in a margin account.
- *Clawback Policy*: Performance-based incentive compensation paid or awarded to an executive officer may be recouped, or "clawed back," in the case of a material financial restatement of our consolidated financial statements resulting from fraud or intentional misconduct on the part of the executive officer.
- *Pay for Performance*: Senior officer compensation arrangements emphasize pay for performance, promote ownership of our stock and strive to maintain an appropriate balance between short-term and long-term compensation.

OUR CODE OF BUSINESS CONDUCT AND ETHICS

Our core values include honesty, fairness and respect. The standards and examples in our Code of Business Conduct and Ethics show us how to apply these values when interacting with fellow employees and our customers, business partners, shareholders and communities. We expect our employees, officers, Board members and business partners to apply these values to their daily work, to uphold the principles outlined in our Code of Business Conduct and Ethics and to comply with all applicable laws and regulations where we do business.

The logo consists of the letters 'DG' in a bold, black, sans-serif font, centered within a yellow square with rounded corners.

Speaking Up

We encourage reporting of behavior that is illegal, unethical or questionable, sharing concerns, asking questions and seeking guidance, and we have an open door policy for individuals to do so. In addition, we provide a 24/7 hotline to report legal or ethical concerns, anonymously if desired, to a live operator. We have a non-retaliation policy for reports that are made in good faith.

For more information regarding Dollar General, please visit our website at www.dollargeneral.com.

APPENDICES

Dollar General's Chemical Policy

Dollar General is committed to offering for sale only those products that meet or exceed applicable legal and regulatory requirements, including those relating to product and environmental safety. Where practicable and in keeping with the Company's obligation to create long-term value for its shareholders as a whole, the Company will endeavor to go beyond what is required by law and take additional steps to reduce or eliminate certain high priority chemicals (the "Chemicals") in and from its private label core formulated products in certain departments (initially, Home Cleaning and Beauty and Personal Care)(the "Products"). These Chemicals will be posted on its Restricted Substances List (RSL).

Specifically, the Company intends to:

- By the end of fiscal year 2019, urge its suppliers to use safer alternatives for the Chemicals on its RSL with alternatives (e.g., those identified by the U.S. Environmental Protection Agency's Safe Choice program).
- Require the elimination of these Chemicals from the Products by December 2022.
- Encourage suppliers of other (i.e., non-private) brands in the home cleaning and beauty and personal care departments to reduce or eliminate their use of the Chemicals in products sold to Dollar General.
- By the end of fiscal year 2019, launch initiatives with its suppliers to enhance information collection regarding the chemical composition of the products sold to Dollar General, including:
 - Communication of the expectation that suppliers will register product formulations with the UL WERCSmart® system and provide Dollar General with consent to access and utilize this data.
 - Include the expectation of cooperation regarding these efforts in the Company's vendor guidance, as well as in applicable supplier agreements.
 - Communicate its expectation that suppliers will provide full formulation data, including disclosure of fragrance constituents.
- Review and evaluate the list of products and chemicals covered by this policy on an annual basis, referencing information provided by the above-referenced process.
- Encourage core private label suppliers in the above departments to improve transparency with consumers regarding the ingredients in their products.
- Begin collecting information regarding any third-party certifications awarded to products sold by the Company based upon the use of safer ingredients or environmental performance.
- Document these efforts in the Company's annual **Serving Others** report.

These eight chemicals are Formaldehyde, Toluene, Triclosan, Nonylphenol Ethoxylates, Butylparaben, Propylparaben, Trichloroethylene and Triclocarban.

For more information regarding Dollar General,
please visit our website at
www.dollargeneral.com.

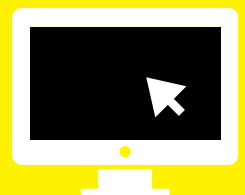
DOLLAR GENERAL®



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All figures provided throughout this report are as of
the end of fiscal year 2019, unless noted otherwise.