



Economic Impact Report

2025

For Life Out Here



Table of Contents

03 Introduction

06 Stores and Supply Chain

19 Customers and Products

25 Team Members and Culture

34 Communities

43 Responsible Business

47 Appendix

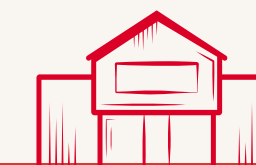


About This Report

This Economic Impact Report highlights how Tractor Supply strengthens communities across its national footprint and the role each store plays in the economic life of rural America. At its core, this report is guided by a simple question: *How does Tractor Supply support and shape the fabric of the communities it serves?*

We answer that question by showing how the Company creates long-term, sustainable value across key stakeholder groups—Team Members, customers, communities, suppliers and investors—and how our Life Out Here strategy translates into real, measurable economic outcomes. As the country’s largest rural lifestyle retailer, Tractor Supply plays a vital role in ensuring access to essential goods and services that allow our customers to care for their land, animals and homesteads. Through our operations, we strengthen economic resilience by creating local jobs, investing in supply chains and advancing sustainable practices that support rural livelihoods today and for generations to come.

This report covers the period from December 29, 2024, to December 27, 2025, unless otherwise noted.



A Message From Our CEO

At Tractor Supply, our purpose has always been clear: to serve the people who live and work in rural communities and support the Life Out Here lifestyle every day. That responsibility begins with our Team Members and extends to our customers, suppliers, shareholders and the communities we call home. It guides how we operate, invest and grow.

Recently, I visited one of our stores and spoke with a Team Member who had just helped a customer begin raising their first backyard flock. They walked them through everything—from feed to fencing to daily care—and took the time to ensure the customer felt confident and ready. That’s what sets Tractor Supply apart: neighbors helping neighbors every day.

Our stores are at the center of this work. They are more than retail locations—they’re places where neighbors greet one another by name, where Team Members offer hard-earned advice and where customers return season after season, generation after generation. Each store supports local jobs, supply chain networks that keep essential products accessible and partnerships aligned with helping rural communities thrive.

Some of my best days are spent in our stores and distribution centers, talking with Team Members and customers and seeing firsthand how our work comes to life in the communities we serve. What stands out most is the trust they place in us—and the role we play in supporting their livelihoods and strengthening rural America. In 2025, Tractor Supply delivered approximately \$35 billion in total economic impact nationwide, reflecting the combined effects of our domestic purchasing, capital investments and wages. Across nearly 2,400 stores and over 200 Petsense locations, we served approximately 35 million customers, employed more than 52,000 Team Members and invested almost \$2 billion in payroll and benefits. These investments, and the broader activity they generate, are central to this report.

Our impact extends beyond our store walls. In 2025, we contributed more than \$15 million in charitable giving, supported over 12,000 community events and

sponsorships and reached more than 100,000 young people through 4-H and FFA programs, reinforcing our commitment to rural communities and the next generation.

Our Team Members bring our Mission and Values to life each day—helping neighbors prepare for severe weather, supporting first-time animal owners and providing trusted advice. We continue to invest in their growth and well-being because when our Team Members succeed, our communities do too.

As we grow, we remain focused on doing so responsibly by strengthening our supply chain, supporting domestic sourcing and advancing efforts to preserve natural resources, ensuring we can serve our customers while sustaining rural communities.

This report highlights how our business contributes to economic opportunity, community resilience and the Out Here way of life. We are grateful for the trust our customers, Team Members and partners place in us every day.

Hal Lawton
President and Chief Executive Office
Tractor Supply Company

“In 2025, Tractor Supply delivered approximately \$35 billion in total economic impact nationwide.”



About Tractor Supply

Tractor Supply Company is the largest rural lifestyle retailer in the United States, ranking 296 on the 2025 Fortune 500 list. For more than 85 years, the Company has been passionate about serving the needs of recreational farmers, ranchers, homeowners, gardeners, pet enthusiasts and all those who enjoy living Life Out Here.

Tractor Supply’s approximately 26,000 full-time and 26,000 part-time Team Members are known for delivering legendary service and helping customers pursue their passions, whether that means being closer to the land, taking care of animals or living a hands-on, DIY lifestyle. In stores and online, we provide what customers need—anytime, anywhere and any way they choose at the low prices they deserve. As of December 27, 2025, the Company operated 2,395 Tractor Supply stores in 49 states and an e-commerce website at www.TractorSupply.com.

Our broader family of brands, including Petsense by Tractor Supply, a pet specialty retailer, and Allivet, a leading online pet and animal pharmacy, supports our commitment to caring for animals of all kinds. Together, Tractor Supply provides comprehensive solutions for pet care, livestock wellness and rural living, ensuring our customers and their animals thrive. From our stores to the customer’s doorstep, Tractor Supply is here to serve and support Life Out Here.

2025 Financial and Operational Highlights

Net Sales \$15.5B (+4.3%)	Comparable Store Sales +1.2%	Diluted EPS \$2.06 (+0.9%)
Capital Returned to Shareholders \$848.5M	Sales from Neighbor’s Club Members ~80%	Team Members ¹ 52,000+
Tractor Supply Stores 2,395	Petsense Stores 207	Distribution Centers 10

¹Includes both full- and part-time Team Members.

TSC TRACTOR SUPPLY CO MISSION

To work hard, have fun and make money by providing legendary service and great products at everyday low prices.

OUR CUSTOMER

We are committed to being an integral part of our customer’s lives by being the most dependable Supplier of Out Here Lifestyle solutions.

OUR TEAM

We value a safe, respectful and inclusive work environment. We are focused on investing in the Team Member experience and building a diverse and high-performing Team with the critical skills and capabilities to support our growth.

OUR COMMUNITY

We support the communities in which we serve the Out Here Lifestyle through partnerships and sustainable practices.

OUR STAKEHOLDERS

We are a growth company that delivers a strong total return for our shareholders, as well as for our vendors and partners.

TSC TRACTOR SUPPLY CO VALUES

ETHICS

Do the “right thing” and always encourage others to do the right, honest & ethical things.

RESPECT

Treat others with the same consideration we expect for ourselves. Be a champion for diversity and inclusion.

BALANCE

Manage your time for both business and personal success.

WINNING ATTITUDE

Have a “can-do” attitude. Be positive, upbeat and focused. We are winners!

COMMUNICATION

Share information, ask questions, listen effectively, speak thoughtfully and let ideas live.

DEVELOPMENT

Learn from each other. Teach, coach and listen. Create an environment where everyone can be a “star.”

TEAMWORK

Value different viewpoints. Execute the agreed-upon plans. Together, everyone achieves more!

CHANGE

Accept it. Embrace it. Initiate it. Do everything better, faster and cheaper.

INITIATIVE

Seek opportunities. Use good judgement. Take intelligent risks. Drive speed to market. Champion ideas.

ACCOUNTABILITY

Know your responsibilities. Live up to your commitments.

Our 2025 Impact Ecosystem

At the heart of Tractor Supply is the store.



Stores and Supply Chain



~2,000
new jobs created annually through retail positions

\$400M+
invested through new stores and remodels in over 200 exurban and rural counties across the U.S.

~9,000,000,000
pounds of Consumable, Usable and Edible (C.U.E.) products moved through our supply chain

~\$1.53B
nationwide tax impact³



Customers and Products



Team Members and Culture



Communities

~35M customers served

~\$2B total payroll and benefits invested annually into communities

100,000+ young people reached through 4-H, FFA and scholarship programs

10M chicks, 120,000 chicken coops and 1.75B pounds of feed purchased by customers. We estimate this will result in 2.6B eggs produced annually at maturity from the chicks sold in 2025

~\$5M invested in training, developing and tuition reimbursement to support Team Member career growth

\$15M+ contributed by Tractor Supply in charitable donations

3M+ pets served via grooming, pet wash or veterinary services

64% internal in-store promotion rate

12,000+ local sponsorships and community events

\$200M+ saved by customers thanks to Neighbor's Club loyalty program benefits

100% of Team Members working at least 15 hours per week are eligible to participate in our full suite of benefits

60M+ gallons of water conserved and 84,000 trees planted through conservation partnerships and operational efficiencies since 2022

²See [Appendix](#) for methodology and assumptions. ³Federal corporate income tax payments are net of transferable credits.

A Foundation for Rural Life

Our Stores and Supply Chain



SSC

At Tractor Supply, our stores are trusted community hubs: places shaped by legendary service, deep know-how and a culture firmly rooted in our longstanding Mission and Values. They are where advice is shared as freely as a handshake, where Team Members know the land, the livestock and the people they serve and where customers rely on consistency in moments that matter most to them.

Behind every store is a supply chain built with the same care and commitment. National distributors, regional partners and local suppliers work in concert to ensure essential products are available when and where they're needed—efficiently, affordably and reliably.

With the store at its heart, this network becomes a powerful multiplier of impact, supporting local jobs, strengthening county economies and helping rural communities thrive today and for generations to come.

2025 Highlights

~\$35B

in total economic impact supported nationwide⁴

99

new Tractor Supply stores opened

~2,000

new jobs created annually through retail positions

\$400M+

invested through new stores and remodels in over 200 exurban and rural counties across the U.S.

~\$1.53B

nationwide tax impact

~35M

customers served in 2025

~9,000,000,000

pounds of Consumable, Usable and Edible (C.U.E) products moved through our supply chain

~60M

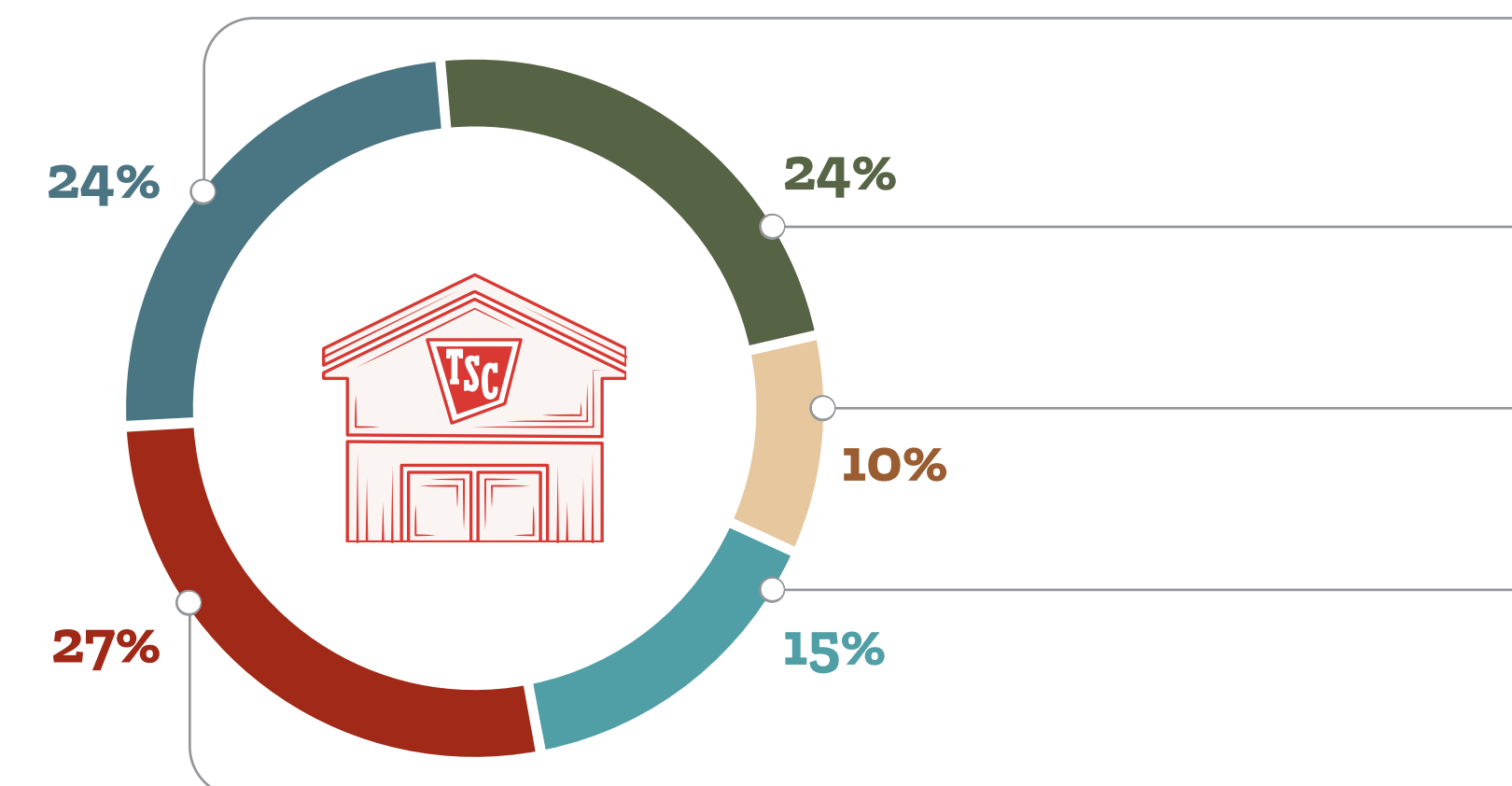
gallons of water conserved since 2022 through operational efficiency and strategic partnerships

A Vital Community Anchor

Each local Tractor Supply is where customers find the products, tools and guidance they rely on to care for their animals, land, homes and livelihoods, all in a welcoming, dependable environment. While Tractor Supply is a national retailer, many customers think of their store as “my Tractor Supply”—a trusted, familiar part of the community serving families across generations. Beyond its role as a trusted community resource, each store plays a vital role in the economic stability of its town. Through job creation and steady local investment, Tractor Supply helps build stronger communities. These stores don't just meet needs—they contribute to the long-term vitality of the places rural Americans call home. In these ways, and in many others detailed below, Tractor Supply serves as the anchor that supports and sustains Life Out Here.

Five Core Product Categories and Proportion of 2025 Sales

Our stores serve as a one-stop destination for the everyday essentials customers rely on, offering a tailored set of product categories that support work, care and self-reliance across every season.



⁴See [Appendix](#) for methodology and assumptions.



Companion Animal

Food, treats and equipment for dogs, cats and other small animals as well as dog wellness.

Seasonal & Recreational

Tractor and rider, lawn and garden, bird feeding, power equipment and other recreational products.

Clothing, Gift & Décor

Clothing, footwear, toys, snacks and decorative merchandise.

Truck, Tool & Hardware

Truck accessories, trailers, generators, lubricants, batteries and hardware and tools.

Livestock, Equine & Agriculture

Livestock and equine feed and equipment, poultry, fencing and sprayers and chemicals.

Serving as an Economic Engine

Every new store and distribution center we build helps power local economic growth. The impact begins with construction jobs that drive local spending and deepens once our doors open, creating long-term employment and expanding the local tax base. Our presence often catalyzes broader commercial activity, attracts new development and helps local economies grow with resilience and stability. Over time, these investments take root, supporting communities not only through the passing seasons, but across generations.

Through our domestic purchasing, capital investment and the wages paid to our workforce, Tractor Supply supports approximately \$35 billion in broader economic activity nationwide,⁵ generating significant downstream effects well beyond our direct footprint. Domestic supplier spending ripples through manufacturers, distributors and service providers across the country. Construction investment stimulates activity across engineering, materials and skilled trades. And the wages and benefits paid directly to our Team Members, along with the payroll tax contributions Tractor Supply makes on their behalf, recirculate through the U.S. economy, supporting additional spending and jobs in the communities where we live and work.

At the same time, Tractor Supply directly contributes to communities across the U.S. through employment, payroll, job creation and infusing capital into local communities.

Our Broader Economic Impact

For every \$1 spent at a Tractor Supply store, approximately \$2.29 in total economic activity is supported across the U.S. economy



Examples of how we drive economic impact across our value chain:

Domestic Purchasing Impact

\$28.5B

in economic activity supported through domestic supplier spending

Tractor Supply's purchases from U.S. manufacturers, distributors and service providers support jobs and economic activity throughout the industries that produce and transport the products sold in our stores.

Store & Distribution Center Construction

\$1.2B

in economic activity supported by new store and facility construction

Investments in new stores, distribution centers and infrastructure stimulate economic activity across the construction, engineering, materials manufacturing and transportation sectors.

Team Member Compensation Impact

\$5.9B

in economic activity supported by compensation and payroll tax contributions

Tractor Supply's investment in Team Members generates broader economic activity as wages, benefits and payroll tax contributions recirculate through local economies—supporting jobs and economic activity in the communities where our Team Members live and work.

Our Community Impact

Tractor Supply contributes to communities across the U.S. through employment, payroll, job creation and investment in new stores and facilities

WE EMPLOY

52,000+

Team Members, supporting local communities nationwide

WE PAY

~\$2B

payroll and benefits

~\$1.53B

nationwide tax impact

WE CREATE JOBS

10-20

jobs per store

~600

jobs per new distribution center

150-200

people from our communities support the development, construction and outfitting of each new store

WE INVEST

\$400M+

invested through new stores and remodels in over 200 exurban and rural counties across the U.S.

⁵See [Appendix](#) for methodology and assumptions.

Expanding Our Footprint, Strengthening Local Economies

Tractor Supply's expansion strategy brings tangible economic momentum to the communities where we operate. This coordinated expansion translates into real jobs, real investment and real opportunity at the local level.

In 2025, we opened 99 new Tractor Supply stores. Each new store represents a significant capital investment in our communities, with an average construction and outfitting cost for our owned developed stores of \$7 to \$9 million per store. Much of this work is completed by local partners and skilled trades, generating jobs across a spectrum of roles, from preferred developers and general contractors to subcontractors and skilled laborers. As these projects take shape, the economic ripple effects extend outward: increased land value, road improvements, reinvestment in underdeveloped areas and the sustained renewal that comes from having a strong anchor tenant in the community.

For existing stores, Project Fusion is our remodel initiative focused on modernizing locations and extending their useful life. The program supports local construction and design jobs and reflects our ongoing long-term commitment to these locations. In 2025, Project Fusion touched over 150 locations and represented a \$1 million investment per store on average, including the addition of garden centers, pet washes and feed centers—resulting in nearly 60% of stores now operating in the Fusion layout. By maintaining and upgrading our stores, Fusion improves the shopping and work experience for our customers and Team Members and adds long-term value to the business and surrounding properties, ensuring each location can continue serving its community over the long term.

Investing in People and Local Prosperity

Once in operation, new locations strengthen the local economy through job creation and steady local investment, including competitive pay and benefits, tax payments, new supplier contracts and transportation partnerships. Every new Tractor Supply store provides around 20 local jobs to its community, and in 2025 alone, our 99 new stores added an estimated 2,000 retail positions.

As our store footprint grows, so does the need for the infrastructure that supports it. On average, for every 250 new stores we open, a new distribution center is required to serve them. Opening a distribution center creates approximately 600 new jobs while also supporting relocation into the community, advancing existing Team Members' careers and stimulating meaningful local economic activity.

Collectively, this growth adds to a significant ongoing investment in local economies, with Tractor Supply contributing nearly \$2 billion in 2025 toward payroll and benefits in the communities where we operate. Beyond direct employment and spending, our footprint generates important public revenue. With average sales-related and property taxes of approximately \$398,000 per store, along with annual federal and state income taxes of approximately \$353 million, our total nationwide tax impact was approximately \$1.53 billion in 2025, helping fund essential services that support long-term community well-being. We also support U.S. manufacturing and lower-emission transportation fuels through the purchase of transferable federal tax credits.



99 stores opened in 2025, adding **~2,000** retail positions



~60% of stores operating in Fusion format



Expanding Retail Access in Rural America

Many counties across rural America lack sufficient retail options for basics like hardware, tools, animal feed and home care products, forcing residents to travel longer distances, pay higher prices and settle for fewer choices. We help close these long standing access gaps by providing dependable coverage and making essential products and services easier to reach—whether it be through in-store shopping or our host of fulfillment options including buy online pickup in store, ship to home or Team Member delivery.

~35M

customers served in 2025

Nearly 80%

of Americans live within 15 miles of a Tractor Supply store

90%

of rural America is serviced by a Tractor Supply store

2,395

Tractor Supply stores across 49 states

207

Petsense stores

10

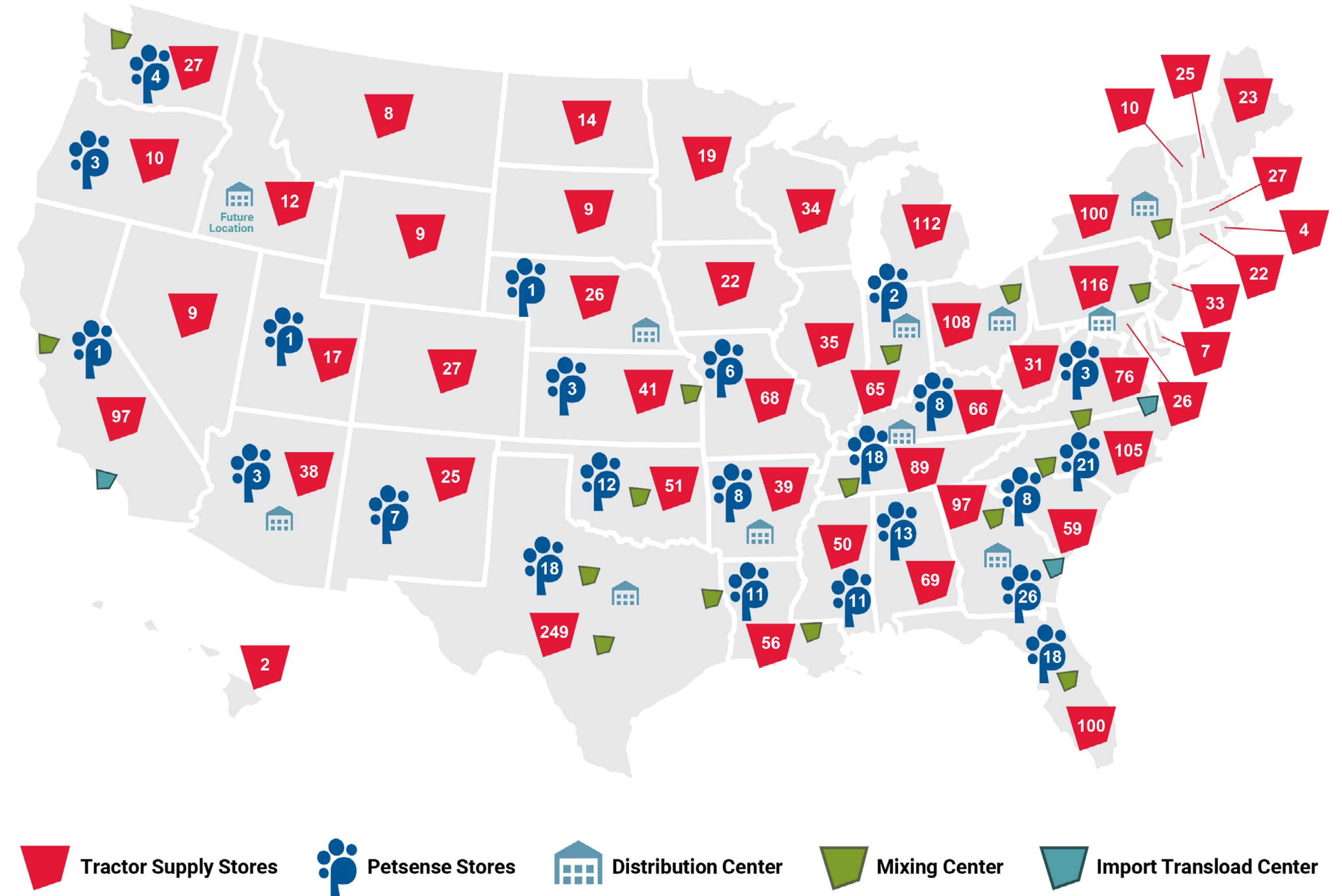
distribution centers

17

mixing centers

1

bulk center



A Distribution Network with Impact

A highly coordinated distribution network enables us and our suppliers to efficiently deliver the products customers need, when and where they need them. In 2025, Tractor Supply stores received approximately 80% of merchandise through our distribution center network, with the remainder shipped directly from vendors to our stores or customers.

More than efficiency, this network reinforces trust. It enables strong in-stock positions, reduces freight costs and increases inventory turnover, helping customers find what they need when they walk through our doors or shop online. And when urgency matters most, this system allows us to respond quickly. In times of emergency, our distribution network becomes a lifeline, mobilizing critical supplies and helping stores support communities.



7,784,000

sq. ft. total distribution center footprint



~9,000,000,000

pounds of Consumable, Usable and Edible (C.U.E.) products moved through our supply chain in 2025



60%

of products sourced from U.S. suppliers

Final Mile Delivery

Our Final Mile delivery service, including Digital, Delivery from Store and Direct Sales, extends the trusted “red vest” service customers rely on in our stores directly to their property—reaching customers in many rural markets where delivery options may be more limited. This added capability makes a real difference for the families, farms and ranches we serve. Whether it’s delivering pallets of feed straight to the barn or dropping off bulk fencing for pasture projects, we help customers save time and energy so they can concentrate on what matters most: caring for their families, their land, their animals and their community.

This service has been enabled by the expansion of our internal fleet, and serves to deliver Digital orders, in-store purchases and big and bulky deliveries for Direct Sales. Coverage has grown from roughly 15% of stores to about 25% at the end of 2025, with a long-term goal of reaching more than 90%. This initiative has also opened the door to broader inventory access for bulk online purchases. In many rural areas, customers needing large quantities have limited options. By making more of our network available for these orders, we ensure they can get the supplies they depend on without the stress of searching far and wide or the expense of hauling. In 2025 alone, we were supported by more than 200 Team Member delivery trucks operating in local markets—many in hard-to-reach and rural areas—allowing us to meet the needs of customers across diverse geographies. The importance of Final Mile to customers is clear from the feedback we receive, with satisfaction scores generally higher than comparable delivery services.

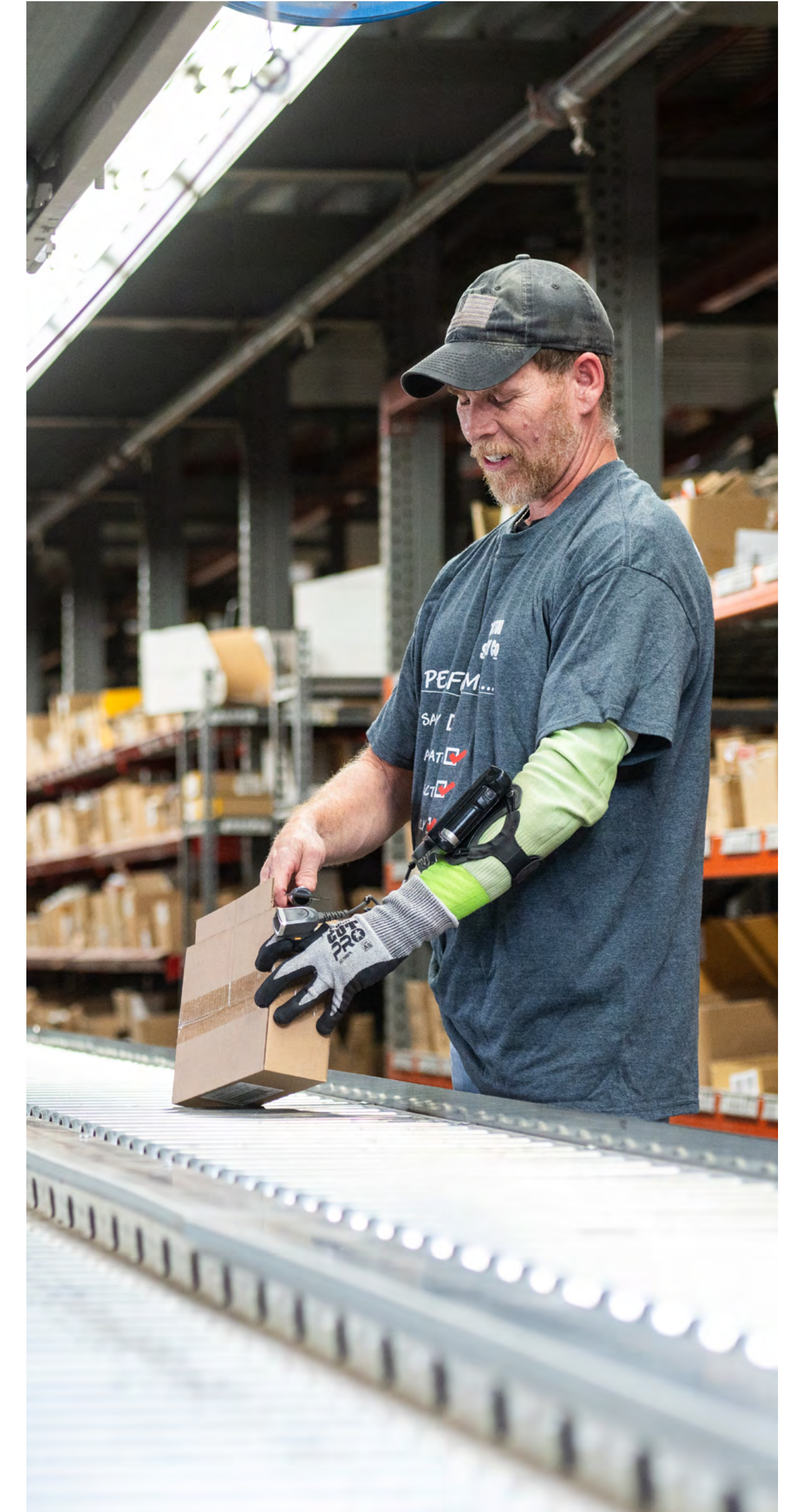
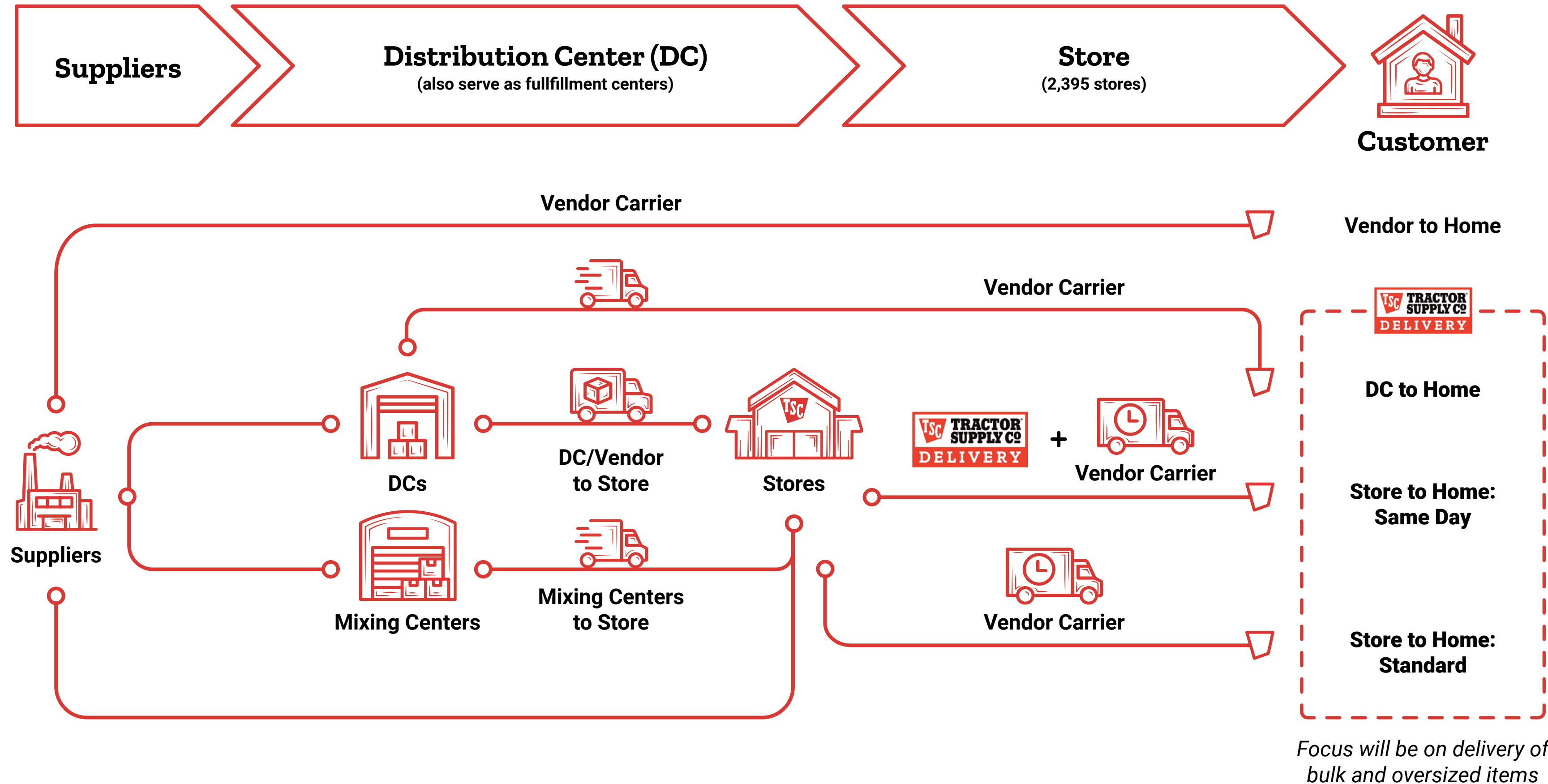


Our Purpose-Built Supply Chain

Our supply chain spans a national network of distribution and transportation operations purpose-built to serve rural communities, ensuring essential products reach customers efficiently, reliably and close to home. As one of the top 30 importers of containerized freight in the United States, we intentionally

integrate global sourcing with local and regional manufacturers, creating a supply chain that strengthens rural economies while delivering speed, dependability and a strong local presence.

Our End-to-End Supply Chain



Supply Chain Readiness for Disaster Response

Tractor Supply's disaster preparedness and response program is built on a simple promise: when our communities need us most, we show up ready to serve. Each year, teams proactively prepare by analyzing historical storm data and the outlook for the year, strengthening vendor partnerships and staging critical inventory in regions most likely to be impacted.

Our readiness is guided by decades of experience supporting rural customers in these critical moments, with product needs varying by event type such as hurricanes, floods, fires or winter storms. Operating effectively in a dynamic environment requires a distribution network designed to remain flexible, responsive and reliable.

As weather events approach, our network shifts from planning to execution. Our highly responsive supply chain allows us to move quickly, often within hours, to stock stores with essential emergency supplies. Distribution centers prebuild 24-pallet emergency loads for quick delivery, while logistics teams adjust routes in real time to navigate road closures, protect drivers and maintain service continuity.



Champion Power Equipment

When disaster strikes, access to reliable power can determine how quickly communities recover, making generators central to hurricane response and Tractor Supply's partnership with [Champion Power Equipment](#) essential.

Named the 2025 Truck, Tool and Hardware Divisional Partner of the Year, Champion delivered exceptional collaboration during major disasters in 2024, working alongside supply chain and store teams to anticipate demand and rapidly deploy product following Hurricane Beryl in Texas and Hurricanes Helene and Milton in the Southeast. Ahead of Helene and Milton alone, Champion delivered 60 truckloads—more than 9,500 generators across 150 stops—helping restore critical services, including access to running water in a hard-hit community.

With Champion serving as our largest supplier of generators, the partnership extends beyond emergency response through ongoing planning and preparedness, exemplifying a true supply chain partnership that delivers resilience and stability when communities need it most.

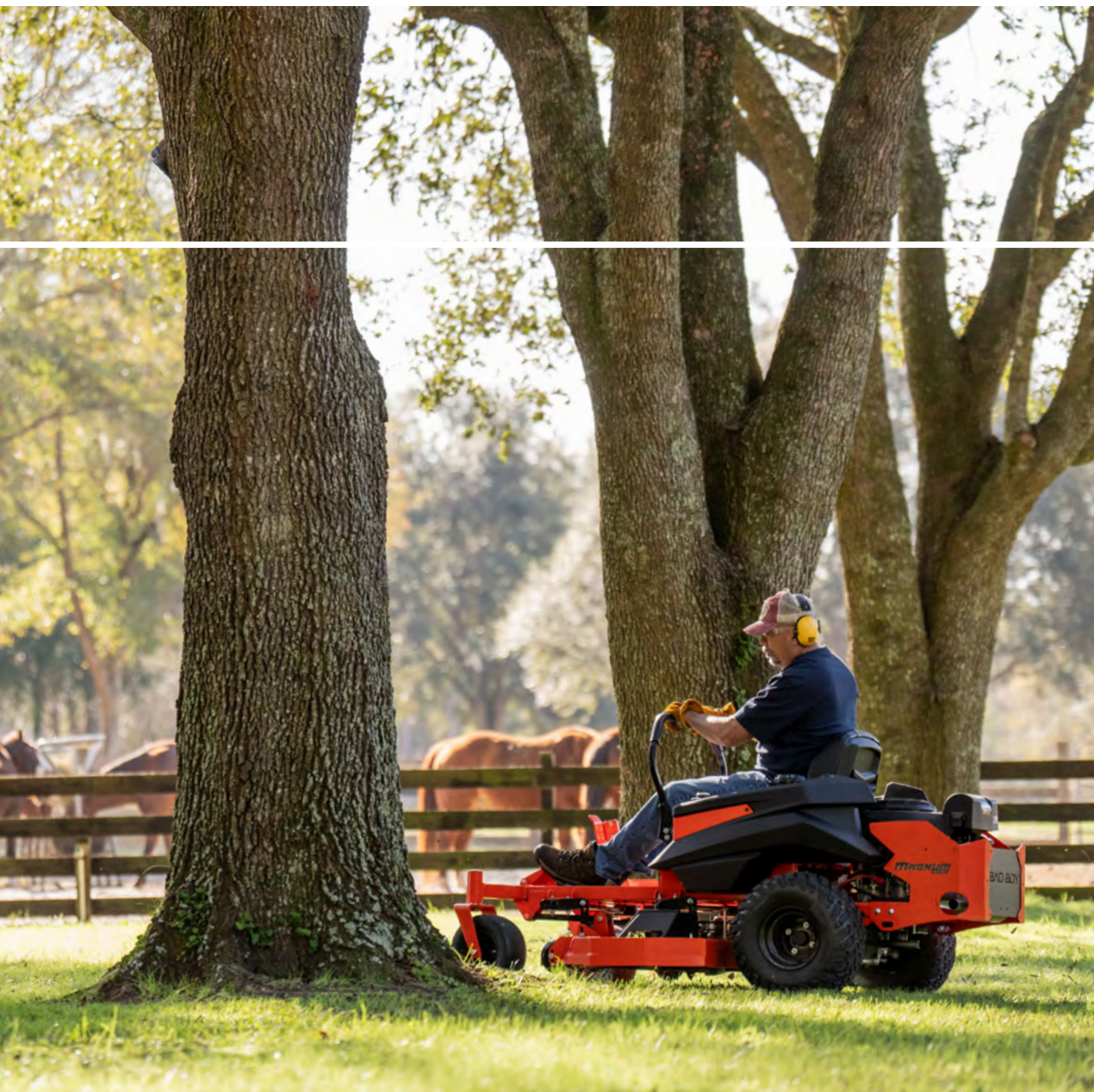
Star Logistics

Dependable transportation and real-time coordination are critical to keeping emergency supplies moving before, during and after severe weather, and [Star Logistics](#) delivered both with exceptional performance through multiple disasters in 2024, most notably hurricanes Helene and Milton. Named Tractor Supply's 2025 Supply Chain Partner of the Year, Star transported more than 100 truckloads of emergency shipments, providing 24/7 coverage and hourly status updates while pre-deploying trucks along the edges of developing storm systems to enable rapid, targeted delivery of generators and critical supplies.

As conditions shifted, Star Logistics worked seamlessly with our teams to navigate road closures, curfews and last-minute route changes, maintaining momentum when timing mattered most and reinforcing the strength of Tractor Supply's disaster response network through clear communication, teamwork and performance under pressure.

Supporting the Growth of Local and Regional Businesses

Our ability to strengthen local economies is made possible not only by where we operate, but by who we grow alongside. We actively support regional vendors and suppliers as partners, creating opportunities for small and emerging businesses to scale, learn and succeed with us over time. Through supplier summits and joint business planning, we offer clear pathways and hands-on guidance that help build capability, confidence and long-term collaboration. Our commitment to local and regional sourcing further expands these opportunities, particularly for plants, shrubs, shavings and region-specific products where proximity and local expertise matter most. By balancing freight efficiency, customer need, value and supplier capability, and by leveraging the close collaboration with our merchants, we continue to broaden our network of regional partners whose work fuels Life Out Here.



**Bad Boy Mowers:
Growing Together to Serve
Life Out Here**



**Kremer Feed:
Expanding Organic Options**



**Global Harvest:
Supporting Backyard Birds
and Poultry Care**



**Hoover's Hatchery:
Growing Self-Reliance,
One Flock at a Time**



Bad Boy Mowers: Growing Together to Serve Life Out Here

Since partnering with Tractor Supply in 2005, [Bad Boy Mowers](#) has grown from a regional zero-turn mower brand into a national partner across more than 2,000 Tractor Supply stores. What began as a small pilot in the Southeast has evolved into a successful long-term partnership, fueled by Bad Boy's rugged, American-built products that resonate with Tractor Supply's core customers.

In addition to its full line of zero-turn mowers, Bad Boy has expanded into new categories, including tractors, leveraging its engineering expertise to meet broader customer needs. Between 2020 and 2025, sales with Tractor Supply more than tripled through expanded store coverage and strong digital performance, supporting workforce and facility growth at Bad Boy's Arkansas manufacturing operations. Today, the partnership continues to help customers maintain their land and live the Out Here way of life.



Kreamer Feed: Expanding Organic Options

By bringing together [Kreamer Feed's](#) expertise in organic feed nutrition with Tractor Supply's scale and retail reach, our collaboration strengthens product choice for customers and supports the continued growth of organic feed options in the marketplace. Founded in 1947, Kreamer Feed is a family-owned animal feed manufacturer based in central Pennsylvania, recognized nationwide for its quality products, reliable service and trusted relationships.

Since the partnership began, Kreamer has experienced significant growth, expanding both its presence and product assortment, including the addition of poultry treats, in our stores. Ongoing innovation has helped the company earn additional shelf space, while participation in key merchandising events, such as Chick Days with off-shelf placement, has boosted product visibility and customer engagement, bringing organic feed choices to even more Tractor Supply customers.





Global Harvest: Supporting Backyard Birds and Poultry Care

[Global Harvest Foods](#) is a family-founded manufacturer with more than four decades of experience in producing wild bird seed, backyard wildlife feed and small animal products. Headquartered in Seattle, Washington, the company has grown into one of the leading producers of wild bird food in the United States, operating multiple manufacturing facilities strategically located near key grain-growing regions to ensure freshness, faster delivery and broader regional availability.

Since partnering with Tractor Supply, Global Harvest has expanded through innovation, increased shelf space and collaborative marketing, supported by ongoing investment in promotions, retail media and digital assets that enhance the customer experience.

The collaboration has also enabled Global Harvest to expand into the poultry category, where products like their 7-pound Impeckables chicken treats have become top-selling items. Additional line extensions are planned for launch during Chick Days in 2026, further broadening the assortment available to our customers.

Together, Tractor Supply and Global Harvest deliver high-quality wild bird and poultry products at an everyday low price that meet customer preferences and reinforce Tractor Supply's role as a trusted destination for essential Life Out Here products.



Hoover's Hatchery: Growing Self-Reliance, One Flock at a Time

For more than a decade, [Hoover's Hatchery](#) has been a key partner in helping Tractor Supply customers connect to rural life. Founded in 1944, this family-owned company specializes in a wide variety of poultry breeds, providing approachable, affordable ways for customers to raise backyard flocks, produce fresh eggs and care for their animals. Guided by the belief that a happy chicken owner equals a happy chicken, Hoover's Hatchery delivers healthy chicks, durable coops and trusted support throughout the life of the flock.

As interest in backyard poultry has grown nationwide, the collaboration has scaled through expanded volumes, improved shipping and in-store processes

and long-term planning that enabled national growth. Hoover's Hatchery has invested in new incubators, facilities, transportation and logistics to support a resilient, coast-to-coast distribution network. Today, Hoover's Hatchery continues to innovate alongside Tractor Supply with expanded breed variety, increased availability and lifestyle-driven products that empower customers to live Life Out Here with confidence and independence.



Optimizing Resources in Our Operations

We share our customers' belief in true stewardship—caring for the land today so the Out Here lifestyle endures for generations. As we expand our operations, that perspective shapes a pragmatic, financially disciplined sustainability approach focused on operational improvements that deliver measurable impact. Across our stores, distribution centers and supply chain, we prioritize initiatives that lower energy use, enhance building performance and improve packaging and waste management. By pursuing renewable energy where it makes sense, expanding local sourcing and driving supply-chain efficiencies, we build resilience into our operations, ensuring we remain cost-effective, dependable and responsibly aligned with long-term growth for our business and the communities we serve.

Building with Sustainability in Mind

Our buildings strategy begins with high-performance design, integrating energy efficiency, healthy indoor environments and reduced environmental impacts into how our facilities are built and upgraded. That focus has driven significant investments in many of our largest facilities, including our LEED® Silver-certified Store Support Center (SSC), two LEED Silver-certified distribution centers and two newly constructed LEED Gold distribution centers in Navarre, Ohio and Maumelle, Arkansas.

Building Energy Resilience Through On-Site Renewables

On-site renewable energy complements our efficient building design strategy. We installed rooftop solar arrays at both of our new distribution centers consisting of more than 20,000 combined solar panels, each capable of producing 5 MW of energy annually—enough to meet 100% of their daily electricity needs with surplus power supplied back to the grid. In 2025, we also invested in the installation of solar panels above the parking lot of our Casa Grande, Arizona distribution center, which offset a portion of the building's energy use while providing shade and weather protection for Team Members and their vehicles.

At our SSC, we added six solar-powered BEAM EV charging stations capable of charging 12 vehicles simultaneously and equipped with integrated energy storage to support lower-emissions commuting options.

We are also integrating renewable energy solutions at our stores. Through a partnership with one of our property owners, roof-top solar arrays have been installed at nine California stores, including four completed in 2025, with plans to extend these capabilities to additional locations in the years ahead.

Conserving Water

Water conservation reflects our shared commitment to being good stewards of the land, safeguarding essential resources that support our communities and the Life Out Here way of life—now and for generations to come.

Last year, we exceeded our 2022 goal to conserve 25 million gallons of water by 2025, achieving more than 60 million gallons in savings. This progress was driven by operational improvements and strategic partnerships with Ducks Unlimited and Trout Unlimited to help restore and protect sensitive wetland habitats. Across our stores and distribution centers, we also reduce water use by installing low-flow fixtures that use 25% less water than standard models and by deploying smart irrigation technology to detect leaks and optimize watering schedules.



Exceeded our 2022 goal and conserved

60 million+

gallons of water by 2025

Distribution Network Designed for Efficiency and Resilience

Each year, we deliver 9 billion pounds of C.U.E. products to our customers and our 2,395 Tractor Supply and 207 Petsense stores. We consistently seek ways to optimize how we get customers the products they need. A key initiative supporting this effort is our participation in the U.S. Environmental Protection Agency's SmartWay program. The program supports cost-effective practices designed to improve freight efficiency, reduce emissions and contribute to national energy security. SmartWay certification is a critical factor in our carrier selection, and since 2022, we've required all carriers for Tractor Supply to be SmartWay-certified. As of 2022, 100% of our carriers meet this standard.

When our 10th distribution center opened in 2024 in Maumelle, Arkansas, we seized the opportunity to realign delivery routes across the network. The realignment improves service to stores, shortens stem miles—the distance from a distribution center to the start of a delivery route—reduces over-the-road emissions and lowers transportation costs.

In 2025, Tractor Supply launched an initiative to increase the use of intermodal (rail) transportation within our first- and middle-mile supply chain. This effort was driven by a focus on efficiency and resilience. Since implementation began in mid-2025, our intermodal volume has increased by approximately 25%, reducing fuel usage, lowering exposure to transportation market volatility and strengthening the durability of our distribution network by shifting select long-haul freight from truckload to rail. The initiative also provides a scalable foundation for future expansion as we continue to grow and optimize our supply chain.

Managing Materials with Intention

Tractor Supply works to mitigate and minimize waste across our operations by focusing on reduction, recycling and responsible disposal practices. In 2025, our exclusive brand teams advanced packaging source-reduction efforts, decreasing material use before products ever reach our stores. In 2024, at our distribution centers, we started using enhanced shrink wrap—designed for securing pallets and other irregular loads—that stretches three times its length, lowering our plastic wrap consumption by 28%. For unavoidable plastic waste, our partnership with the circular economy innovator Trex® gives it a second life by converting it into durable outdoor products. In 2025 alone, this partnership repurposed roughly 175,000 pounds of plastic.

Recycling is a key component of our materials strategy. Distribution centers and stores recycle cardboard and wood pallets to keep these valuable materials in circulation. We also recycled more than 32,500 pounds of e-waste in 2025, in collaboration with qualified third-party partners. This equates to 1.1 million pounds of CO₂e emissions avoided or approximately 975,000 kilowatt hours of electricity saved.⁶

When reduction or recycling isn't feasible, we manage waste streams responsibly. Our hazardous waste program, supported by national contracts with licensed vendors, ensures that unsalable or spilled consumer products are handled safely and in compliance with federal and state regulations.

Collaborating for Smarter Packaging

In recent years, some states have enacted Extended Producer Responsibility (EPR) laws for packaging. These laws promote a circular economy for plastics and packaging by requiring companies to manage the full lifecycle of their packaging and achieve targets for recyclability, reuse or compostability. To address EPR laws, we created a Packaging Guide to help merchants and vendors make incremental changes that align with EPR requirements using continuous improvement principles. While there are points to navigate in adapting to these regulations, we see clear benefits—innovation, market differentiation and resource efficiency among others—that can boost profitability and create a ripple effect across our supply chain.



⁶The environmental impact calculations were provided by our third-party partner, ERI. The methodology is available on their sustainability [website](#).

Living Life Out Here

Our Customers and Products



C&P

Understanding what customers want and need is central to Tractor Supply's promise to serve Life Out Here. We listen closely and respond with access, value and quality, so our customers can get what they need, when they need it and at prices they deserve. Because we live Life Out Here ourselves, our team brings firsthand experience and genuine passion to everything we do, shaping products and solutions we trust in our own daily lives. From supporting homesteaders and Hometown Heroes to caring for animals of all kinds, we help customers do the work that matters to them by offering practical, durable solutions for pet care, livestock wellness and rural living—designed to help customers thrive.

2025 Highlights

85%

of the goods we sell are needs-based products

5M+

vaccines administered

70%+

of rural population gaining vet access through Tractor Supply services

\$200M+

saved by customers thanks to Neighbor's Club loyalty program benefits

3M+

pets served through grooming, pet wash or veterinary services

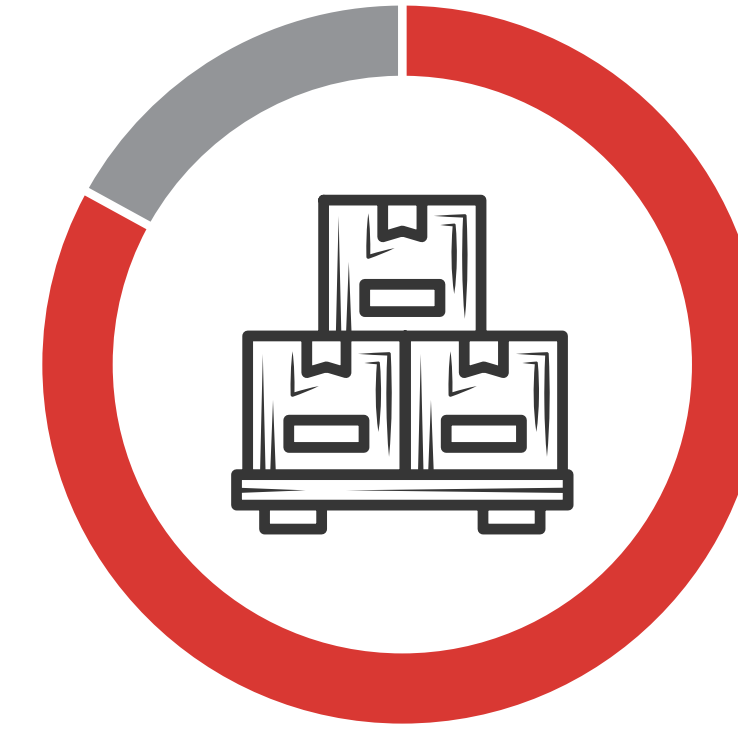
~450,000

batteries and over 168,00 gallons of used oil recycled at our stores by customers

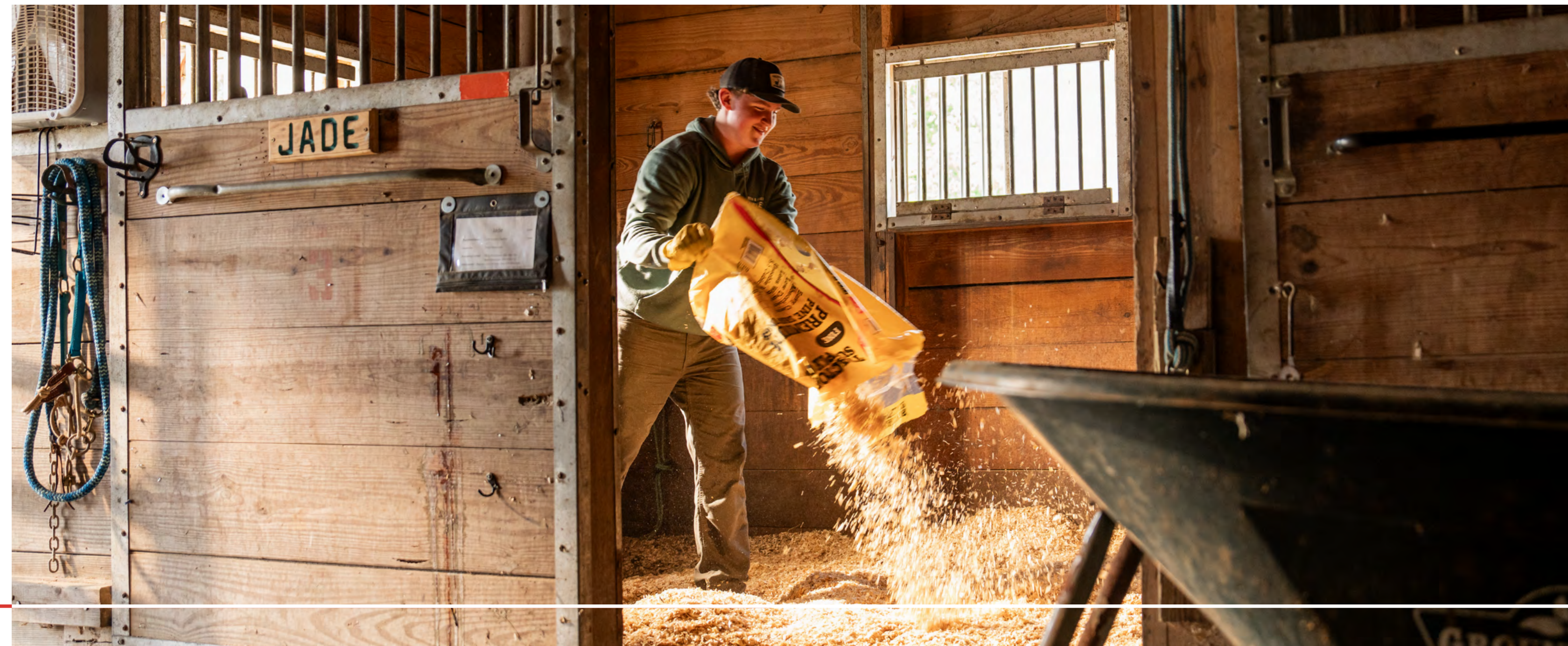
Anytime, Anywhere, Any Way They Choose

At Tractor Supply, customers find everything they need to keep their farms, ranches, homes and animals strong. Our customers are the original Do-It-Yourself enthusiasts, taking pride in building fences, welding gates, caring for livestock and pets and repairing equipment. Our goal is to make it easy for them to tackle every chore with confidence—providing the tools, materials and support to help them start small, dream big and live more self-reliantly.

Our people-first focus keeps us centered on delivering legendary service that helps our customers embrace and sustain the homesteading and rural lifestyles they're passionate about. Whether someone is raising their first flock or expanding a hobby farm, we provide the essentials that make it possible. Our Team Members offer practical, experience-driven guidance that helps customers learn, troubleshoot and make steady progress along their homesteading journey.

**85%**

of the goods we sell are needs-based products



Understanding our Customers

To better understand and meet their needs, we've identified five distinct customer categories. Each represents a unique shopping behavior, guiding the way we tailor our products and services.



Country Dabbler

Casual participants in rural living who shop occasionally for lawn care, seasonal décor and basic tools. They enjoy simple, dependable products that make home projects and seasonal moments feel easier and more enjoyable.

“Walking into Tractor Supply is very welcoming. Being a homeowner now, I can definitely see myself going there more often. Their barbeque selection was very robust and anything that you could really use in a lawn and garden.” – Landon and Whitney

Pet Enthusiast

Pet-focused shoppers who prioritize premium food, grooming products and health services to keep their pets happy and healthy. Through trusted products and a welcoming, personalized in-store experience, Tractor Supply ensures they have the resources and support they need to care for their animals with confidence and joy.

“At our local Tractor Supply store here, they're starting to know her. They're starting to remember her name. She walks in the door and goes straight to the counter because she knows they're going to give her a treat. So, she loves Tractor Supply.” – Kristen

Backyard Homesteader

DIY-minded customers, many of whom own multiple animals and prioritize sustainability, turn to Tractor Supply for starter kits, organic supplies and educational resources to help them live more independently. By providing high-quality, practical tools and guidance, Tractor Supply enables them to pursue self-sufficiency while enjoying the satisfaction of producing their own food and caring for animals.

“I have 43 chickens and a bunny. I get about 22 eggs a day. Mostly I give them away. Some people, they've never had fresh eggs, and you give them fresh eggs and they're like wow, these are so good!” – Ginger

Hobby Farmer

Small-scale farmers managing land and often various livestock species for personal use or supplemental income who are looking for practical, affordable solutions. Tractor Supply meets their needs by offering products and services that help maintain healthy animals and productive gardens, supporting both livelihood and lifestyle.

“We have four dogs, two sheep, three horses and then about eight chickens. The one thing about the property, you know, there's always things that pop up. It's definitely not work to me. We love the whole lifestyle.” – Rob and Kris

Big Barn Owner

Large-scale property owners with acres and animals who rely on Tractor Supply to keep their operations running smoothly. Tractor Supply supports Big Barn Owners with dependable feed, fencing and heavy-duty equipment, helping them manage large operations efficiently and maintain the Out Here way of life.

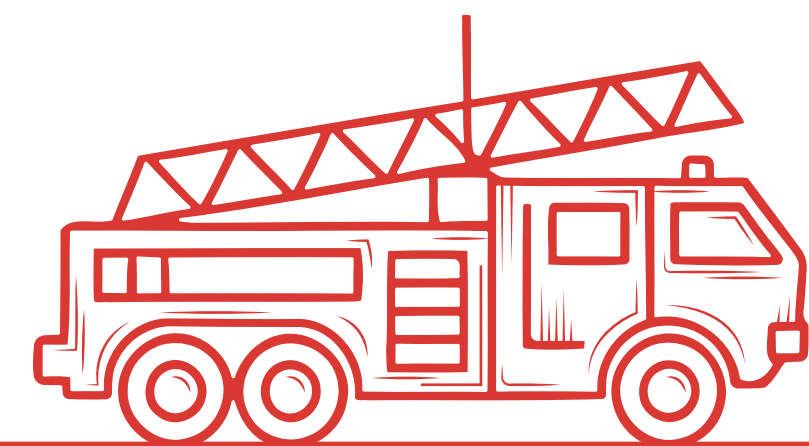
“We've got 62 acres here. A typical day for me is making sure the chickens are fed, the horses are taken care of. I decide if we're going to cut hay, split wood. It's a full-time job. I feel like I get up most days thinking I'm the luckiest guy around.” – Larry

Everyday Low Prices our Customers Deserve

Affordability is at the heart of our promise to serve Life Out Here. We know our customers depend on us for the essentials that keep their land, animals and projects moving, so we maintain a pricing approach rooted in fairness, transparency and real value. Our Best Price Guarantee empowers every store to match any competitor’s in-store or online price on identical items, ensuring customers never pay more than they should. For our exclusive and private label products, we take that commitment a step further by matching the price of equivalent items from competitors, reinforcing trust while protecting the integrity of our brands.

Neighbor’s Club Loyalty Program: A Growing Community

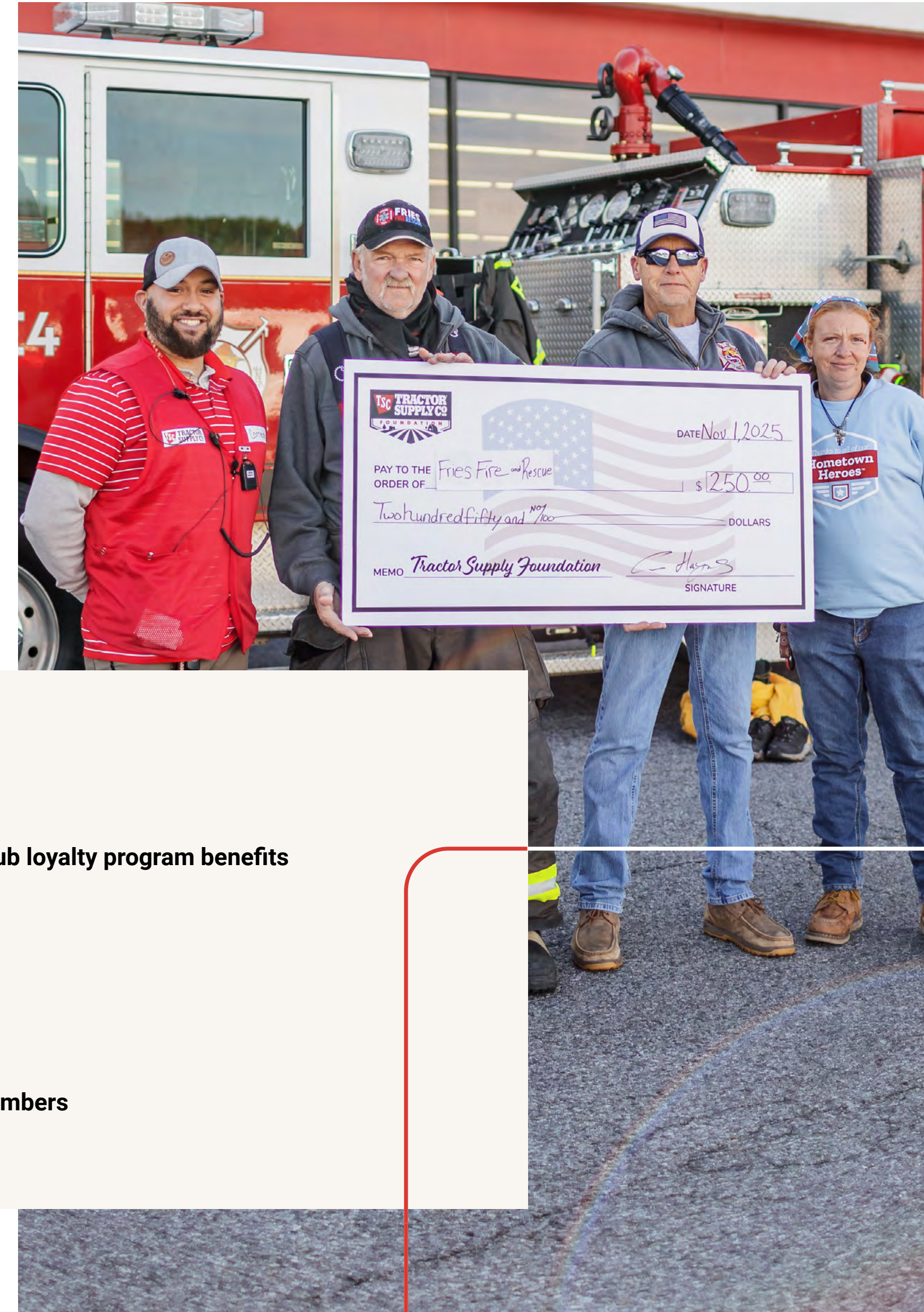
Neighbor’s Club loyalty program has become one of the most meaningful ways we show appreciation for the customers who rely on us every day. Launched in 2017, the program was built on a simple idea grounded in our common-sense approach to value: offering straightforward benefits to every member based on their spend and rewarding loyalty through transparency and consistency. What began as a way to say “thank you” has grown into one of the largest loyalty programs in retail.



Honoring our Hometown Heroes

Building on the strength of the Neighbor’s Club, in 2024 we introduced the Hometown Heroes program, embodying the deepest values of the Out Here lifestyle: service, gratitude and stewardship. Our Hometown Heroes—active duty military service members, veterans and first responders, including law enforcement, firefighters and emergency medical technicians—receive automatic top-tier Preferred Plus Neighbor status.

These benefits are available every day of the year, with no brand exclusions and no limits on total savings, making Hometown Heroes one of the most comprehensive recognition programs in the industry. Members also benefit from quarterly discounts and added savings on key Hero Holidays, including the Fourth of July, First Responders Day and Veterans Day.



\$200M+

saved by customers thanks to Neighbor’s Club loyalty program benefits



~80%

of 2025 sales were from Neighbor’s Club Members

Quality Products to Support Life Out Here

Life Out Here depends on products that do their job, hold up over time and fit the realities of rural living. Our assortment is developed with durability, regional relevance and seasonality in mind, supporting customers through every stage of the work they do on their land, with their animals and around their homes. From everyday consumables to long-term investments, we focus on quality and value that customers can count on year after year, whether they are tending livestock, maintaining property or taking on DIY projects that support self-reliance.

Growing Livelihoods

A significant share of our assortment is designed to help customers do more than complete a task—it's built to help them be productive, self-reliant and generate income. From chicks and feed to fencing and tools, we support people whose livelihoods depend on raising animals, growing food and caring for their land. These products help them turn daily work into lasting returns: producing eggs, raising healthy animals, improving yields and reducing reliance on outside services. By offering practical solutions, we help customers stretch their dollars, increase efficiency and grow the livelihoods that sustain Life Out Here.

We estimate that one in four of our customers owns poultry. In 2025, Tractor Supply customers purchased over 10 million chicks, 120,000 chicken coops and 1.75B pounds of feed. We estimate that at maturity, these ~10M chicks will produce 2.6B eggs annually. By enabling customers to produce their own eggs, we help Hobby Farmers and Backyard Homesteaders build the practical, small-scale infrastructure that supports food independence, shared abundance and stronger rural livelihoods across the country—while also delivering meaningful economic value to our customers.

Right Product, Right Place, Right Space, Right Time

Across 49 states, our customers live the Out Here lifestyle in ways as varied as the landscapes around them. Different climates, soil types and regional activities influence everything from the animals people raise to the way they garden, build and care for their land. We take those differences into account.

To better serve our customers, we launched our Localization initiative in 2025 to deliver the right product, in the right place, in the right space and at the right time. As part of this initiative, we have developed data modeling that influences our store floor plans. Regardless of where our customers live, whether in areas geared toward higher equine needs or those with greater demand for gardening supplies during peak planting season, we work to ensure our offerings are relevant in every market so they can find exactly what their lifestyle calls for. It's all part of our commitment to meeting customers where they are with practical solutions.



~160 localized stores to match local needs

Enabling Sustainable Choices for our Customers

We support stewardship not only through how we operate, but also through the products and services we offer to our customers. By expanding access to sustainable products and providing convenient in-store recycling programs, we help customers make practical, responsible choices every day, especially in the rural areas we serve.

With more than 2,800 solar-related products, from outdoor lights and gate openers to home décor, we make sustainability accessible. We also sell Tuff Stuff brand products for stock tanks, feed pans and mixing tubs made from 100% recycled low-density polyethylene (LDPE), alongside energy-saving products such as weatherstripping, pipe insulation and foam insulation to help our customers lower utility costs and reduce energy use.

Our in-store customer-facing recycling programs for used oil and batteries also fill an important service gap for many rural communities. In 2025, customers recycled nearly 450,000 batteries and more than 168,000 gallons of used oil at our stores. Following the rollout of updated in-store signage and online resources in 2025, participation in our used-oil recycling program grew by almost 20%, demonstrating the value of clear, accessible recycling options for rural customers.



Caring for Animals of all Kinds

Tractor Supply provides comprehensive solutions for pet care, livestock wellness and rural living, ensuring customers and their animals thrive. As part of our commitment to caring for animals of all kinds, we've expanded our offerings to include Petsense by Tractor Supply, a pet specialty retailer, and Allivet, a leading online pet and animal pharmacy, to our family of brands.

Affordable, Preventative Veterinary Services

Healthy pets and animals are a defining feature of vibrant communities, and ensuring their well-being requires access to quality veterinary care. Tractor Supply's expanding veterinary network aims to fill critical gaps in rural veterinary deserts, where affordable, preventative care is extremely limited.

Across the country, nearly 1,700 of our stores host mobile PetVet clinics, providing vaccines and preventative care at a fraction of traditional costs. In 2025, our clinics had over 745,000 customer visits and administered just over 5 million vaccines.

With our acquisition of Allivet in 2024, we've extended our reach even further, enabling more rural and remote customers to obtain the medications and supplements they need. As an online pet and animal pharmacy fully licensed in all 50 states, Allivet offers easy access to essential products that support long-term pet and animal health. Verified as a pharmacy website under the National Association of Boards of Pharmacy, Allivet also provides our customers with assurance that the products they order are safe and from a trustworthy source. Through convenient services like AutoShip, we help pet and animal owners keep up with their veterinary instructions, reducing lapses in care and improving health outcomes over time.



70%+

of rural population gaining vet access through Tractor Supply services



745,000+

vet visits



5M+

vaccines administered



3M+

pets served through grooming, pet wash or veterinary services

Going the Country Mile

Our Team Members and Culture



TMC

Our Company's story has always been a people story: shaped by vision, shared values and a culture built on doing right and treating people well. That extends to everyone we touch, from the neighbors we serve to the communities where we live and work and our invaluable Team Members who bring Life Out Here to life every day. Guided by our Mission to “Work hard, have fun and make money,” we foster an environment where people feel valued and motivated to succeed, while genuinely enjoying the work they do. As both an employer and a community leader, we recognize that prioritizing our Team Members’ well-being, growth and engagement is essential to sustaining our success over the long term.

People join Tractor Supply for more than a paycheck. Our Team Members value purpose-driven work, flexible scheduling, growth opportunities and a culture that’s deeply aligned with our company’s Mission and Values. This sense of purpose and belonging is what sets Tractor Supply apart and powers our ability to deliver legendary service to customers pursuing their passions.

2025 Highlights

64%

internal in-store promotion rate

650

veterans hired

100%

of Team Members working at least 15 hours per week are eligible to participate in our full suite of benefits

~\$5M

invested in training, development and tuition reimbursement to support Team Member career growth

~\$2B

total payroll and benefits invested into communities

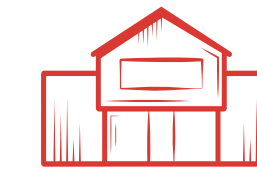
~340

Team Members assisted by our Team Member Assistance Fund, with \$381,000 distributed

Our Workforce Footprint and Impact

By investing in our people, we strengthen the communities where we live and ensure the Out Here way of life continues for generations. We seek talent who understand and value rural living—individuals who want to build lasting careers with Tractor Supply and contribute meaningfully to the communities they call home. This often involves looking toward our key stakeholders: recreational farmers, ranchers, homesteaders, animal and pet owners, veterans and other Hometown Heroes, and those passionate about life beyond the city. We also invest in the next generation of community leaders, creating opportunities for young people to build skills, grow their careers and expand their impact close to home. Once they join our team, we invest in Team Member training, development, well-being and continued engagement to provide an empowering workplace experience that inspires excellence.

52,000+ Team Members

50%
part-time**50%**
full-time**85%**

in stores

**10%**

in distribution centers

**5%**

at the Store Support Center

Our workforce is the backbone of our business. With more than 52,000 Team Members spread across 2,395 stores, 10 distribution centers, 17 mixing centers, 1 bulk center and our SSC in Brentwood, Tennessee, we offer both full-time and part-time roles to meet the diverse needs of local communities.

Among the many ways Tractor Supply creates lasting value in rural America is through the jobs we create and the wages and benefits we invest locally. In 2025, Tractor Supply invested nearly \$2 billion in payroll and benefits into the towns and regions where we operate, supporting household stability, local spending and economic resilience. These investments help sustain small businesses, strengthen tax bases and bolster the long-term vitality of communities.



Recruitment: Driving Impact Through Talent

Since our founding in 1938, we've understood that success starts with our most important strategic asset: our Team Members. We recruit individuals from diverse backgrounds and experiences to bring new perspectives, strengthen our organization and create meaningful impact in the communities we call home.

We leverage a range of talent channels to attract candidates who share our values and identify with the Out Here lifestyle, including our customers, whose hands-on experience makes them a natural fit for our teams. Our Early Talent program remains a key entry point, and partnerships with colleges, universities and local organizations continue to expand our talent pipeline.

Hiring veterans is a natural extension of Tractor Supply's commitment to service, teamwork and community impact. In 2025, we hired 650 veterans, welcoming individuals whose leadership, adaptability and mission-driven mindset strengthen our stores, distribution centers and support teams. By translating military experience into meaningful civilian careers, we honor their service while building a workforce prepared to serve customers and communities with reliability and pride.

Locally, we collaborate with organizations including the National FFA Organization, Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS), Fort Campbell military programs, Operation Stand Down and The Honor Foundation to recruit across stores, distribution centers and our SSC. In 2025, we furthered our partnership with MANRRS by hosting the 2025 MANRRS Conference, reinforcing our commitment to building diverse talent pipelines.

Through scholarships, we invest in developing future leaders for our company and throughout the industry. In 2025, we awarded 146 scholarships through FFA to students at community colleges, trade schools and four-year institutions, facilitating education, workforce development and potential careers with Tractor Supply.

Internships at Tractor Supply

Our internship program remains an important driver for our early career talent pipeline, and in 2025 we continued to strengthen the experiences that help future leaders build meaningful careers with us. We currently maintain an approximately 35% intern-to-Team Member conversion rate, and we're working toward a 50% conversion goal as we create pathways to long-term opportunities at Tractor Supply. All interns participate in Executive Committee meet-and-greets, giving them direct exposure to our senior leaders and the way we bring our Life Out Here strategy to life. Interns also engage in workshops that build essential skills in networking, professional development and leadership—experiences that help them grow their confidence and amplify their impact from day one.



Braedon's Story From FFA to the Future of Tractor Supply

Braedon's journey with Tractor Supply began long before his summer 2025 merchandising internship at the SSC. As a former FFA member, he developed leadership skills while spending long hours in the barn raising turkeys, an experience that strengthened his sense of responsibility and work ethic and often brought him to his local Tractor Supply.

Today, following a period working at his local Tractor Supply store, he's preparing for his second summer internship at our Waco distribution center and pursuing a degree in agricultural systems management at Texas A&M. Braedon's early experiences with FFA and regular engagement with Tractor Supply have not only shaped his career path but also given him a firsthand understanding of the people and products that support rural communities.

Tractor Supply's partnership with FFA first supported Braedon through a scholarship that has allowed him, a first-generation college student, to pursue his degree debt-free. He went on to receive additional financial support through Tractor Supply's tuition reimbursement program.

For Braedon, working at a company that invests in FFA and rural youth isn't just meaningful—it's motivating. It's a full-circle experience rooted in community, development and opportunity. He now shares guidance with current FFA youth, just as others once did for him.

"The Tractor Supply scholarship has allowed me to go through college debt-free as a first-generation student and change my family's future."

— Braedon

Development and Career Mobility

We believe one of the greatest impacts we can have is creating real career pathways for the people who choose to build their future with us. Job stability and the opportunity to grow are central to that commitment. In 2025, 64% of our in-store leaders were promoted from within, a level we've sustained over the past several years, reflecting our long-term goal of promoting two-thirds of our leaders from within while welcoming fresh perspectives from outside.

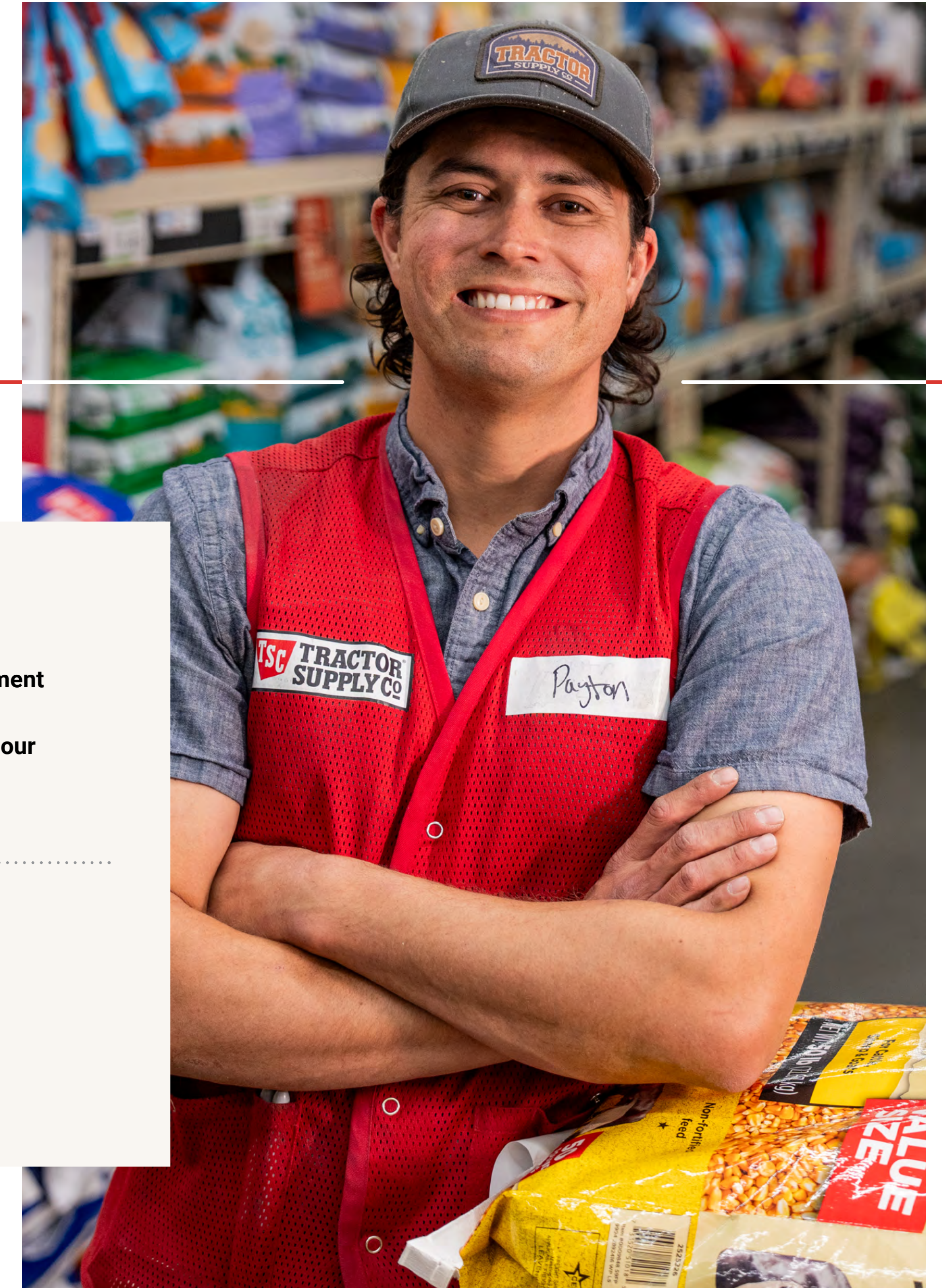
This kind of internal mobility doesn't happen by chance. It's the result of our sustained investment in leadership development, competency-based growth plans, targeted programs for high-potential Team Members and the discipline of our quarterly talent reviews and career planning processes. We work hard to ensure every Team Member sees a path forward—whether they're exploring new skills, preparing for the next step or discovering a career they never expected to love.

Team Member Development

We invest extensively in training because we believe continuous learning, personal growth and a supportive culture help our Team Members do their best work. Our portfolio of over 75 learning and development programs is designed to strengthen long-term capability, support career mobility and ensure every Team Member's experience reflects our Mission and Values. In 2025, we delivered approximately 800,000 hours of learning, averaging 15 hours of development per Team Member.

Whether a Team Member is starting a first job, preparing for a leadership role or advancing their career in our stores, distribution centers or the SSC, we offer structured pathways that enhance engagement, support well-being and encourage every Team Member to Go the Country Mile.

From engaging onboarding experiences to advanced leadership development, our approach emphasizes confidence-building and advancement at every level. With each program blending role-specific knowledge with transferable skills, we help Team Members grow well beyond their current roles and leave the Company better than they came.



~\$5M

invested in training, development and tuition reimbursement to support the career growth of our Team Members in 2025



4,400+

Team Members completed leadership training in 2025

Learning and Development Programs that Build Long-Term Growth

Tractor Supply's approach to Team Member development comes to life through a comprehensive learning ecosystem that supports growth at every stage of a career.



Retention and Well-Being

At Tractor Supply, we deeply value our Team Members and are committed to supporting their well-being, at work and beyond. When Team Members feel supported physically, financially and emotionally, they are better able to bring a winning attitude to work and actively pursue their personal goals.

That commitment shows up in meaningful outcomes, like improved retention. Team Members who use at least one benefit are 30% more likely to stay with Tractor Supply. This trend is also reflected in our turnover data. Overall, our full-time and part-time in-store Team Member voluntary turnover rate in 2025 was 59.2% and involuntary turnover was 10.4%, markedly low in an industry known for high turnover.⁷

30% Team Members who use at least one benefit are 30% more likely to stay with Tractor Supply

Benefits That Go the Country Mile


Our comprehensive Total Rewards Program is designed to support the health, well-being, financial security and long-term career opportunities of our workforce. In addition to medical, dental and vision coverage options, for eligible Team Members we provide company-paid life and disability insurance beginning at \$10,000, a competitive 401(k) match available after one year of service, paid parental leave for full-time and salaried Team Members, tuition reimbursement of up to \$5,250 per year and adoption and surrogacy assistance. Team Members also enjoy a 15% merchandise discount that helps them save on the products they love, often supporting their own farming, ranching or outdoor lifestyles.



We work hard to keep health plan costs as low as possible despite rising healthcare expenses, ensuring flexibility, choice and affordability so every Team Member and their family can access essential care today and in the future.

Our programs extend beyond traditional benefits to support substance abuse recovery, cancer care and chronic condition management, including pre-diabetes and hypertension. The Team Member Assistance Program (EAP) provides confidential mental health and family support, giving Team Members a resource they can turn to during challenging moments. To promote financial confidence, stability and an element of ownership, we offer tools such as earned wage access—allowing Team Members to receive a portion of their wages before payday—and 401(k) education, supporting both short-term needs and long-term planning.

To encourage an ownership mindset and invest in Team Members' financial futures, Tractor Supply's Employee Stock Purchase Plan (ESPP) is available to full-time and eligible part-time Team Members. The ESPP allows participants to buy Company stock at an industry-leading 15% discount, aligning everyday effort with long-term success while deepening their commitment to legendary service. On December 20, 2024, Tractor Supply executed a 5-for-1 stock split, making it even more affordable and accessible for our Team Members to purchase our stock and take advantage of our best-in-class ESPP discount.

 Read more about our benefit offerings on our [Careers](#) page.



⁷Turnover data reflects full-time and part-time in-store and distribution center Team Members and excludes Petsense Team Members.

Impact of our Benefits Programs

~340 

Team Members assisted by our Team Member Assistance Fund, with **\$381,000** distributed

42%

increase in the number of Team Members participating in our ESPP since the December 2024 stock split

~\$1.6M 

invested in our tuition reimbursement program with **~450** Team Members supported



~11,500

Team Members take advantage of our **401(k) benefits**

100%

of Team Members working at least **15 hours** per week are eligible to participate in our full suite of benefits

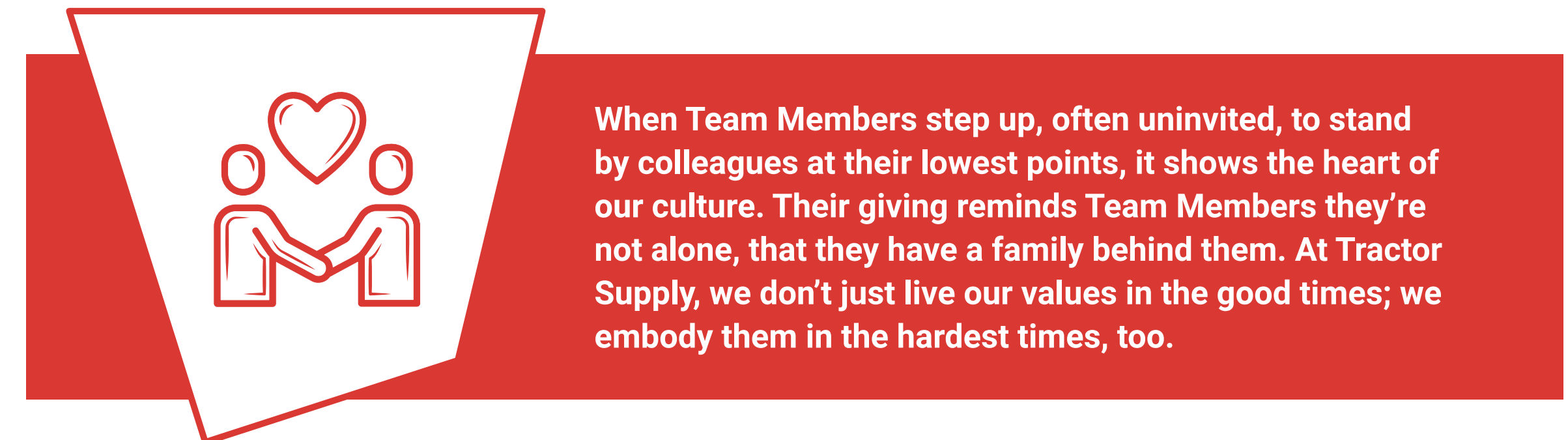
Supporting Every Team Member

We extend meaningful benefits to our part-time Team Members, offering a level of support that stands out as a clear leader in our industry. Those working at least 15 hours per week are eligible to participate in our full suite of benefits, including healthcare coverage, paid sick time, life insurance and tuition reimbursement.

Beyond health and financial benefits, we provide a high level of scheduling flexibility to meet the diverse needs of our Team Members. Part-time roles are available across all store locations, with flexible scheduling that supports farmers, parents, caregivers, students and retirees, among others, who want meaningful work without sacrificing personal commitments. Our Store Managers regularly check in with Team Members about their availability and are empowered to tailor schedules locally, creating adaptable options that promote retention and work-life balance. Meanwhile, Team Members at our distribution centers have access to multiple shift options that provide greater flexibility.

Supporting Team Members in Times of Need

One of the most meaningful components of our support system is the Team Member Assistance Fund (TMAF). Funded by donations from fellow Team Members and the Company, the TMAF provides emergency financial assistance to those facing unexpected hardships such as natural disasters, medical emergencies or sudden financial crises. It's a powerful example of our culture of care in action.



When Team Members step up, often uninvited, to stand by colleagues at their lowest points, it shows the heart of our culture. Their giving reminds Team Members they're not alone, that they have a family behind them. At Tractor Supply, we don't just live our values in the good times; we embody them in the hardest times, too.

In 2025, thanks to the generosity of our Team Members, more than \$381,000 in TMAF grants were awarded to help 338 fellow Team Members navigate some of life's most challenging moments.

When Hurricane Helene struck in September of 2024, 292 affected Team Members received more than \$167,000 in assistance, and when Hurricane Milton hit the following month, an additional 71 Team Members were supported with over \$55,000 in relief. In total, more than \$222,000 in direct aid was delivered through these efforts in 2024.

Engaged Team Members

We know that a strong, engaged team with a winning attitude is foundational to delivering on our Mission and amplifying our impact. Our approach to engagement is built on consistent listening, clear accountability and visible action, with the goal of ensuring every Team Member feels valued, supported and connected to the work they do. Engagement also plays a critical role in business performance, contributing to lower turnover, higher productivity, better customer experiences and more efficient operations over time.

Our annual engagement survey provides a comprehensive view of Team Member sentiment across engagement, culture and communication, including measures such as job satisfaction, intent to stay, likelihood to recommend Tractor Supply as a great place to work, personal commitment and overall energy at work. Following each survey cycle, leaders cascade results to their teams and collaborate on action plans that focus on two to three priority opportunities, which are revised quarterly.

In 2025, we further refined our approach by introducing simplified, action-oriented reporting, expanding the use of periodic pulse surveys to capture real-time insights and embedding engagement metrics directly into leadership scorecards. These tools help us address feedback faster, strengthen communication and ensure that Team Member voices drive meaningful improvements in the workplace experience.

2025 Annual Engagement Survey Results (% Engaged)

83% Tractor Supply and Petsense combined

83% Tractor Supply only

85% Petsense only

80% participation rate



Great Places to Work:

In 2026, Tractor Supply earned the Great Place to Work® Certification for the sixth consecutive year, a distinction driven by Team Member feedback on trust, culture and the overall Team Member experience.

The Country Mile Recognition Program

Our Country Mile program is our flagship recognition initiative, celebrating the Team Members who truly live our Mission and Values and set the standard for being the very best we can be in all we do. Built on peer-to-peer recognition of everyday wins, the program spotlights those who Go the Country Mile for their fellow Team Members, customers or communities, building pride and often generating immense team spirit across the organization.

Each recognition reflects moments when Team Members step beyond their role to meet real human needs. These actions include helping stranded customers repair equipment in extreme conditions, delivering or assembling critical items when no other help is available and ensuring families have generators, feed or supplies ahead of severe weather. In other instances, Team Members have received Country Mile recognition for responding with compassion during deeply personal situations or acting decisively in emergencies to protect life and safety. Together, these everyday acts embody legendary service in its truest form.

Through digital badges, Team Members recognize one another for these meaningful contributions. Since 2019, approximately 3 million badges have been awarded, with over 780,000 distributed in 2025 alone. With monthly, quarterly and annual awards, Country Mile honors the behaviors that power our success and ensures that the moments where Team Members lead with compassion, initiative and accountability are visible, celebrated and remembered.



Team Member Resource Groups

Through our Team Member Resource Groups, Team Members build connection and grow professionally through mentoring and networking that supports the business. These Team Member-led groups bring together individuals with shared interests, experiences or communities to learn from one another and strengthen performance through greater engagement and collaboration. By aligning group goals to enterprise priorities, the Team Member Resource Groups help reinforce a respectful environment and expand opportunities for development and belonging across the organization.

Creating a Safe Work Environment

Safety is foundational to how we operate, and we approach it as both a responsibility and an investment in our team. Across our stores, distribution centers and the SSC, we promote a culture where every Team Member looks out for one another and feels empowered to speak up about potential risks.

We track key safety metrics including OSHA recordable incident rates, workers compensation claims and lost time to understand trends, strengthen our programs and ensure accountability. These measures help us build safer workplaces, and they also improve retention and engagement. In fact, safety consistently ranks as one of the highest-rated categories in our annual engagement survey among store Team Members.

In our stores, we emphasize safe product handling, slip and fall prevention, proper lifting techniques, equipment operation and animal care safety. In our distribution centers, we focus heavily on equipment operation, ergonomics and proactive hazard identification through structured safety programs. This tailored approach ensures that Team Members across every part of our business have the knowledge, tools and confidence to work safely.



Multiplying Impact in Communities

Our Communities



TMC

At Tractor Supply, being part of a community means showing up—consistently, thoughtfully and for the long haul. We are committed to being a positive and engaged presence in the places we call home, strengthening communities through lasting partnerships and investments rooted in real local needs. From community events and emergency relief to scholarships, conservation efforts and animal welfare partnerships, our support reflects a simple belief: meaningful impact is built locally. It is how we leverage our national scale while preserving the hometown feel that defines our brand.

2025 Highlights

\$15M+

contributed by Tractor Supply in community giving

100,000+

young people reached through 4-H, FFA and scholarship programs

~\$50M

invested in next-generation agricultural education since our partnerships began

60M+

gallons of water conserved and 84,000 trees planted through conservation partnerships and operational efficiencies since 2022

12,000+

local sponsorships and community events

\$2M

in charitable giving from the Tractor Supply Foundation to Hometown Heroes organizations

Community Support and Philanthropy

Through financial contributions, local sponsorships, disaster relief and long-term partnerships, Tractor Supply and the Tractor Supply Foundation help meet community needs while responding quickly during times of disruption. Our philanthropy strengthens rural economies, supports youth opportunity, protects ecosystems and animals and honors those who serve.

In 2025, Tractor Supply contributed more than \$15 million in sponsorships, in-kind donations, store marketing efforts and facilitated giving. Through direct giving and disaster response grants, the Tractor Supply Foundation also made significant contributions toward our funding and partnership priorities. These collective efforts ensure the people and places that define Life Out Here are equipped today and positioned to thrive for generations to come.



\$15M+

Contributed by Tractor Supply in community giving through direct giving, product donations, sponsorships, fundraisers and more in 2025

Investing in the Next Generation of Life Out Here

The future of rural America depends on the opportunities we create for young people today. Guided by our Mission and Values, Tractor Supply focuses on expanding access to education, leadership and real-world opportunities for young people who will shape the future of agriculture, skilled trades and rural living. When opportunity takes hold early, it builds confidence, strengthens career pathways and supports long-term prosperity.

Through the Tractor Supply Foundation, we invest in youth programs that help remove barriers and open doors to meaningful futures. Our long-standing partnerships with the National FFA Organization and National 4-H Council anchor this work, connecting students to education, leadership training and hands-on learning that prepares them to contribute to their communities and local economies.

Celebrating 40 Years with FFA

For 40 years, Tractor Supply has partnered with the National FFA Organization to cultivate the next generation of agricultural leaders and strengthen the future of Life Out Here. What began as a shared commitment to agricultural education has grown into one of our most enduring relationships, spanning scholarships, chapter grants and experiential learning that helps students build skills and return to their communities ready to lead.

A central pillar of this partnership is the FFA Future Leaders Scholarship Fund, a five-year, \$5 million initiative established by the Tractor Supply Foundation in 2022 and the largest agriculture scholarship fund of its kind. To date, the program has supported 584 students nationwide and connected scholars to career and internship opportunities at Tractor Supply.

For the 2025–26 academic year, we welcomed our fourth class of FFA scholars: 146 students from 38 states, each receiving a scholarship of \$5,000 for two-year programs and trade schools or \$10,000 for four-year agriculture-related degrees. These students are pursuing fields critical to rural vitality, including agribusiness, agricultural communications, welding, construction and fire sciences. Scholarship recipients are encouraged to interview for roles in our stores and distribution centers, and we reserve internships at our SSC and distribution centers to help bridge education and employment.

In 2025, we deepened our commitment at the National FFA Convention & Expo in Indianapolis, Indiana. Convention shirts sold in stores and at the convention raised over \$260,000 for FFA programs, and we donated nearly 500 iconic blue jackets to help remove barriers to participation.

Tractor Supply leaders were honored with Honorary American Degrees, and the Company received the Distinguished Service Citation, one of the National FFA's highest recognitions for organizations that have made a lasting impact on agricultural education nationwide. The Company strengthened its representation on the FFA Sponsor Board, reinforcing continued leadership in advancing agricultural education.

Together with FFA, Tractor Supply is helping ensure the next generation has the tools, confidence and pathways needed to grow their livelihoods and sustain rural communities for years to come.

Growing Opportunity with 4-H

Over the last 15 years, our partnership with the rural youth organization 4-H has directed more than \$26 million raised through Tractor Supply campaigns into programs that support 4-H youth nationwide. The Paper Clover campaign, our primary fundraising initiative, invites customers to contribute at checkout in stores and online. Since 2010, the twice-a-year campaign runs in all 2,395 Tractor Supply stores, with 90% of donations staying in the state where they are raised to fund local programming.

In 2025 alone, our Spring and Winter Paper Clover campaigns raised over \$2 million, supporting summer camp and leadership experiences for approximately 4,500 students. That same year, Tractor Supply stores sold close to 50,000 limited-edition 4-H ornaments, generating an additional \$138,000 for programs across the country. These efforts create real opportunities for 4-H youth to gain relevant experience, leadership development and career readiness.



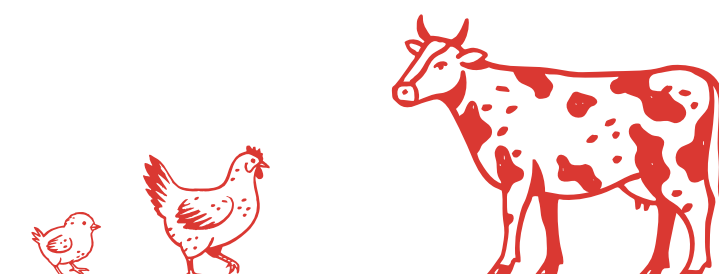
100,000+

young people reached through 4-H, FFA and scholarship programs



~\$50M

invested in next-generation agricultural education since our partnerships began



Preserving Land and Water and Protecting Pets and Animals

Stewardship, to us, means taking responsibility for what we're given and leaving it stronger for the next generation. Through strategic land and water conservation partnerships and close collaboration with the Tractor Supply Foundation, we invest in initiatives that strengthen agricultural resilience, protect natural resources and support the communities that depend on them. That same stewardship mindset extends to caring for pets and animals, from promoting responsible ownership to supporting shelters and rescues through adoption programs, emergency fundraising and hands-on Team Member support. Together, these efforts protect the ecosystems and animals that make our communities whole while strengthening the support structures that enable this important work.

Conservation Partnerships

Strong ecosystems and rural livelihoods depend on how well land and water are managed. Since 2022, the Tractor Supply Foundation has partnered with Ducks Unlimited and Trout Unlimited to advance conservation solutions that protect working lands and restore critical habitats. By mid-2025, these combined efforts in conjunction with our smart irrigation and low-flow fixtures conserved 60 million+ gallons of water. In addition, our partnership with Ducks Unlimited and Trout Unlimited has allowed for the planting of 84,000 trees across 19 states and improved 60,000 acres of working lands, wetlands and riverbanks. Building on this momentum, the Foundation extended its commitment in 2025 with a new five-year investment totaling \$500,000 to deepen and expand this impact.

Ducks Unlimited

Ducks Unlimited is the world's leading private conservation organization dedicated to conserving and restoring wetlands and waterfowl habitat across North America. Its work also supports healthy watersheds, productive farmland and outdoor recreation that fuels rural economies. Our partnership advances stewardship by protecting species, strengthening agricultural landscapes and sustaining the natural systems that support Life Out Here,

while also creating meaningful volunteer opportunities for Team Members through activities such as river cleanups and waterfowl banding.

The Tractor Supply Foundation's initial support for Ducks Unlimited focused on working lands programs in Texas and North Dakota, including the Texas Prairie Wetland Project and grassland and prairie pothole restoration in North Dakota. These early efforts exceeded our partnership goals, contributing to significant water conservation and habitat restoration while supporting local landowners and communities.

Looking ahead, Ducks Unlimited will prioritize our continued funding for public land wetland restoration projects in Tennessee, including the Tennessee National Wildlife Refuge Duck River Unit, Reelfoot Lake Wildlife Management Area, Horns Bluff Refuge and Shelton Ferry Wildlife Management Area. These sites provide vital habitat for waterfowl and shorebirds while serving as important recreational and economic resources.

Trout Unlimited

Trout Unlimited works to protect and restore cold-water fisheries and the watersheds they depend on, benefiting ecosystems, communities and local economies. The Tractor Supply Foundation's partnership with Trout Unlimited focuses on large-scale reforestation and river restoration projects that improve water quality, reduce stormwater runoff and strengthen resilience in the face of extreme weather.

The Foundation's initial donation supported native tree planting along rivers and streams to create riparian buffers, restore degraded land and filter polluted runoff. Over three years, the partnership planted more than 84,000 native trees, restored 1,277 acres of streamside habitat and intercepted 21 million gallons of stormwater. These projects also mobilized more than 4,000 local volunteers, reinforcing community stewardship and direct involvement in conservation efforts.



In the next phase, our support for Trout Unlimited will focus on larger restoration initiatives, including post-wildfire reforestation in California and flood recovery work following Hurricane Helene in Tennessee and North Carolina. The partnership will also expand regional engagement and collaborate with FFA and 4-H to introduce the younger generation to conservation and land stewardship practices.

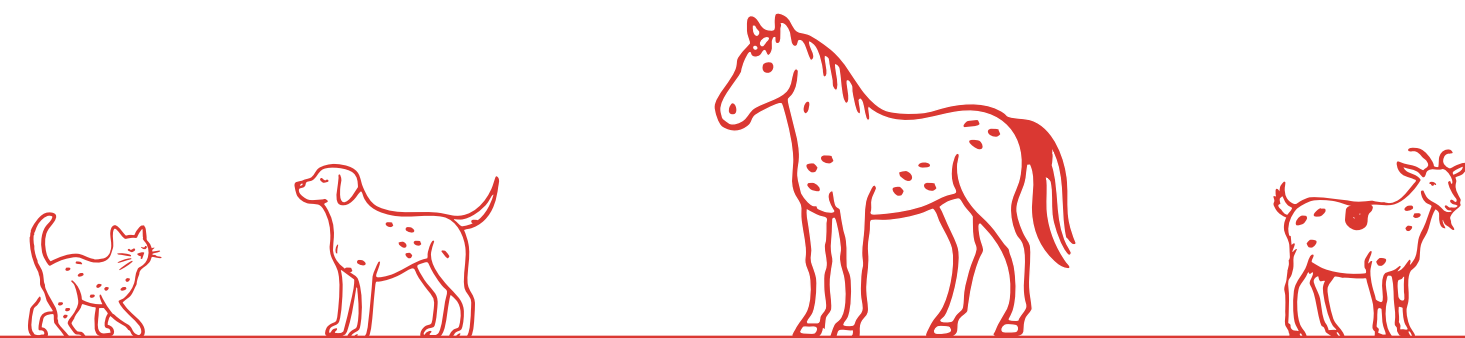


Protecting Pets and Animals

We support responsible pet ownership by helping animals find safe, permanent homes and by standing with the communities that care for them. Petsense hosts chainwide Adoptathon events during the spring and fall seasons. The two Adoptathons held in 2025 led to 2,255 pets finding forever homes, and in total, Petsense was able to support more than 16,000 adoptions for the year.

Beyond adoptions, our Team Members actively support local shelters through donations of food, supplies and volunteer time. In 2025, our stores donated nearly \$800,000 worth of dog, cat and pet food and supplies to local shelters, community partners and organizations in need.

In times of crisis, our partnership with Miranda Lambert's MuttNation Foundation activates the Relief for Rescues Fund, transforming at-checkout contributions from our customers into timely grants for shelters affected by extreme weather events. Launched in 2023, the Relief for Rescues Fund helps ensure that local shelters can continue caring for animals during and after severe weather events. In 2025, the Fund channeled \$633,729 directly to impacted shelters. Our stores also serve as local hubs for emergency support, supplying critical items for displaced pets during natural disasters. Through these programs, we ensure pets receive care and protection while strengthening the communities that welcome them into their homes.



Honoring our Hometown Heroes

As we approach the 250th anniversary of our country's independence, Tractor Supply's commitment to military members, veterans and first responders carries renewed meaning. The Hometown Heroes program, launched in 2024, brings together decades of companywide support for those who serve under one unified banner. Through everyday recognition such as Neighbor's Club loyalty program discounts and benefits, designated parking, volunteer support and storytelling, we express our gratitude to those who give so much to their communities. On November 1, 2025, we commemorated National Hometown Heroes Day with in-store celebrations at our stores nationwide and donated more than \$1 million to local fire, police and veteran organizations.

In 2025, charitable giving from the Tractor Supply Foundation to organizations serving activity-duty military, veterans and first responder communities grew to over \$2 million, building on an initial contribution of \$1 million the previous year. That impact is amplified through the Foundation's partnerships, which create pathways to stability, purpose and long-term opportunity. These include supporting veterans' transitions into agricultural careers through the Farmer Veteran Coalition and helping place highly trained service dogs with veterans and military dependents through Paws4Vets and K9s for Warriors to address post-traumatic stress disorder and mobility challenges.



Standing with First Responders

Tractor Supply is dedicated to standing alongside the first responders who put their communities first. Through our Hometown Heroes program, we recognize and support those who serve with courage and selflessness, especially in moments of crisis. In 2025, that commitment included honoring the Center Point Volunteer Fire Department (CPVFD) in Center Point, Texas, for its extraordinary response during the devastating Hill Country floods—while also mobilizing broader support for affected residents, animals and recovery partners across the region.

On July 4, 2025, the Guadalupe River surged more than 36 feet, overwhelming surrounding communities and triggering widespread destruction. As floodwaters rose, Center Point volunteer firefighters worked tirelessly to guide residents to safety and, in the days that followed, navigated dangerous conditions to search for missing neighbors. While protecting their community, the department suffered a devastating loss of its own: floodwaters inundated the fire station with more than seven feet of water, destroying equipment and supplies essential to their mission. In recognition of their heroic service, Tractor Supply named CPVFD a Hometown Heroes Spotlight honoree and provided a \$5,000 donation, along with much-needed supplies to support rebuilding efforts and help restore critical operations.



Beyond CPVFD, Tractor Supply extended support across the Hill Country in the flood's aftermath. Local stores provided supplies and gift cards directly to impacted residents. To support the Mountain Mule Team's lifesaving search and rescue work in hard-to-reach areas, we provided essential equipment and ensured their horses were fully supplied with feed, veterinary products, electrolytes and hydration supplements so they could remain healthy and active throughout weeks of demanding operations. This support extended beyond immediate humanitarian needs to helping displaced livestock and working animals be safely corralled, recognizing that for many affected families, their herds and animals are not only part of daily life but their livelihood.

In partnership with MuttNation, Tractor Supply donated \$145,000 to support more than 11 animal shelters caring for displaced and injured animals. Our Waco distribution center also played a critical role, supplying pallets of food and feed to help sustain both people and animals during recovery. Together, these efforts demonstrate Tractor Supply's commitment to showing up quickly, locally and meaningfully in times of crisis.



Being a Good Neighbor in the Communities We Call Home

Across rural America, our stores help fuel the fairs, festivals, farmers markets and hometown events that bring communities together. Through community sponsorships, local partnerships and hands-on support, we create opportunities for neighbors to connect, local vendors to build sustainable businesses and customers to pursue the hobbies and livelihoods that matter most to them. These touchpoints, big and small, contribute to our broader strategy of investing in the vibrancy of communities that our customers call home. This commitment also extends to national partnerships, including our work with Make-A-Wish, where in 2025 we completed our 40th wish together. Wishes range from backyard playhouses and horse arenas to providing supplies needed for a new puppy. These touchpoints, big and small, contribute to our broader strategy of investing in the vibrancy of communities that our customers call home.



Annual National Farmers Market in Washington, D.C.

Every year, Tractor Supply looks forward to National Farmers Market Week as a chance to celebrate and support the people who grow, raise and produce the food that fuels rural America. In 2025, the Company participated as a title sponsor of the U.S. Department of Agriculture's Great American Farmers Market on the National Mall in Washington, D.C., a highly anticipated event that kicked off the week and celebrated the nation's farmers, ranchers and producers ahead of the United States' 250th anniversary. During the market,

Tractor Supply hosted a booth alongside farmers and vendors, welcoming FFA and 4-H students and offering interactive activities that highlighted the Company's values and rural heritage. This participation helped amplify the spirit of the market while connecting communities to local agriculture. Following the D.C. event, Tractor Supply carried the celebration to its stores nationwide, hosting outdoor markets on September 13 at all of our 2,395 locations, featuring local homegrown and homemade goods.



Traditions That Bring Communities Together

County fairs and rodeos are where rural America comes together, neighbors reconnect, families pass down time-honored practices and young people learn what it means to care for animals, land and one another. From junior livestock shows to rodeo arenas, these gatherings reflect the pride, resilience and shared values that define our communities and keep local heritage alive.

At Tractor Supply, this way of life isn't something we observe from the sidelines. It's part of how we show up for our communities. Each year, we support more than 1,100 county and state fairs and hundreds of rodeos across the country, beginning long before the gates open. Our stores prepare with the right products and locally tailored assortments, then extend that support to the fairgrounds by supplying livestock needs, backing exhibitors, sponsoring arenas and engaging directly with the families who make these events possible. It's not just retail support, but neighbors supporting neighbors.

Through our sustained commitment to these events, we're also investing in the future of agriculture and rural America. Fairs and rodeos strengthen local economies, support small businesses and create opportunities for youth programs like 4-H and FFA to thrive. They provide young people with hands-on experiences that build responsibility, leadership and stewardship, helping shape the next generation of farmers, ranchers and rural leaders. Our involvement helps ensure these events remain safe, accessible and sustainable for years to come.

Most importantly, our support reflects a deep respect for the people, animals and traditions at the heart of our communities. Whether improving livestock facilities, installing cooling stations during extreme heat or simply being present when it matters most, Tractor Supply is committed to helping communities come together and move forward together. It's how we honor where we come from and help keep rural communities strong, generation after generation.

There When Communities Need Us Most

When emergencies occur, Tractor Supply stores play a vital role in helping communities respond and recover. In many rural areas, our stores are often among the first or only retailers able to reopen following extreme weather events. Each year, we support communities through approximately 45 disaster events, helping residents access critical goods when they are needed most, and providing gift cards to vetted community organizations and animal shelters to ensure they can quickly replenish necessary emergency items.

Our stores carry the essential supplies that help customers protect property, care for animals and begin recovery efforts immediately, including generators, fuel cans, water pumps, tarps, chainsaws, fencing materials, fans and emergency feed and water solutions. Team Members frequently mobilize alongside local responders, donating critical products and helping coordinate community relief efforts. Whether supporting families after wildfires, floods, hurricanes or winter storms, Tractor Supply's ability to stay open and respond quickly demonstrates what it means to be a reliable neighbor and a lifeline during uncertain moments.



Crabapple Fire: Neighbors Helping Neighbors

When the Crabapple Fire swept through Gillespie County, Texas, in March 2025, residents had little warning. Driven by severe drought and winds topping 40 miles per hour, the wildfire scorched nearly 10,000 acres, destroyed homes and outbuildings and forced families to flee with just minutes to spare. Many returned to powerless properties and animals left behind in the rush to evacuate.

Amid the uncertainty, the Fredericksburg Tractor Supply store quickly became a lifeline. Team Members mobilized within hours, donating pallets of water, T-posts, barbed wire, portable kennels, feeders, waterers, bowls and feed to help care for displaced livestock and pets. The store opened its doors as a community collection site, giving neighbors and nearby towns a place to channel their support.

Behind the scenes, the Waco distribution center team moved fast, sending generators, power cords, gas cans and pallets of bottled water to reinforce local recovery efforts. These efforts, combined with additional contributions from Tractor Supply, helped the store extend even more relief.

What emerged was a portrait of a community bound by grit and generosity. In the face of one of the region's most destructive fires, Fredericksburg residents and Tractor Supply rallied together to steady their neighbors and begin the long work of recovery.



Together Through the Storm

In late September 2024, Hurricane Helene struck the southeastern United States with devastating force, bringing sustained winds near 140 mph and causing widespread flooding, power outages and service disruptions across Florida, Georgia, the Carolinas and eastern Tennessee. As the storm stalled inland, hundreds of rural communities were cut off for days or even weeks, leaving residents isolated and facing significant damage and uncertainty.

Tractor Supply moved quickly to support customers, Team Members and the communities they call home. HR teams mobilized immediately to locate Team Members, arrange hotel accommodations for those displaced and expedite access to the TMAF. Approximately 300 Team Members received immediate financial support to address urgent needs.

In the hardest-hit areas, communication failures became one of the first major obstacles. Several stores were without cell service for days, relying on T-Mobile and Starlink emergency units to reestablish connectivity. Parked outside our stores, these mobile trucks enabled phone charging and Wi-Fi access for both Team Members and customers.

Despite extreme challenges, Tractor Supply stores were among the first retailers to reopen in the region. Some were accessible only after days of road clearing, with Team Members stepping in far beyond their usual roles, delivering water and essential products and even camping in store parking lots to keep community lines open.

Throughout the response, our stores served as lifelines for remote communities, helping customers protect their homes, care for their animals and begin rebuilding.

Beyond store operations, Tractor Supply and the Tractor Supply Foundation provided disaster relief funding, additional monetary donations, truckloads of water and animal feed, and activated partnerships to deliver emergency connectivity and charging stations to isolated areas.

The actions taken before, during and in the aftermath of Hurricane Helene demonstrate how our culture drives Team Members to step up with resolve and compassion so that customers and communities can recover, rebuild and move forward.



Trusted Retailer

Responsible Business



RB

Being a trusted retailer starts with upholding the highest standards of integrity, transparency and accountability in every aspect of our business. Our governance practices provide the structure and oversight that guide responsible decision making and underpin a strong culture of ethics and compliance. We engage thoughtfully in public policy discussions in a manner consistent with our values, while safeguarding sensitive information through robust privacy and data security practices across our business, in keeping with the trust our customers, Team Members and communities place in us.



Stewardship Program Governance

Board-level oversight of Tractor Supply's corporate social responsibility programs sits with members of the Corporate Governance and Nominating Committee (the Corporate Governance Committee). The Board addresses broader stewardship topics on an as-needed basis as part of its ongoing oversight of enterprise risk and business resilience.

The Company's Senior Vice President, General Counsel and Corporate Secretary (General Counsel) oversees Tractor Supply's environmental compliance and stewardship efforts, which include initiatives to monitor regulatory developments and management-related business risks. Reporting to the General Counsel, the Director of Sustainability is responsible for

coordinating the Company's environmental compliance, data, disclosures and related reporting processes. The Director of Sustainability provides periodic updates to the full Board or the Corporate Governance Committee on Tractor Supply's compliance status, emerging climate-related topics and relevant stewardship activities.

Our Board and management team routinely review operational and strategic risks, including those related to our stewardship program. The Board approves the Company's annual operating and capital budgets, which cover operating expenses and capital investments to make our buildings more energy efficient and less dependent on the energy grid.



Ethics and Compliance

To ensure we conduct business with honesty, integrity and respect, we outline our expectations for Team Member interactions and daily conduct in our [Code of Business Ethics and Conduct](#) (the Code). The Code sets clear standards for ethical decision-making, fair dealing, anti-bribery and corruption practices and equal employment. It also references key supporting policies, such as our Human Rights Policy, Vendor Code of Conduct and no-retaliation whistleblower policy, which help reinforce responsible conduct throughout the business.

Board Oversight

Oversight of ethics and responsible business practices is embedded within our governance structure. Through its committees, the Board oversees adherence to the Code, reviews related policies and monitors risks connected to ethics, integrity and responsible operations. This structure helps ensure that ethical expectations remain aligned with Tractor Supply's values and that our policies are regularly reviewed and strengthened as needed.

Team Member Training

All Team Members complete mandatory Code training during onboarding and annually thereafter, reinforcing the behaviors and expectations defined in the Code. The training covers topics such as spotting and reporting fraud, data protection and respect in the workplace. Team Members must also complete a certification acknowledging their understanding of the Code.



Ethics and Compliance

Code of Business Ethics and Conduct

Human Rights Policy

Vendor Code of Conduct

Code of Ethics
anti-bribery and corruption policy (Pg. 17)

No-Retaliation Policy
24/7 "Out Here" whistleblower hotline and secure, anonymous website

Conflict Minerals Policy & 2024 Conflict Minerals Report



Government Relations

Tractor Supply engages in advocacy efforts at all levels of government to support the Company's policy goals connected to issues important to the Company, our Team Members, customers and the communities where we do business. Our [Policy on Political Contributions and Advocacy](#) details Tractor Supply's advocacy efforts at the federal, state and local levels and is updated semiannually on our Governance website. It establishes clear standards of conduct to ensure that Tractor Supply and all Team Members engage in advocacy activities responsibly and in accordance with all legal requirements.

The aggregate amount of membership dues paid to industry or trade associations in 2025 was approximately \$785,000, of which 33% was used for nondeductible lobbying and political expenditures based on information obtained from these organizations. The aggregate amount of corporate and PAC contributions made in 2025 was approximately \$285,800. The total payments to these organizations represented less than one percent of the Company's fiscal 2025 annual sales. We prepare a [semiannual report](#) detailing these memberships and contributions, including payments made to associations to which Tractor Supply paid \$10,000 or more in membership dues or other payments in 2025.

Privacy and Data Security

Our Information Security and Privacy programs are designed to manage risk, maintain strong security aligned with threats, respond effectively to incidents and recover quickly. To accomplish these goals, Tractor Supply uses cybersecurity and privacy frameworks, including those from the National Institute of Standards and Technology (NIST).

Tractor Supply's executive leadership and Board of Directors are regularly briefed on active and emerging threats and efforts to strengthen defenses against them. The Audit Committee of the Board provides oversight of the cybersecurity and privacy programs.

We routinely engage independent third-party experts to assess the effectiveness of our cybersecurity and privacy programs. In addition, we receive annually an attestation of compliance with the Payment Card Industry Data Security Standard.



See the Company's latest [Form 10-K](#) for additional information on our privacy, data protection and cybersecurity disclosures.

Data Security and Privacy Value Statement

Technology has touched nearly every aspect of how we live, work and shop. Informed by data, technology enables Tractor Supply Team Members to deliver legendary yet modern customer experiences both in-store and online.

Protecting technology and data from today's pervasive threats is the mission of the Information Security and Privacy teams. Tractor Supply's Privacy Policy describes how and why we collect, use and share data on behalf of our customers and Team Members. It also offers options to influence how we use and retain customers' information, including providing the right to access, rectify and delete their data.

Vendor Security

Tractor Supply's vendors are contractually obligated to meet our requirements to enforce data security and privacy controls. We conduct risk assessments of third-party vendors that provide Tractor Supply with important technology or services through our Third-Party Risk Management program. These risk assessments consider security policies and procedures to protect sensitive data, among other risk indicators.

Business Continuity

We regularly test our incident and crisis response procedures. These are designed to help us recover rapidly from a cyber incident. All Tractor Supply business units have business continuity plans that are regularly tested.

Awareness

Our security awareness program seeks to create a culture of shared responsibility for the security of sensitive data and systems. We train all Team Members each year on data security so they know their role in protecting our customers and the Company. Periodic testing ensures the training is effective.



Appendix



SASB Index

Activity Metrics

Accounting Metric	Code	2025 Response
Number of (1) retail locations and (2) distribution centers	CG-MR-000.A	2,395 Tractor Supply stores, 207 Petsense stores and 10 Distribution Centers
Total area of (1) retail space and (2) distribution centers (square feet)	CG-MR-000.B	(1) Total Retail Space: 116,479,553 Tractor Supply Stores Total Building: 115,216,688 Petsense Total Building: 1,262,865 (2) Distribution Centers: 7,784,000
Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	CG-AA-000.A	Total Tier 1 suppliers were 2,205
Employees (full-time)		26,357
Employees (part-time)		26,065
Net Sales (\$mm)		\$15.5 billion

Multiline and Specialty Retailers & Distributors

Accounting Metric	Code	2025 Response
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Energy Management in Retail & Distribution

(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	CG-MR-130a.1	See Environmental Data Tables .
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Data Security

Description of approach to identifying and addressing data security risks	CG-MR-230a.1	See the Privacy and Data Security section of this report.
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(1) Number of data breaches, (2) percentage that are personal data breaches and (3) number of customers affected	CG-MR-230a.2	Tractor Supply has not experienced a reportable data breach.
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Labor Practices

(1) Average hourly wage, (2) percentage of in-store and distribution center employees earning minimum wage, by region	CG-MR-310a.1	Business Unit	Average Hourly Rate	Count Above Applicable Min Wage	Count at Applicable Min Wage	% at Applicable Min Wage
		Tractor Supply Stores	\$17.62	42,709	0	0.0%
		Petsense	\$17.22	1,625	0	0.0%
		Distribution Centers	\$24.84	4,922	0	0.0%
		Total Company	\$18.36	49,256	0	0.0%

SASB Index

Multiline and Specialty Retailers & Distributors

Accounting Metric	Code	2025 Response																								
Labor Practices (Continued)																										
(1) Voluntary and (2) involuntary turnover rate for in-store and distribution center employees*	CG-MR-310a.2	<p>2025 Tractor Supply Only: Voluntary Turnover Rate – 59.2%</p> <p>2025 Tractor Supply Only: Involuntary Turnover Rate – 10.4%</p> <p>*Turnover data reflects full-time and part-time in-store and distribution center Team Members and excludes Petsense Team Members.</p>																								
Total amount of monetary losses as a result of legal proceedings associated with labor law violations	CG-MR-310a.3	\$23,843.16																								
Workforce																										
Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management and (c) all other employees	CG-MR-330a.1	<table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Minority</th> </tr> </thead> <tbody> <tr> <td>Officers</td> <td>23%</td> <td>77%</td> <td>14%</td> </tr> <tr> <td>Directors</td> <td>32%</td> <td>67%</td> <td>11%</td> </tr> <tr> <td>Managers</td> <td>40%</td> <td>60%</td> <td>15%</td> </tr> <tr> <td>All other Team Members</td> <td>48%</td> <td>50%</td> <td>21%</td> </tr> <tr> <td>Total Team Members</td> <td>47%</td> <td>51%</td> <td>20%</td> </tr> </tbody> </table>		Female	Male	Minority	Officers	23%	77%	14%	Directors	32%	67%	11%	Managers	40%	60%	15%	All other Team Members	48%	50%	21%	Total Team Members	47%	51%	20%
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		All other Team Members	48%	50%	21%																					
Total Team Members	47%	51%	20%																							
Please also see our consolidated EEO-1 report here .																										
Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	CG-MR-330a.2	Approximately \$373,500																								

Multiline and Specialty Retailers & Distributors

Accounting Metric	Code	2025 Response
Product Sourcing, Packaging and Marketing		
Revenue from products third-party certified to environmental and/or social sustainability standards	CG-MR-410a.1	Tractor Supply does not currently track this data.
Discussion of process to assess and manage risks or hazards associated with chemicals in products	CG-MR-410a.2 CG-AA-250a.2	We take a risk-based approach, with guidance from our service providers. Most of the chemical analytical testing conducted under the Tractor Supply program falls within the Star Level 1, which includes all “high risk” or regulatory requirements.
		<p>Star Level 1: “Must Do” These are the federal and state laws that would be considered regulatory requirements, such as CPSIA, CFR tests, tests related to recalls, etc.</p> <p>Star Level 2: “Should Do” These are tests that are considered industry best practice. These tests may be conducted to ensure that products meet customer expectations for safety and functionality. If Tractor Supply is the importer of record, we require all products to be tested at a certified third-party laboratory for functionality, quality and compliance with federal and state regulations. Products are also submitted to third-party labs for transit testing to ensure that the product in its packaged state can withstand the trip through the supply chain and arrive to the customer in safe, salable condition.</p>
Discussion of strategies to reduce the environmental impact of packaging	CG-MR-410a.3	<p>Tractor Supply supports the use of safe and sustainable materials in our product packaging. Suppliers are required to make every effort to use recyclable, compostable or biodegradable packaging component materials.</p> <p>Rigid PVC plastics are not a preferred component in our packaging programs based on recoverability, and alternative solutions are required whenever possible. Minimizing our packaging footprint is very important to us, and we are evaluating programs and practices to help further reduce this footprint.</p>

SASB Index

Apparel, Accessories & Footwear

Accounting Metric	Code	2025 Response
Labor Conditions in the Supply Chain		
Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	CG-AA-430b.1	<p>(1) 100% (2) Not disclosed (3) 100%</p> <p>Tractor Supply Company contracts with a leading provider of supply chain compliance solutions with on-the-ground presence in over 100 countries to conduct our social and security audits. These audits look to ensure compliance with SA8000 international standards that examine categories, such as working environment, safety of plant and equipment and working hours. The audits are conducted in person to ensure we have insight into the facilities that we contract with and ensure compliance with the local standards within the region.</p> <p>Based on the results of an audit, we may require a follow-up audit within 90 days or up to six months from the date of the original audit. For all audits that result in a follow-up, we require the factory to follow a Corrective Action Plan (CAP) agreed to with the auditors at the conclusion of the audit. Tractor Supply conducts training led by a third party that provides vendors with tools to help them address issues that might be discovered during an audit.</p>

Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	CG-AA-430b.2	<p>We had a total of 341 Social Audits, with an average score of 89%.</p> <p>2025 Social Audit results: 311 Green: 91% 2 Yellow: 1% 28 Red: 8%</p> <p>We had a total of 331 Security Audits, with an average score of 88%.</p> <p>2025 Security Audit results: 323 Green: 98% 4 Yellow: 1% 4 Red: 1%</p> <p>The above data reflects 32 red (failing) scores in total. After successfully completing corrective action plans, as of April 2026, all factories achieved a green (passing) score with the exception of two facilities that are still pending audits scheduled for summer 2026.</p>
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Accounting Metric	Code	2025 Response
Labor Conditions in the Supply Chain (Continued)		
Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	CG-AA-430b.2	<p>Corrective Action Plan (CAP) Follow-up Green factories do not require a CAP closure. The plan is approved and signed with the auditor on-site and verification is confirmed during the next full audit.</p> <p>Yellow factories require a Desktop Review. Once the CAP is implemented for review and approval, the evidence is sent to our service provider, our quality control, for review. Suppliers will not be able to ship products if noncompliance issues are not resolved in a timely fashion.</p> <p>Red factories require a follow-up audit to review the implementation of corrective actions on site. If a supplier is unable to meet requirements, Tractor Supply will hold shipments from the facility until compliance is achieved. Tractor Supply conducts supplier training on its compliance program as needed. We also connect suppliers with our service providers if the suppliers are struggling in areas of lab testing, social audits or security audits. This approach has proven successful in resolving supplier deficiencies.</p>

Description of the greatest (1) labor and (2) environmental, health and safety risks in the supply chain	CG-AA-430b.3	<p>Tractor Supply has identified the following social and environmental risks in its supply chain:</p> <p>Working Hours and Wages: These risks include the potential for violations of wage and hour laws and regulations.</p> <p>Environmental Risks: These risks include noncompliance with environmental permits, unsafe levels of air and water pollution, improper management of hazardous substances and wastewater, and solid waste disposal violations.</p> <p>Health and Safety: The potential for lack of awareness by factory owners and workers of health and safety risks and conditions, including unsafe building and occupational safety hazards.</p>
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Environmental Data Tables

Greenhouse Gas Emissions

Topic	Unit	2025	2024	2023
Scope 1	Metric tons CO ₂ e	104,000	90,000	87,000
Scope 2 location-based	Metric tons CO ₂ e	210,000	211,000	208,000
Scope 2 market-based	Metric tons CO ₂ e	197,000	194,000	175,000
Scope 1 and 2 market-based	Metric tons CO ₂ e	301,000	284,000	262,000
Emissions intensity (Scope 1 and 2)	Metric tons CO ₂ e per 1,000 square feet	4.70	4.58	4.35
Emissions intensity (Scope 1 and 2)	Metric tons CO ₂ e per million USD revenue	20.21	19.10	18.00
Scope 3 Purchased goods and services	Metric tons CO ₂ e	7,405,000	7,286,000	7,682,000
Scope 3 Capital Goods	Metric tons CO ₂ e	142,000	114,000	137,000
Scope 3 Fuel-and-energy-related activities (not included in Scope 1 or 2)	Metric tons CO ₂ e	54,000	52,000	58,000
Scope 3 Upstream transportation and distribution	Metric tons CO ₂ e	426,000	363,000	385,000
Scope 3 Waste generated in operations	Metric tons CO ₂ e	45,000	44,000	82,000
Scope 3 Business travel	Metric tons CO ₂ e	18,000	8,000	8,000
Scope 3 Employee commuting	Metric tons CO ₂ e	124,000	163,000	115,000
Scope 3 Downstream transportation and distribution	Metric tons CO ₂ e	4,000	3,000	1,000
Scope 3 Use of sold products ⁸	Metric tons CO ₂ e	16,441,979	16,480,000	13,204,000 ⁹
Scope 3 End of life treatment of sold products	Metric tons CO ₂ e	901,000	973,000	873,000

⁸These Scope 3 emissions are primarily generated outside of the Company's direct operational control; they are included here to support transparency and completeness in reporting. ⁹This metric has been restated based on methodology improvements in 2024. This number was restated in our 2024 Stewardship Tear Sheet.

Environmental Data Tables

Energy

Topic	Unit	2025	2024	2023
Total energy use (absolute)	MWh	1,033,226	932,076	901,833
Total energy use (intensity)	MWh per 1,000 feet	15.42	14.17	14.98
Percentage of total energy consumed supplied from grid electricity (%)	Percent	48.6%	59.8%	46.7%
Renewable energy ¹⁰	Percent	8.6%	8.8%	12.3%
Percent of stores with energy management system	Percent	94.0%	93%	not reported

Sustainable Buildings

Topic	Unit	2025	2024	2023
LEED® certified (absolute)	Number	5	4	3
LEED® certified (intensity)	Percent of square footage	5.0%	4.2%	3.0%

Water

Topic	Unit	2025	2024	2023
Total water withdrawn	cubic meters	1,629,487	1,388,960	1,318,759
Water withdrawn per Team Member	cubic meters	31.08	26.88	26.22
Tractor Supply	cubic meters	1,579,049	1,341,000	1,258,571
Petsense	cubic meters	50,438	47,960	60,188

Recycling

Topic	Unit	2025	2024	2023
Battery	units	448,295	392,590	391,736
Used oil	gallons	168,152	137,120	114,931
Cardboard	tons	26,900	26,940	20,456
Wood pallets	units	4.5 million	5.3 million	4.5 million

¹⁰Energy derived from renewables refers to renewable sources specifically contracted by Tractor Supply through purchase agreements or direct operation, such as solar and geothermal.

Economic Impact Metric Methodology

Modeling Framework

Economic output supported by Tractor Supply's domestic spending was estimated using two complementary frameworks: the U.S. Bureau of Economic Analysis (BEA) Regional Input–Output Modeling System (RIMS II) for supplier and capital investment spending, and the IMPLAN 2024 Social Accounting Matrix (SAM) model for the economic effects of direct Team Member compensation. RIMS II estimates how changes in final demand for a given industry affect total economic activity within a defined regional economy, including supply-chain and household-spending effects. IMPLAN's Industry Contribution analysis estimates the broader economic activity associated with Tractor Supply's Team Member compensation—modeling how wages and benefits recirculate through the economy via consumer spending to support additional output and earnings. This captures economic activity that cannot be appropriately estimated using RIMS II final-demand multipliers, which are designed for industry spending events rather than Team Member compensation flows. A customized multistate U.S. region was constructed consistent with BEA RIMS II ordering procedures and applied consistently across both frameworks. Total combined economic impact reflects economic activity supported through domestic supplier spending, capital investment and Team Member compensation and payroll tax.

Rationale for Dual-Model Approach

As a retail company, Tractor Supply's economic contribution extends beyond its in-store operations. A significant portion of its broader economic role occurs through the purchase of goods and services from domestic manufacturers, distributors, logistics providers and service firms. Accordingly, the primary component of this analysis measures economic activity supported by Tractor Supply's domestic supplier spending and capital investment, capturing supply-chain and household-spending ripple effects across the U.S. economy and reflecting the Company's role as a purchaser and market intermediary.

In addition, Tractor Supply's direct workforce represents a substantial economic presence in communities across the country. Team Member wages and benefits flow into local economies through household spending, supporting additional economic activity beyond Tractor Supply's own direct footprint. IMPLAN's Industry Contribution analysis is used to estimate the broader economic effects of Tractor Supply's Team Member compensation—modeling how wages and benefits recirculate through the economy via consumer spending to support additional output and earnings across the U.S. economy.

Observed Direct Workforce & Fiscal Footprint

Reported separately from the modeled analysis, Tractor Supply's observed direct workforce and fiscal footprint includes:

- Wages and salaries
- Team Member benefits
- Employer payroll taxes
- Total payroll
- Direct federal, state and local taxes paid

These figures represent actual financial flows and are not multiplied. Wages and benefits also serve as inputs to the IMPLAN household income model. Direct taxes are reported using Tractor Supply's own data, which is more precise than modeled estimates.

Observed construction-related metrics (such as jobs associated with new stores or distribution centers) are based on project-level data and are not derived from the economic model.

Total Economic Output Supported

Total combined economic output reflects economic activity supported across three components: domestic supplier spending, capital investment and Team Member compensation. Each component is estimated using the appropriate modeling framework—RIMS II for supplier and construction spending, and IMPLAN for the broader economic effects of Team Member compensation as wages and benefits recirculate through the economy. Construction-related impacts are presented separately to distinguish one-time investment effects from recurring operational spending.

Key Modeling Assumptions

- Supplier spending was categorized by expense category, using individual GL codes
- Merchandise purchases were adjusted to reflect estimated domestic production shares; imported production was excluded
- Expense categories were mapped to corresponding BEA industry sectors within the detailed RIMS II industry framework
- Multipliers reflect economic relationships within the defined regional economy
- Industry production relationships are assumed fixed, consistent with input–output modeling
- Team Member compensation was modeled in IMPLAN using the Industry Contribution (Detailed) event type, with total Team Member compensation including benefits as the input, applied at the U.S. national level. Indirect and induced effects are included in the combined total; the direct effect is reported as observed compensation in its place, consistent with the treatment of direct effects across all three pillars
- The IMPLAN analysis uses 2024 data applied at the U.S. national level, consistent with the aggregate regional approach used in the RIMS II analysis
- Tractor Supply's direct tax payments are reported as observed figures and are not included in the modeled economic output total

Limitations

- Results should be interpreted as modeled estimates of economic activity supported within the defined regional economy
- Input–output models assume fixed production relationships and do not account for price changes, behavioral responses, supply constraints or dynamic economic adjustments
- RIMS II multipliers reflect average industry relationships within the defined region and are based on the most recent available BEA data
- IMPLAN's Industry Contribution analysis reflects national average economic relationships based on IMPLAN's 2024 database, applied consistently with the aggregate regional approach used in the RIMS II analysis. Results reflect the economic activity associated with existing industry operations and do not represent net new economic activity unless Tractor Supply's operations are considered incremental to the regional economy
- Results are sensitive to assumptions regarding spend classification, domestic production shares, regional scope and Team Member compensation event configuration
- The analysis does not estimate net new activity or assess what economic activity would occur in the absence of Tractor Supply's operations

Forward-Looking Statements

This document contains certain forward-looking statements, including statements regarding market share gains, value creation, customer trends, new stores and distribution centers, property development plans, return of capital, financial guidance for fiscal 2026, including net sales, comparable store sales, operating margin rates, net income, earnings per diluted share and sale-leaseback transactions. All forward-looking statements are subject to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, are subject to the finalization of the Company's quarterly financial and accounting procedures, and may be affected by certain risks and uncertainties, any one, or a combination, of which could materially affect the results of the Company's operations. Forward-looking statements are usually identified by or are associated with such words as "will," "would," "intend," "expect," "continue," "believe," "anticipate," "optimistic," "forecasted" and similar terminology. Actual results could vary materially from the expectations reflected in these statements. As with any business, all phases of our operations are subject to facts outside of our control. These factors include, without limitation, the impact of the recent and potential future tariff announcements and the corresponding macroeconomic pressures and those factors discussed in the "Risk Factors" section of the Company's Annual Reports or Form 10-K and other filings with the Securities and Exchange Commission.

Forward-looking statements made by or on behalf of the Company are based on knowledge of its business and the environment in which it operates, but because of the factors listed above, actual results could differ materially from those reflected by any forward-looking statements. Consequently, all of the forward-looking statements made are qualified by these cautionary statements and those contained in the Company's most recent Annual Report on Form 10-K, quarterly reports on Form 10-Q, and other filings with the Securities and Exchange Commission. There can be no assurance that the results or developments anticipated by the Company will be realized or, even if substantially realized, that they will have the expected consequences to or effects on the Company or its business and operations. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date hereof. The Company does not undertake any obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date hereof or to reflect the occurrence of unanticipated events, except as required by law.



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