

The background of the entire page is a photograph of two women in a pumpkin patch. The woman on the left is wearing a floral tank top and jeans, holding a woven basket filled with pumpkins. The woman on the right is wearing a blue tank top, jeans, and a straw hat, holding a pitchfork and a woven basket. They are both smiling and appear to be enjoying the harvest. The field is filled with green pumpkin plants and some yellow flowers.

Environmental, Social and Governance Tear Sheet

2019

The following tear sheets contain disclosure of relevant environmental, social and governance (ESG) metrics to Tractor Supply Company's (TSC) business, including select metrics from the Sustainability Accounting Standards Board (SASB) standards for the Consumer Goods -- Multiline and Specialty Retailers and Distributors sector and Consumer Goods -- Apparel, Accessories and Footwear sector and the United Nations Sustainable Development Goals (UN SDGs). This document covers the period Jan. 1, 2019 through Dec. 31, 2019, unless otherwise noted.



The Tractor Supply Company Response to COVID-19

As an essential, needs-based retailer, Tractor Supply is committed to taking care of our team members, customers and communities during the COVID-19 pandemic. Tractor Supply has taken numerous actions to ensure safety and enhance convenience for customers during this time, all captured at www.TractorSupply.com/COVID-19. Further, Tractor Supply has committed \$2 million for charitable giving through the establishment of the Tractor Supply Company Foundation and a donation to the Company's existing Employee Assistance Fund, with initial focuses of the donations on COVID-19 relief efforts.

About Us

Tractor Supply Company, the largest rural lifestyle retailer in the United States, has been passionate about serving its unique niche, as a one-stop shop for recreational farmers, ranchers and all those who enjoy living the rural lifestyle, for more than 80 years.

Tractor Supply offers an extensive mix of products necessary to care for home, land, pets and animals with a focus on product localization, exclusive brands and legendary customer service that addresses the needs of the Out Here lifestyle. With over 32,000 team members, the Company leverages its physical store assets with digital capabilities to offer customers the convenience of purchasing products they need anytime, anywhere and any way they choose at the everyday low prices they deserve. At December 28, 2019, the Company operated 1,844 Tractor Supply stores in 49 states and an e-commerce website at www.TractorSupply.com.

Tractor Supply Company also owns and operates Petsense, a small-box pet specialty supply retailer focused on meeting the needs of pet owners, primarily in small and mid-size communities, and offering a variety of pet products and services. At December 28, 2019, the Company operated 180 Petsense stores in 26 states. For more information on Petsense, visit www.Petsense.com.

Tractor Supply's ESG Program Objectives

Tractor Supply believes that a healthy environment, properly managed resources and vibrant communities are keys to a secure and prosperous future. Since launching our Stewardship Program in 2008, we have been focused on becoming more environmentally sustainable while simultaneously helping our neighbors in need. We view our Stewardship Program as a process of continuous improvement as we look for ways to become more efficient, eliminate waste and reduce our impact on the environment. We know that our customers, team members, shareholders and other stakeholders care deeply about what companies do for their communities, for their people and for the planet. At Tractor Supply, we also prioritize the relationships we have with our team members, our customers and the communities we call home, and we are constantly looking for ways to give back.

Our Vision

Tractor Supply believes that a healthy environment, properly managed resources and vibrant communities are keys to a secure and prosperous future. We believe being good stewards involves far more than minimizing our environmental impact.

The Lifestyle

We are dedicated to helping create a healthy environment today and ensuring that the rural lifestyle we love is available for future generations.

The Environment

We continuously work to improve our environmental impact by reducing resource consumption and waste, increasing efficiency and providing alternatives to customers and team members wherever appropriate.

The Business

We view sustainability to be a process of continuous improvement, offering opportunities to complement our business values. In addition to minimizing our impact on the environment, many of our initiatives have the added benefit of reducing costs. Reducing costs enables us to continue to offer our customers everyday low prices, and becoming more efficient provides us with an opportunity to improve our returns to shareholders and provide good jobs for our team members.

Activity Metrics

Topic

Total area of (1) retail space and (2) distribution centers

SASB: CG-MR-000.B



Total Building Square Feet: 45,671,612
TSC Total Building Square Feet: 44,563,704
Petsense Total Building Square Feet: 1,107,908
Distribution Centers Square Feet: 6,873,468

Square footage of retail space is the size of the total rentable area; the square footage of the entire building including sales floor, core areas, receiving areas and excess space.

Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1

SASB: CG-AA-000.A



TSC has 1,730 suppliers over the past 12 months. All suppliers are Tier 1. *Tier 1 suppliers are defined as suppliers that transact directly with the entity, such as finished goods manufacturers. Suppliers beyond Tier 1 are the key suppliers to the entity's Tier 1 suppliers and can include manufacturers, processing plants and providers of raw materials extraction. The entity shall disclose whether any supplier data beyond Tier 1 is based on assumptions, estimates, or otherwise includes any uncertainty.*



Environment



Policies


Topic

Environmental policy

[Environmental Policy](#)

Energy Management in Retail & Distribution: Greenhouse Gas Emissions



Topic	2019	2018	2017
Total energy consumed (gigajoules)	2,360,761	2,292,644	2,000,210
SASB: CG-MR-130a.1 			
In 2018, there was an increase in Distribution Center square footage of 17% and 4.9% in retail sales floor square footage. In 2019, there was an increase of 4.3% in retail store square footage.			
Tractor Supply Company	2,282,512	2,215,944	1,980,307
Petsense	78,249	76,700	19,903
Energy sourced from the grid (%)	97%	100%	100%
Energy derived from renewables (%)	3%	0%	0%
Energy derived from renewables refers to renewable energy specifically contracted by TSC either in a purchase or operation of solar, geothermal, etc.			
Renewable energy strategy	Tractor Supply is committed to sourcing renewable energy where possible. For example, TSC has a two-year contract (2019 and 2020) for electric supply for stores in Pennsylvania where TSC purchased 3,546 Renewable Energy Certificates (REC's). The renewable energy use in kWh's in 2019 converts to 6,383 gigajoules. In addition, TSC has executed an agreement for approximately 32 TSC retail locations served by Dominion Virginia Power for 100% renewable energy. This agreement started in February 2020 and runs through January 2023. The annual volume in kWh's converts to 21,600 gigajoules per year.		

Topic	2019	2018	2017
Scope 1 emissions (metric tons CO ₂ e)	76,904	76,312	62,800
Scope 2 emissions (metric tons CO ₂ e)	189,108	189,486	190,798
Emissions intensity (Scope 1 and 2 MTCO ₂ e/1,000 Cal. Norm SqFt)	5.19	5.33	5.27
Emissions intensity (Scope 1 and 2 MTCO ₂ /Total Revenue (millions))	31.85	33.60	34.93

Energy and GHG emissions reduction efforts

Tractor Supply announced in December of 2018 a goal to reduce carbon emissions from its facilities by 25% (measured by market-based Scope 1 and 2 emissions in metric tons CO₂e emissions per square foot) by 2025 from its 2015 baseline as a part of the Company's Stewardship Program. The Company has reduced its carbon emissions in recent years, as shown from our 2015 baseline [here](#), and is on track to achieve its goal. Tractor Supply plans to achieve this goal by continuing to make investments in projects that reduce carbon emissions. A recent example is Tractor Supply's decision to convert the fluorescent lighting in all of its stores to more environmentally friendly LED lighting. Completed in 2017, this chain-wide project is reducing electricity consumption and expenses in Tractor Supply stores by approximately 30% and has virtually eliminated the costs associated with bulb replacement. Tractor Supply has also constructed three major facilities that were awarded LEED® Silver Certification. These energy-efficient facilities include its Store Support Center in Brentwood, Tenn. (260,000 square feet), its distribution center in Casa Grande, Ariz. (650,000 square feet) and the Company's newest distribution center in Frankfort, N.Y. (approximately 930,000 square feet).

The Company continues to develop its inventory and data capture of Scope 3 emissions.



Tractor Supply is a member in the Department of Environmental Protection Agency (EPA)'s SmartWay program. This program is focused on reducing our carbon footprint, improving freight efficiency in ways that reduce cost while benefiting the environment and strengthening our nation's economy and energy security. During negotiations with carriers, the SmartWay relationship is discussed in depth and is a crucial factor in consideration in on-boarding a carrier. Currently, 100% of Tractor Supply's carriers are SmartWay carriers. Using higher-performing SmartWay carriers is one way that Tractor Supply reduces our total emissions.

Water Usage

Topic	2019	2018	2017
Total water withdrawn (cubic meters)	875,390	930,871	841,332
Water withdrawn per employee (cubic meters)	27.35	30.5	28.5
Tractor Supply Company	848,120	903,228	834,516
Petsense	27,270	27,643	6,815
Water use reduction efforts	<p>Tractor Supply engages in a number of company-wide initiatives to reduce our water usage. These include use of low-flow devices, which require 25% less water than regular flow fixtures (1.2 gallons per flush versus 1.96 gallons per flush).</p> <p>When high-usage stores are identified via the bill pay platform, the store is then contacted to identify the source of the potential leak and turn the fixture off to stop additional leaks. Requests for repairs are then logged to have the particular device repaired. Implementing more timely feedback, which includes the financial impact to the site, has resulted in a reduction in water waste.</p> <p>Tractor Supply does not consume any water in areas of high or extremely high water stress.</p>		

Waste & Recycling

Topic	Information
Solid waste	Tractor Supply utilizes a third party for most disposal and recycling efforts. The Company ensures the provider adheres to all regulations and the highest standards for all disposal and recycling efforts.
Hazardous waste	Tractor Supply does not produce any hazardous waste. As a retailer, Tractor Supply handles and disposes of hazardous waste that comes primarily from products returned by customers and are unsaleable. Working with outside hazardous waste vendors, Tractor Supply has developed a chain-wide program to handle and dispose of this waste in accordance with state and federal regulations.
Recycling	<p>Battery Recycling: Through our partnership with our battery recycling partner, we were able to recycle old vehicle battery cores for customers when purchasing a new vehicle battery core. In our distribution centers and at our Store Support Center, team members can recycle smaller household batteries in specified containers thanks to a partnership with our vendor. In 2019, Tractor Supply recycled 679,038 vehicle batteries.</p> <p>Used Oil Recycling: Used oil is collected in our stores from customers and recycled through a re-refining process that reduces the production of greenhouse gases by 85% and heavy metal emissions by 99.5% compared to burning oil as fuel. In 2019, 88,544 gallons of oil were collected from customers for recycling.</p> <p>Cardboard Recycling: Our cardboard recycling program has been one of our most popular and successful initiatives, engaging team members, increasing productivity and decreasing our environmental impact. In 2010, based on the success of the program in our distribution centers, 50 stores were outfitted with cardboard balers to compress and palletize the cardboard, streamlining the disposal process and making for easy pick-up from our cardboard recycling vendor. Balers were then rolled out to all stores, with the retrofit program being completed in 2013. We are actively generating less cardboard than ever before at Tractor Supply. In 2019, TSC recycled 17,560 tons of cardboard.</p> <p>Wood Pallet Recycling: Wood pallets are essential to move our freight. We have had abundant success over the years through this recycling initiative. Through our recycling program in 2019, we recycled 3.3 million wood pallets.</p>

Product Sourcing, Packaging & Marketing



Topic

Information

Supporting sustainable lifestyles through products

We are a living, breathing part of the communities in which we operate. We share a lifestyle with our customers and understand our responsibility to protect that lifestyle and the resources on which it relies. We provide our customers with the resources that they need to fulfill that sustainable lifestyle that they aspire to have. It is a common belief of Tractor Supply and of our customers that we must be good stewards of the land and our natural resources so that future generations can enjoy the same benefits from these resources that we enjoy today. This desire to protect our natural resources for our children and grandchildren is what drives Tractor Supply to enable our customers to live sustainable lives through homesteading.

Discussion of process to assess and manage risks and/or hazards associated with chemicals in products

SASB: CG-MR-410a.2

SASB: CG-AA-250a.2



We take a risk-based approach with guidance from our services providers and the enforcement that they are seeing within the market. Most of the chemical analytical testing we conduct under the TSC program falls within the 1-star approach. The 1-star approach includes all "high risk" or regulatory requirements:

Star Level 1: "Must Do"

These are the federal & state laws that would be considered regulatory requirements such as CPSIA, CFR tests, tests related to recalls, etc.

Star Level 2: "Should Do"

These are tests that are considered industry best practice. These may not be regulatory, but these are often evaluations that are considered something that a supplier of these products should be ensuring compliance with to make sure their product meets typical expectations. These could be both for safety as well as basic functionality. Often these are industry standard tests that are directly applicable to the product or internal test evaluations that cover common expectations for that product.

For products that Tractor Supply is the importer of record, we have several programs that we require from our vendors and factories prior to any product entering our supply chain. We require all products to be lab tested at a certified third-party lab who will test the product for functionality, quality, federal and state regulations. Additionally, we have each product submitted to the third-party labs for transit testing to be sure that the product in its packaged state can sustain the trip through the supply chain and be presented to the customer in such a way that is safe and presentable.

Discussion of strategies to reduce the environmental impact of packaging

SASB: CG-MR-410a.3



Tractor Supply supports the use of safe and sustainable materials in our packaging. All packaging component materials are required to be recyclable, compostable or biodegradable. 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 upon the environment is very important to us and is part of our everyday business objective.



Social

5

GENDER
EQUALITY



8

DECENT WORK AND
ECONOMIC GROWTH



10

REDUCED
INEQUALITIES





Policies

Topic	Information
Equal employment policy	<p>At Tractor Supply, we strive to provide a diverse workforce that reflects the communities we serve. Therefore, we are fully committed to complying with all equal employment opportunity laws.</p> <p>TSC's Equal Employment Policy is disclosed in our Code of Ethics, pg. 108.</p>



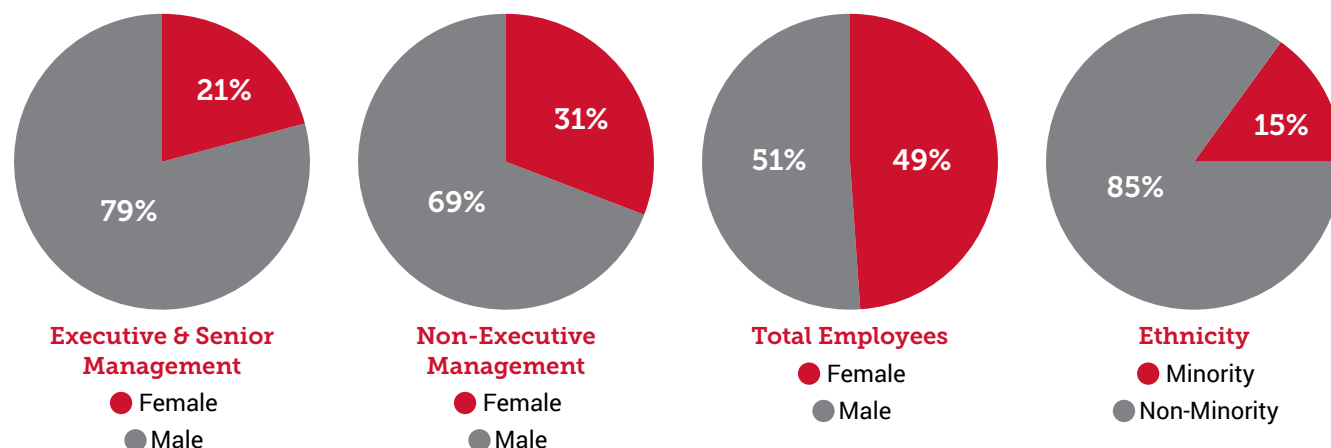
Diversity and Inclusion

Topic
<p>Diversity and inclusion program</p> <p>At Tractor Supply, our deep-rooted culture of Mission & Values is unique and is the foundation of our success. We are committed to providing a diverse and inclusive culture where we foster different perspectives, ideas and innovative thinking. One of our values is respect – the starting point for our diversity and inclusion efforts. Our strong culture is our values in action, and we truly care about each other and working together as part of the Tractor Supply family. Our diversity and inclusion programs and initiatives are focused around four areas:</p> <ul style="list-style-type: none"> • Team Members: Attract, engage, develop & retain Team Members with backgrounds that reflect the diversity of our communities and customers. • Welcoming Environments: Ensure that the power of our values is experienced every day across our team members, customers and the communities we call home. • Customers: Know and celebrate our diverse customers and create a welcoming and inclusive experience. • Communities: Foster meaningful relationships with diverse community partners and invest in the communities we call home. <p>Governed by our Diversity and Inclusion Council, we also have a number of resource groups available to our team members. Our resource groups create communities for those within the targeted demographic and their allies to help make sure Tractor Supply is meeting the needs of all team members. Our resource groups include:</p> <ul style="list-style-type: none"> • Women Out Here • Veterans Group • Young Professionals • African Americans on the RISE

Topic

Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees

SASB: CG-MR-330a.1



Total amount of monetary losses as a result of legal proceedings associated with employment discrimination

Approximately \$23,000 in 2019.

SASB: CG-MR-330a.2



Equitable compensation

Pay equity is very important to Tractor Supply. Each year, TSC partners with a third-party vendor to conduct a pay equity survey. This survey assesses many individual jobs and looks at age, gender and ethnicity to ensure that we are paying equitably across the organization. Every potential issue is reviewed and adjustments made as necessary to ensure pay equity.

The number of potential equity issues identified over the last three years has gone down each year. This is a very positive trend considering that the total number of team members is increasing.

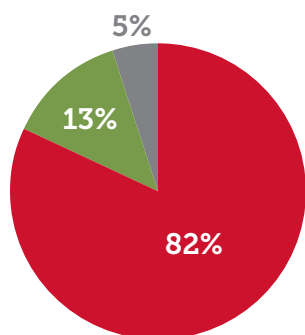
Employee Recruitment, Engagement & Retention

Topic

Employee engagement efforts and response as a percentage of total work force

Tractor Supply conducts an annual employee engagement survey via email.

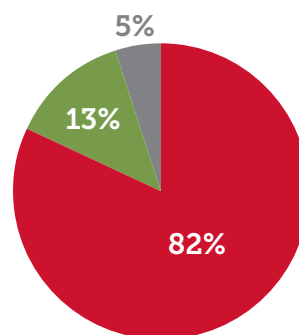
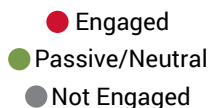
In addition, TSC has an Employee Stock Purchase Plan that is available to all employees to buy stock at a 15% discount. Tractor Supply also provides a 401k match to team members after one year of service.



2019 TSC and Petsense Combined

Total Responses: 25,147

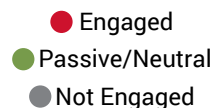
Response Rate: 89%



2019 TSC Only

Total Responses: 24,694

Response Rate: 92%



Employee engagement methodology

Employee engagement is determined using the following items provided by our survey partner, SMG:

- Energized at work
- Intent to remain employed
- Overall job satisfaction
- Personally committed
- Recommend to work

Topic

Information

Talent development

Tractor Supply conducted over 400,000 hours of training in 2019. The Talent and Organization Development tracks 30 different types of training offerings in four key areas: Leadership, Stores, Store Support Center and Distribution Centers. There is a mix of digital, on-demand learning, virtual learning and instructor-led learning opportunities.

Our Leadership Development encompasses emerging leaders, management development, newly hired or promoted managers and new store managers, among many other programs, in order to help develop perspective skills, leadership competencies, business acumen, conflict resolution, self-awareness and other skills. We also bring new leaders from the field into the Store Support Center bi-monthly for Leadership Fundamentals. All of these courses were live instructor-led in 2019.

For the Stores, we offer product knowledge training, soft skills training and leadership development. Certification programs are for Receivers, Team Leaders, Assistant Store Managers and Store Managers in Training. We also have an app "GURA on the Go" for on-demand product knowledge training and a page on our intranet site for vendor-created product knowledge "Learn More Sell More".

For the Store Support Center, we offer a variety of technical skills training, team training and leadership development training. We also host Meet and Greet sessions for our new hires to meet our CEO. All of these courses were live instructor-led in 2019.

For the Distribution Centers, the focus is on safety, organization effectiveness and leadership development. All of these are instructor-led courses.

Talent Development Programs	2019 Sessions Held	2019 Hours	2019 Participants
Leadership	19	21,079	764
Stores	119,663	329,501	34,419
Store Support Center	533	23,923	3,359
Distribution Centers	338	21,398	1,281

Topic

Information

(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region

SASB: CG-MR-310a.1



In-store employees include cashiers, customer service representatives, first-line supervisors/managers of retail sales workers, retail salespersons, and stock clerks and order fillers. These employees are generally classified in the U.S. Bureau of Labor Statistics (BLS) Standard Occupation Classification under the General Merchandise Stores subsector (NAICS 452).

TSC Stores Data

Region	Average Hourly Rate	Count Above Applicable Min Wage	Count at Applicable Min Wage	% at Applicable Min
1	\$12.60	1,884	91	4.60%
2	\$14.10	2,081	314	13.10%
3	\$12.46	2,282	147	6.10%
4	\$12.78	2,392	5	0.20%
5	\$12.40	2,240	73	3.20%
6	\$11.89	2,217	0	0.00%
7	\$13.43	1,927	95	4.70%
8	\$14.19	1,959	598	23.40%
9	\$13.05	2,192	1	0.00%
10	\$12.02	2,234	2	0.10%
11	\$12.00	2,278	0	0.00%
All TSC Stores	\$12.83	23,686	1,326	5.30%

Business Units

	Average Hourly Rate	Count Above Applicable Min Wage	Count at Applicable Min Wage	% at Applicable Min
Petsense	\$12.70	1,093	50	4.40%
DCs	\$12.44	2,614	0	0.00%
Total Company	\$12.79	27,393	1,376	4.80%

(1) Voluntary and (2) involuntary turnover rate for in-store employees

SASB: CG-MR-310a.2



2019 TSC Only: Voluntary Turnover Rate – 79%
2019 TSC Only: Involuntary Turnover Rate – 9%

Data reflects full-time and part-time in-store employees.

Topic

Information

(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals

Exec/Sr. Manager – Voluntary: 5%, Involuntary: 0%
Mid-Level Manager – Voluntary: 11%, Involuntary: 5%
Professional – Voluntary: 11%, Involuntary: 2%

Labor Conditions in the Supply Chain



Topic

Information

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

SASB: CG-AA-430b.1



One hundred percent of the facilities from which we procure product and where we are the importer of record are subject to Social and Security audits, which are conducted by an independent third party on behalf of Tractor Supply. These social audits are based on the global standard SA8000, which is a leading social certification standard for factories and organizations across the globe and are conducted using an approach in line with the reference tools developed by the Global Social Compliance Program (GSCP). All auditors are professionally certified and undergo regular training to stay up to date with the latest standards and regulatory requirements.

Based on the results of the audit, we may require a follow-up audit that would occur within 90 days or up to six months. For all audits that result in a follow up, we require the factory to follow a corrective action plan agreed to with the auditors at the conclusion of the audit.

All suppliers are obligated to follow our [Vendor Code of Conduct](#).

Tractor Supply conducts training where vendors are provided the tools to help address issues that might be discovered during the audits.

Description of the greatest (1) labor and (2) environmental, health and safety risks in the supply chain

SASB: CG-AA-430b.3



Tractor Supply has identified the following environmental and social risks in its supply chain:

- **Working Hours & Wages:** These risks include the potential for violations of wage and hour laws and regulations.
- **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.
- **Health & 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.

Community Involvement

Topic

Information

Charitable giving & communities

Tractor Supply focuses our community giving efforts on causes that are important to our customers and team members. We have disclosed these areas of focus and examples of ways we support each of these categories on our [Corporate website](#). In 2019, we gave over \$8.5 million to community organizations through direct giving, sponsorships, fundraisers and more. Our four areas of focus include:

- Agriculture
- Pets and Animals
- Community
- Veterans Causes

Specific program donation disclosure, as seen on our [Corporate website](#):

- 4-H - Over \$2 million raised in 2019.
- FFA - Over \$11.2 million raised since partnership began in 1985.
- United Way - Donation match program (\$0.50 for every \$1) by team members at the Store Support Center; raised over \$1 million in 2019 United Way Campaign.
- Military-based programs and initiatives for veterans are disclosed in the [2018 Stewardship Report](#) and on the [Corporate website](#).

Employee volunteerism

The following plans and initiatives are disclosed in the [2018 Stewardship Report](#):

4-H - Store teams help with in-store and community projects to support local initiatives.

FFA - Store teams help with in-store and community projects to support local initiatives.

Team members at stores and distribution centers give hundreds of hours of their time to their individual communities each year through farmers markets, 4-H and FFA, among various other local events and community projects. In 2019, Tractor Supply team members spent over 117,000 hours volunteering in their communities.

As disclosed on the [Partnerships page](#) of our Corporate site, Neighbors Helping Neighbors Volunteer Program through the United Way allows team members at the Store Support Center to take up to eight hours of PTO each year for volunteering. In 2019, SSC team members completed about 1,100 hours of volunteer work.



Governance

8 DECENT WORK AND
ECONOMIC GROWTH




16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Policies

Topic	Information
Human rights policy	Tractor Supply is committed to ensuring fair and safe working conditions throughout our business. Please see the Conduct in the Workplace section of our Code of Ethics and our Vendor Policies .
Code of business conduct and ethics	Code of Ethics
Supply chain policy	Vendor Policies
Anti-bribery & corruption policy	Code of Ethics , page 115
Whistleblower policy	Tractor Supply has a 24/7 “Out Here” hotline for whistleblowers and also a secure website that is completely anonymous and has a stated no-retaliation policy that is also available in Spanish and Chinese.
Political contributions/lobbying expenditures policy	<p>Political Contributions Policy</p> <p>The Company, like many businesses, belongs to industry or trade associations that may engage in lobbying activities to support initiatives relevant to our business and the retail industry. The aggregate amount of membership dues paid to industry or trade associations in 2019 was \$201,000, of which 40% was used for non-deductible lobbying and political expenditures based on information obtained from these organizations. The total payments to these organizations represented approximately 0.002% of the Company’s fiscal 2019 annual sales.</p> <p>A report on the Company’s memberships and contributions to industry and trade associations is prepared and presented to the Company’s Corporate Governance Committee. The report is updated semi-annually and is available on the Company’s website.</p>
Conflict minerals policy	Tractor Supply Conflict Minerals Policy and 2019 Conflict Minerals Report .

Data Security

Topic	Information
<p>Description of approach to identifying and addressing data security risks</p> <p>SASB: CG-MR-230a.1</p> 	<p>Risk assessments are conducted for service engagement, including but not limited to third party support, vendor connectivity and systems handling sensitive data.</p> <p>Operational procedures, management processes, structure of products, employee training and use of technology are assessed, validated and tested using industry-standard toolsets.</p> <p>Risks identified during any of these processes are documented, reviewed and signed off on by Senior Leadership. Risks are catalogued and reviewed on an annual basis.</p> <p>Risks presenting a potential material impact to the Company are reported as required by relevant laws and regulations.</p>

(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected

SASB: CG-MR-230a.2



Tractor Supply has not experienced a reportable data breach. The Company has a defined incident management and event monitoring program to continuously address threats to the environment and follow a structured plan to report issues of concern and ensure compliance with regulatory requirements. Incident severity levels are defined with applicable reporting steps/workflows should TSC experience a security incident.

Corporate Governance Best Practices

Board Composition

Metric

Age of directors	Average Age: 59
Gender diversity	% Female: 33%
Total diversity	% Diverse: 56%
Tenure	Average tenure: 7 years
Independence	% Independent: 90%

Best Practices

Shareholder engagement program	Yes
Board oversight of ESG	Yes
Board oversight of corporate strategy and risk	Yes
Stock ownership guidelines for executive officers and directors	Yes
Continuing education for directors and orientating for new directors	Yes
Mandatory retirement age	72

Independence

Independent Lead Director	Yes
100% standing Board Committee membership independence	Yes

Accountability	Metric
Annual election of all directors	Yes
Annual Board and Committee self-evaluation	Yes
Annual evaluation of CEO by independent directors	Yes
Clawback policy	Yes
Resignation policy	Yes

Shareholder Rights	
No poison pill	Yes
One-share, one-vote	Yes
No dual-class common stock	Yes
No cumulative voting	Yes
Simple majority vote standard	Yes
Right to call a special meeting	Yes



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