



Q4 & FY 2023

Earnings Highlights

"As we recently marked Tractor Supply's milestone 85th anniversary, my thanks and appreciation goes out to our more than 50,000 Team Members for their dedication to Life Out Here and for living our Mission and Values. In 2023, our team successfully navigated a highly dynamic environment with agility, operational resiliency and a focus on our strategic investments. As we exit 2023, our business has never been stronger. Our healthy customer engagement, all time high customer satisfaction scores, peak productivity of our supply chain, technology enhancements and the scaled transformation of our store base all serve as proof points of the strength of our business."

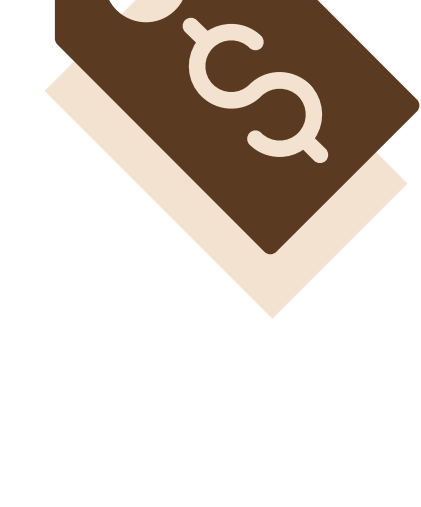
Hal Lawton

President & Chief Executive Officer



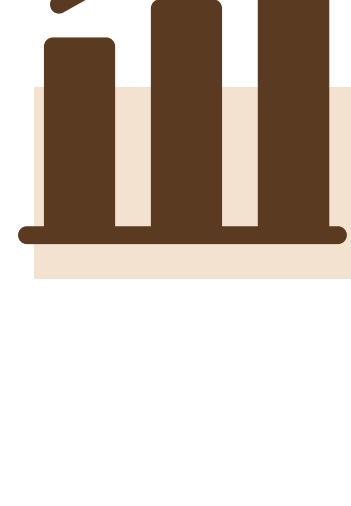
FINANCIAL RESULTS

FISCAL 2023



**Net Sales Increased 2.5%
to a Record \$14.6 Billion**

**Comparable Store Sales
Flat to Prior Year**

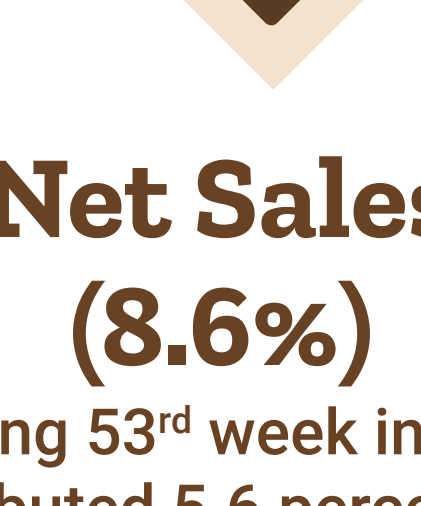


**Diluted EPS Increased
3.9% to \$10.09**

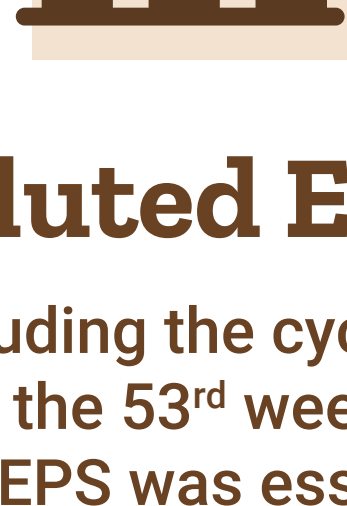
**Over \$1 Billion Returned to
Shareholders for the Second
Consecutive Year**



Q4 2023



**Net Sales
(8.6%)**
Lapping 53rd week in 2022
contributed 5.6 percentage
points of decline



Diluted EPS
Excluding the cycling
of the 53rd week,
Diluted EPS was essentially
flat with the prior year



**Comparable
Store Sales
(4.2%)**
Weather contributed an estimated
400 basis points of decline



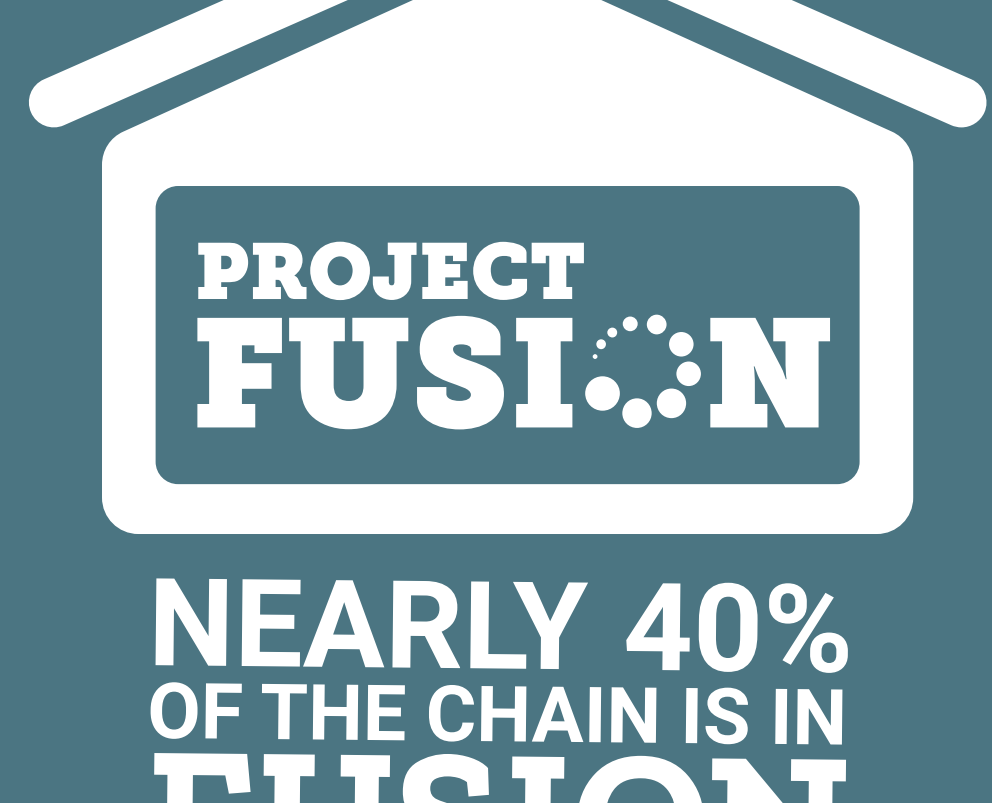
**Comp Transactions
(2.7%)**



**Comp Ticket
(1.5%)**

Q4 included an extra sales week in 2022 as part of the Company's 53-week calendar – see press release for more information.

2023 OPERATIONAL HIGHLIGHTS



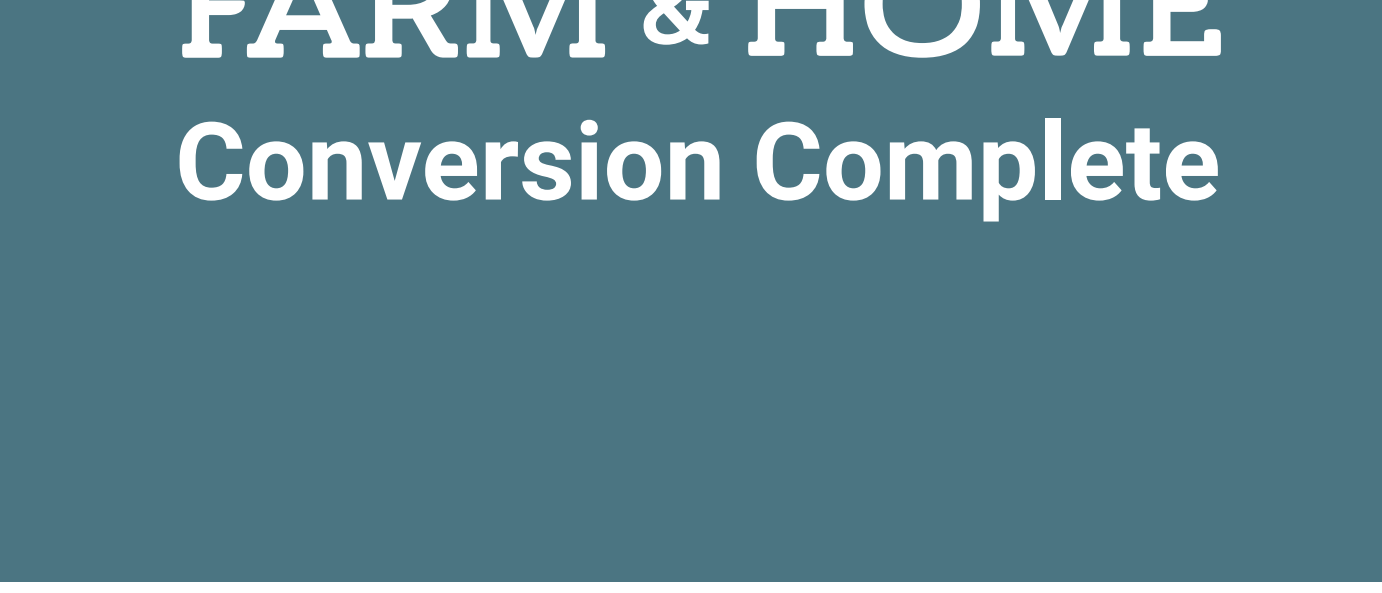
**NEARLY 40%
OF THE CHAIN IS IN
FUSION
FORMAT**



**GARDEN
CENTERS**
Over 450 Now Open



**A RECORD
\$1 BILLION**
in eCommerce Sales



ORSCHELN
FARM & HOME

Conversion Complete



Introduced
our new
AI Tool
to stores

For Life Out Here

**Deliver Legendary
Customer Experiences**

**Advance Our
ONETractor Capabilities**

**Operate the
Tractor Way**

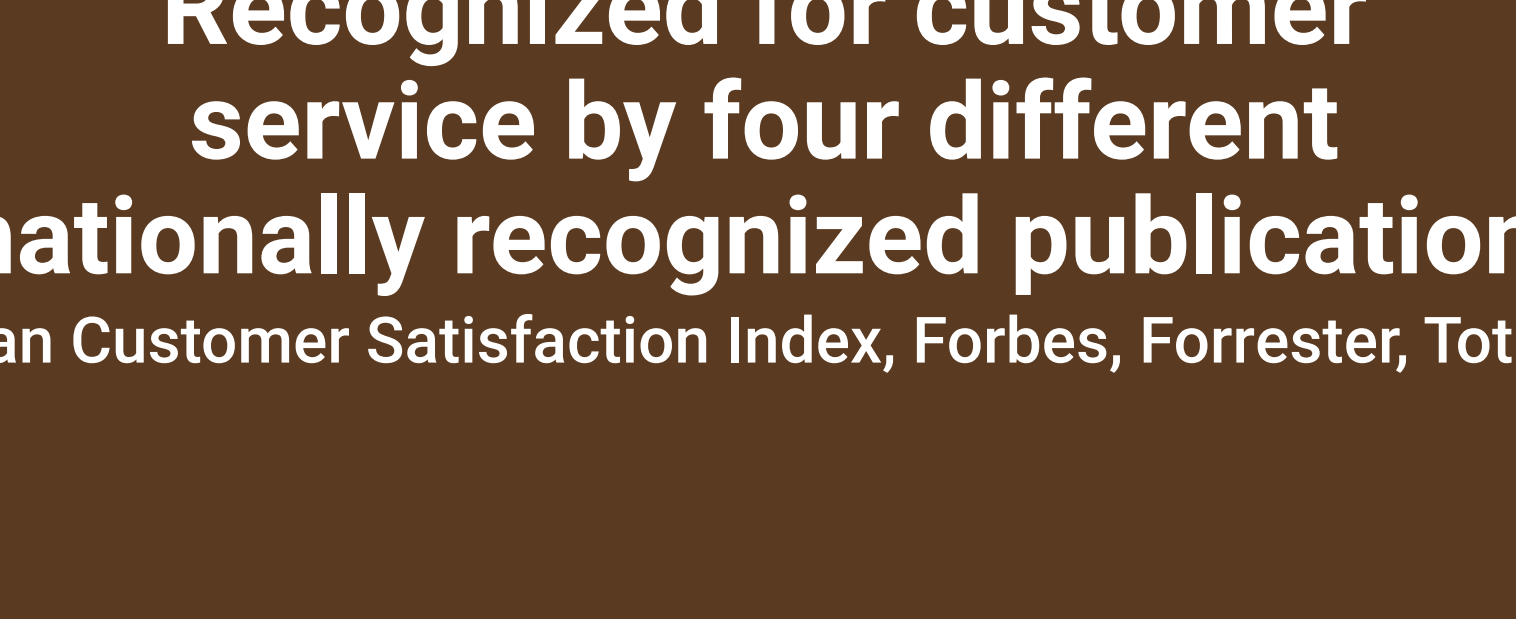
**Go the Country
Mile for Our Team**

**Generate Healthy
Shareholder Return**

SERVING LIFE OUT HERE

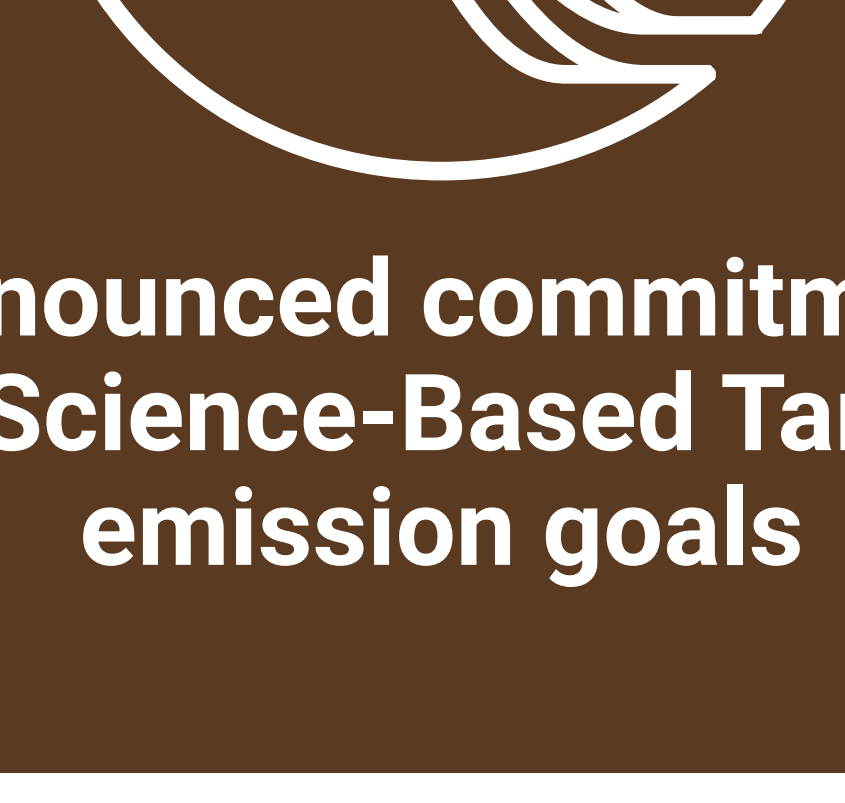
EMERGING ARTISTS

Announced first group of
Emerging Artists for TSC



Recognized for customer
service by four different
nationally recognized publications

(Americian Customer Satisfaction Index, Forbes, Forrester, TotalRetail)



Announced commitment
to Science-Based Target
emission goals



Supported over 140 students
with the inaugural FFA
Future Leaders Scholarship



**TRACTOR
SUPPLY CO.**