

Q4 & FY 2025 EARNINGS HIGHLIGHTS

I want to thank our more than 52,000 Team Members for their continued dedication to the work they do every day across our stores, distribution centers and store support center.

Overall, 2025 was a year of meaningful progress. We continued to gain market share, opened productive new stores and advanced Project Fusion and localization. At the same time, we built the capabilities needed to support Direct Sales, Final Mile and pet and animal prescriptions. As we move into 2026, we are prepared to operate with discipline across a range of economic conditions. With much of our strategic foundation now in place, we remain focused on executing our Life Out Here 2030 strategic initiatives and delivering a more consistent performance profile over time.

Hal Lawton
President & Chief Executive Officer



FINANCIAL HIGHLIGHTS

Q4 2025

+3.3% **+0.3%** **\$0.43**
Net Sales Growth Comp Store Sales Diluted EPS

FY 2025

+4.3% **+1.2%** **+1.4%**
Net Sales Growth Comp Store Sales Comp Transactions

(0.2%) **\$2.06**
Comp Ticket Diluted EPS

OPERATIONAL HIGHLIGHTS

OPENED 99 NEW TRACTOR SUPPLY STORES
TOTAL STORE COUNT IS NOW
2,395



CELEBRATED IN 5 NATIONAL RANKINGS OF CUSTOMER SERVICE AWARDS

LAUNCHED ENTERPRISE AI powered by OpenAI



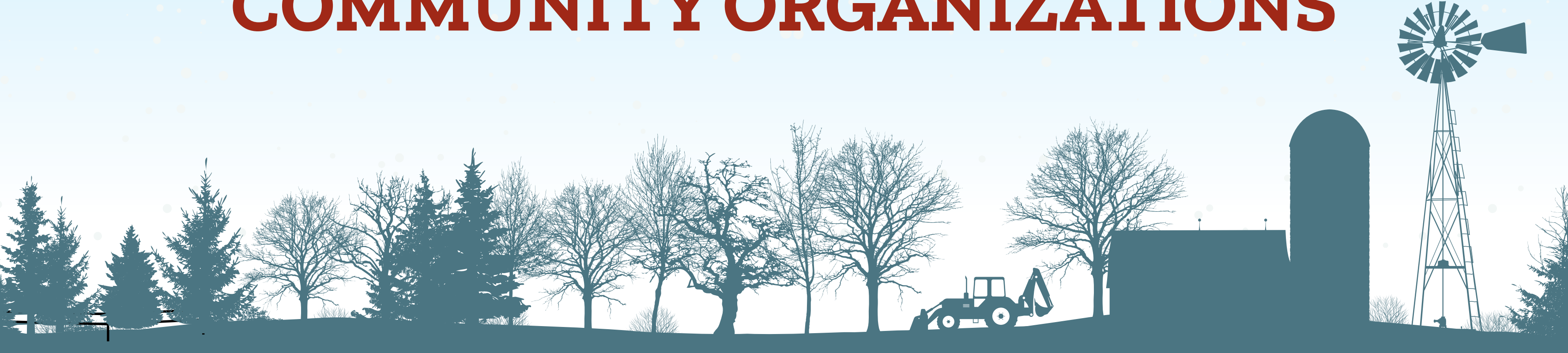
SUPPORTING LIFE OUT HERE

RECIPIENTS OF THE GOLDEN HALO AWARD FOR DRIVING MEANINGFUL IMPACT FOR 4-H



AWARDED DISTINGUISHED SERVICE CITATION BY FFA

DONATED OVER \$15M TO COMMUNITY ORGANIZATIONS



Deliver Legendary Customer Experiences

Advance Our ONETractor Capabilities

Operate the Tractor Way

Go the Country Mile for Our Team

Generate Healthy Shareholder Return

Life Out Here 2030