

Baird 2019 Global Consumer, Technology & Services Conference

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June 5, 2019

Safe Harbor Statement

The Company claims the protection of the safe-harbor for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995.

The information in this presentation contains certain forward-looking statements. These statements discuss, among other things, expectations with respect to sales, earnings, store growth, capital expenses, margins, debt, payment of dividends and stock repurchases. These forward-looking statements are based on estimates, projections, beliefs and assumptions, and may be affected by risks or uncertainties including, but not limited to, competition, product demand, economic conditions, the ability to open new stores, the effectiveness of merchandising and marketing initiatives, the ability to realize operational efficiencies, inflation, consumer debt levels, governmental approvals, ability to hire and retain qualified employees, weather, the imposition of tariffs on imported products, etc. The Company intends these forward-looking statements to speak only as of the time of the presentation and does not undertake any obligation to update or revise them after the date hereof or as more information becomes available.

Actual results may differ materially from anticipated results described in these forward-looking statements. As a result, all of the forward-looking statements made are qualified by these cautionary statements and those contained in the Risk Factors section of the Company's Annual Report on Form 10-K filed with the Securities and Exchange Commission.

The Largest Rural Lifestyle Retailer

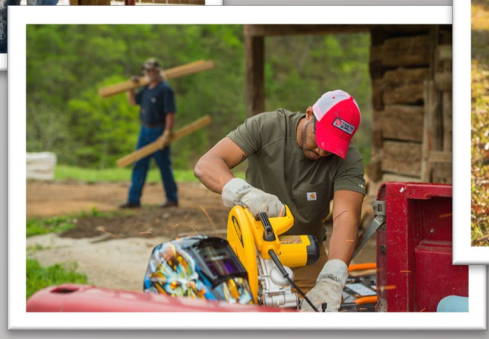
Tractor Supply is Unlike Any Other Retailer: We Serve a Lifestyle

TSC TRACTOR SUPPLY CO®

Only National Farm and Ranch Chain Tailored to Local Community









Our Competitive Strengths

- Legendary Customer Service
- Knowledgeable Team Members
- Everyday Low Pricing
- Convenience Through Location and Services
- Unique Product Assortment Across Channels
- Supply Chain Sophistication



Advancing Our ONETractor Strategy

ANYTIME, ANYWHERE and in ANYWAY Our Customers Choose

Driving Profitable Growth

- Comparable Store Sales
- Tractor Supply Store Growth
- Petsense Store Growth
- Online Growth

Building Customer-Centric Engagement

- Personalization
- Relationship Marketing
- Supporting the Lifestyle

Offering Relevant Products & Services

- Product Assortment
- In-Store Experience
- Services

Enhancing Our Core & Foundational Capabilities

- Supply Chain Efficiencies & Infrastructure
- Leverage Analytics
- Online Enhancements

ANYTIME • ANYWHERE • ANYWAY
ONETRACTOR

Operational Efficiency

Team Member Engagement

Q & A