STEWARDS OF LIFE OUT HERE™

2024 Stewardship Tear Sheet

TSC TRACTOR SUPPLY CO®

A Message from Hal Lawton

To our stakeholders,

In 2024, Tractor Supply made meaningful progress on its lifelong journey of stewarding Life Out Here. The foundation of our stewardship is our Mission and Values. Our culture has been the key to our success across varying economic cycles—and it's that success that has enabled us to consistently champion Life Out Here for 86 years.

Since our founding in 1938, we've remained steadfast in our purpose: to serve Life Out Here. Our stakeholders—Team Members, customers, communities, vendors and shareholders—are essential to that purpose. Through your support and collaboration, we continue to thrive. Our purpose is more than a business strategy; it is a commitment to preserve the cherished way of Life Out Here. As the largest player in this space, we believe: if it's good for Life Out Here, it's good for Tractor Supply—and vice versa.

Over the past year, we continued our focus on reducing energy expense and lessening our environmental footprint—especially through the ongoing buildout of new stores and the opening of additional distribution centers. Our 2024 Stewards of Life Out Here Tear Sheet details these efforts, including initiatives to increase energy efficiency, conserve water, support our Team Members and give back to the communities we serve. We invite you to explore the report and share in our passion for making a positive impact as we serve Life Out Here.

Looking ahead, we're excited about the opportunities before us. Our culture, Mission and Values will remain our North Star—reflecting our unwavering commitment to preserve and protect Life Out Here as we grow and evolve.

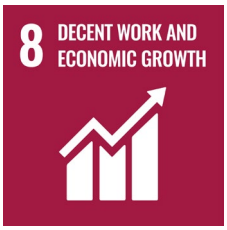
We are deeply grateful for your continued support. Together, we will navigate the challenges and celebrate the successes ahead—committed to a brighter future.

Sincerely,

Hal Lawton
President and Chief Executive Officer

About This Tear Sheet

The following tear sheet contains disclosure of stewardship and sustainability metrics relevant to Tractor Supply Company's business, including select metrics from the Sustainability Accounting Standards Board (SASB) standards for the Consumer Goods—Multiline and Specialty Retailers and Distributors sector, as well as the Consumer Goods—Apparel, Accessories and Footwear sector. It also aligns with the United Nations Sustainable Development Goals (UN SDGs) and is informed by the Global Reporting Initiative (GRI). This document covers the period from January 1, 2024 to December 31, 2024, unless otherwise noted.



About Tractor Supply

Tractor Supply Company is the largest rural lifestyle retailer in the United States, ranking 293 on the 2024 Fortune 500. 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.

The Company'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-store and online, Tractor Supply provides what customers need—anytime, anywhere and any way they choose at the low prices they deserve. On December 28, 2024, the Company operated 2,296 Tractor Supply stores in 49 states and an e-commerce website at www.TractorSupply.com.

As part of the Company's commitment to caring for animals of all kinds, Tractor Supply is proud to include Petsense by Tractor Supply, a pet specialty retailer, and Allivet, a leading online pet pharmacy, in its family of brands. Together, Tractor Supply is able to provide comprehensive solutions for pet care, livestock wellness and rural living, ensuring customers and their animals thrive. From its stores to the customer's doorstep, Tractor Supply is here to serve and support Life Out Here.

2024 Financial Performance Highlights

Net Sales
$14.9B (+2.2%)

Capital Returned to Shareholders
$1.03B

Comparable Store Sales
+0.2%

Sales from Neighbor's Club Members
~80%

Diluted EPS[1]
$2.04 (+1.1%)

Team Members*
~52,000

Tractor Supply's Stewardship Program Objectives

At Tractor Supply, we know that our Team Members, customers, vendors, supply chain partners, communities and shareholders care deeply about what companies do for their communities, their people and the environment. As trusted members of our communities, we have the responsibility and resources to take positive action and build a more sustainable, resilient future.

Since launching our Stewardship Program in 2008, we have been focused on minimizing our environmental impact, supporting our Team Member growth and serving our customers with legendary service.

[1]All share and per share information has been adjusted to reflect the five-for-one Stock Split effective December 20, 2024

* Includes both full- and part-time employees

Activity Metrics

Topic	2024	2023	2022
Number of (1) retail locations and (2) distribution centers SASB: CG-MR-000.A	2,296 Tractor Supply stores, 206 Petsense stores and 10 Distribution Centers	2,216 Tractor Supply stores, 198 Petsense stores and 9 Distribution Centers	2,066 Tractor Supply stores, 186 Petsense stores and 8 Distribution Centers
Total area of (1) retail space and (2) distribution centers (square feet) SASB: CG-MR-000.B	(1) Total Retail Space: 56,258,949 Tractor Supply Stores Total Building: 55,003,053 Petsense Total Building: 1,255,896 (2) Distribution Centers: 7,800,000	(1) Total Retail Space: 53,981,938 Tractor Supply Stores Total Building: 52,782,598 Petsense Total Building: 1,199,340 (2) Distribution Centers: 6,634,000	(1) Total Retail Space: 49,228,360 Tractor Supply Stores Total Building: 48,087,346 Petsense Total Building: 1,141,014 (2) Distribution Centers: 6,043,000
Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1 SASB: CG-AA-000.A	Total Tier 1 suppliers were 2,080	Total Tier 1 suppliers were 1,960	Total Tier 1 suppliers were 1,980
Employees (full-time)	26,000	25,000	24,000
Employees (part-time)	26,000	25,000	25,000
Net Sales ($mm)	$14,883	$14,556	$14,205

Environment

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Policies

Topic	
Environmental Policy	Please see our Environmental Policy.

Greenhouse Gas Emissions ($MTCO_2e$)

Note: Data rounded to nearest thousand unless otherwise noted.

Topic	2024	2023[2]	2022[3]
Scope 1	90,000	87,000	70,000
Scope 2 location-based	211,000	208,000	185,000
Scope 2 market-based	194,000	175,000	149,000
Emissions intensity (Scope 1 and 2 $MTCO_2e$/1,000 Cal. Norm Sq Ft)	4.58	4.35	3.90
Emissions intensity (Scope 1 and 2 $MTCO_2e$/Total Revenue (millions))	19.10	18.00	15.40
Scope 3 Purchased goods and services	7,286,000	7,682,000	7,262,000*
Scope 3 Capital goods	114,000	137,000	151,000
Scope 3 Fuel-and-energy-related activities (not included in Scope 1 or 2)	52,000	58,000	74,000
Scope 3 Upstream transportation and distribution	363,000	385,000	301,000
Scope 3 Waste generated in operations	44,000	82,000	54,000
Scope 3 Business travel	8,000	8,000	9,000
Scope 3 Employee commuting	163,000	115,000	118,000
Scope 3 Downstream transportation and distribution	3,000	1,000	0
Scope 3 Use of sold products	16,480,000	13,204,000*	17,254,000*
Scope 3 End of life treatment of sold products	973,000	873,000	886,000*

[2] 2023 Scope 3 GHG emission are restated based on methodology improvements in 2024.

[3] 2022 Scope 3 GHG emissions are restated based on methodological improvements implemented in 2023 and 2024.

* Indicates value has been restated.

Energy and GHG Emissions Reduction Efforts

Tractor Supply and our customers share in the common belief that we must be good stewards of the land and our natural resources so that future generations can enjoy the benefits that we enjoy today. This desire to protect natural resources for our children and grandchildren means we support practices that aim to tread lightly on the land as we expand our operational footprint—by minimizing waste to landfill, using water wisely and increasing energy efficiency and resiliency in our buildings. These commitments reinforce Tractor Supply's vision that a healthy environment, properly managed resources and vibrant communities are key to a more secure and prosperous future.

In the fall of 2021, we announced greenhouse gas (GHG) emissions reduction targets for our operational footprint. In the fourth quarter of 2023, we submitted our letter of commitment to the Science Based Targets initiative (SBTi), outlining our intent to set a science-based target (SBT) for our climate goals. While we made the decision to retire our 2021 GHG emissions reduction goals and focus on land and water conservation efforts in mid-2024, we continue to carefully explore setting a science-based target through the SBTi. We have until the fall of 2025 to submit our proposed targets for validation. We will use the time to define our targets, develop decarbonization roadmaps and create financial models to assess the effort needed to achieve these SBTs. These factors will guide our next steps.

In 2024, we continued our investment in capital projects aimed to increase the energy efficiency of our operations and achieve energy independence using clean energy technologies, such as solar power. Projects to improve efficiency and independence included the installation of solar panels, electrification of machinery and retrofitting select distribution centers and designated Tractor Supply and Petsense stores with LED lighting.

We understand the importance of managing our Scope 3 emissions and continue to work to refine that part of our GHG emissions inventory. In 2024, we obtained emissions information from select vendors. That information continues to highlight the need for education within our vendor community. Gaining insight into our suppliers' climate initiatives is foundational for us to reduce emissions and achieve future targets.

Moving forward, we are committed to disclosing our GHG emissions and holding ourselves accountable to deliver meaningful reductions in our carbon footprint.

Energy Management in Retail and Distribution

Topic	2024	2023[4]	2022
Total energy consumed (gigajoules)	3,356,000	3,247,000	3,010,906
Tractor Supply	3,276,000	3,161,000	2,929,088
Petsense	80,000	86,000	81,818
Percentage grid electricity (%)	59.8%	46.7%	45.1%
Percentage renewables (%) SASB: CG-MR-130a.1	8.8% Energy derived from renewables refers to renewable sources specifically contracted by Tractor Supply through purchase agreements or direct operation, such as solar and geothermal.	12.3%	12.5%

[4] Retail store square footage increased 9.7% in 2023.

Renewable Energy Strategy

We continue to pursue opportunities to incorporate renewable energy into our operations to reduce energy costs over time.

In 2024, we continued to strategically invest in renewable energy technologies and install energy-efficient technologies across our operations.

Our efforts to procure renewable energy have been recognized by the U.S. EPA for the 4th consecutive year, naming Tractor Supply a Top 30 Retail Green Power Partner, demonstrating our commitment to renewable energy produced from solar, wind, geothermal and other low-impact sources.

We equipped both our Navarre, Ohio, and newly constructed Maumelle, Arkansas, distribution centers with rooftop solar arrays consisting of more than 20,000 combined solar panels, each capable of producing five megawatts of energy annually. These solar photovoltaic systems are designed to provide the facilities with enough energy to meet 100% of their daily electricity requirements and send surplus energy back to the grid.

At our Tractor Supply stores, we are working to integrate renewable technologies at select locations through partnerships with our property owners. In 2024, five new solar arrays were installed at stores in California, and we plan to equip more of our store locations with renewable systems in the future. Additional investments in renewable energy are planned in 2025 at our Casa Grande, Arizona, distribution center through the installation of solar panels above the facility's parking lot. The panels are designed to offset a portion of the building's energy use, as well as provide much-needed shade and weather protection to our Team Members and their vehicles while at work.

Harnessing Renewable Solar Energy

Tractor Supply contributes to low-impact transportation by providing electric vehicle (EV) charging stations at our Store Support Center (SSC) in Brentwood, Tennessee. This year, we partnered with Beam Global (BEAM) to install solar-powered EV charging stations, further reducing our collective carbon footprint and creating a more sustainable way to power EVs.

In April 2024, we installed six BEAM charging stations, capable of charging 12 EVs at once. Free to all Team Members, the stations rely entirely on solar energy captured by panels located on the station canopy. Each station is also equipped with a battery that stores energy to supplement solar charging. In six months, we've provided nearly 60,000 miles of charge—enough to circle the Earth two and a half times!

Sustainable Building Design

In recent years, we've made considerable investments in clean energy and electrification across our distribution centers. Three of our distribution centers are now LEED certified, with a fourth pending certification[5]. Across these facilities, we have already or are actively working to equip them with sustainable features such as LED lighting, solar arrays and electric yard trucks and forklifts. We are also embracing LEED sustainable building design to construct facilities that operate in a resource-efficient manner, ultimately reducing our impact on the environment through more efficient use of energy and water, as well as achieving reductions in waste and pollution.

Building	Location	Certification Level
Store Support Center	Brentwood, TN	Silver
Casa Grande Distribution Center	Casa Grande, AZ	Silver
Frankfort Distribution Center	Frankfort, NY	Silver
Navarre Distribution Center	Navarre, OH	Gold
Maumelle Distribution Center	Maumelle, AR	Gold

Across our stores, we are continuously working to improve their design and enhance the shopping experience for our customers, while being mindful of our demand for energy and water. All our stores are designed to use high efficiency LED lighting and 93% of stores are equipped with an energy management system (EMS) to increase efficiency. Additionally, our stores utilize low-flow water fixtures, requiring 25% less water than regular flow fixtures, to conserve our water resources. We also use a bill pay platform to identify stores with the highest water usage and implement conservation technologies.

[5] LEED Gold certification was received for our Maumelle, Arkansas, distribution center in 2025.

For the sixth consecutive year, Tractor Supply was recognized as a SmartWay High Performer based on the sustainable performance of our shipping and freight operations. This program focuses on improving freight efficiency in ways that reduce cost while benefiting the environment and strengthening our nation's economic and energy security. We discuss SmartWay in depth with our carriers during negotiations and throughout the onboarding phase. As of 2022, we require all new carriers for Tractor Supply to be SmartWay-certified. We are proud to say that 100% of Tractor Supply's carriers are SmartWay-certified.

We also integrated the use of intermodal, or rail, transportation when appropriate, which has taken trucks off the road and reduced fuel use. Improving transportation efficiency is an ongoing focus for Tractor Supply. Similar to the efficiency improvements made in 2023 with the opening of our Navarre distribution center, this year, our Maumelle distribution center came online and allowed us to realign our delivery service across stores to enhance the efficiency of our transportation operations. While our partnerships and systems have helped to significantly reduce diesel fuel consumption and pollution, we will continue to implement new practices to reduce our environmental impact as we serve customers across the country.

Water Usage

Topic	2024	2023	2022
Total water withdrawn (cubic meters)	1,388,960	1,318,759	1,307,432
Water withdrawn per employee (cubic meters)	26.88	26.22	26.15
Tractor Supply (cubic meters)	1,341,000	1,258,571	1,264,165
Petsense (cubic meters)	47,960	60,188	43,267

Water Use Reduction Efforts

We are on track to achieve our goal of conserving 25 million gallons of water by the end of 2025, thanks to operational improvements in water efficiency and our ongoing partnerships with Ducks Unlimited and Trout Unlimited. These partnerships are designed to make a positive environmental impact by supporting the restoration of sensitive habitats that are so important to Life Out Here. This commitment reinforces Tractor Supply's vision that a healthy environment, responsibly managed resources and vibrant communities are key to a secure and prosperous future.

In partnership with Ducks Unlimited and Trout Unlimited, we made progress against our goal to conserve 25 million gallons of water by 2025. Over the past two and a half years, we have planted approximately 84,000 trees, restored nearly 60,000 acres of wetlands and surrounding habitat, and conserved more than 12 million gallons of water through these partnerships. This happened through the engagement of over 4,000 volunteers from local communities and the Tractor Supply team.

As we continue to grow customer offerings through self-serve pet washing stations at Tractor Supply stores, grooming services at Petsense stores and garden centers at a limited number of Tractor Supply stores, we are focusing on efforts to reduce water use to ensure that we are still able to meet our 2025 goal. These include low-flow fixtures, which use 25% less water than standard fixtures and are now installed in all new stores. When we find high-usage stores via our bill pay platform, we work with the store to identify the source of the elevated water use and remediate the situation. We are also piloting new technology to reduce water waste associated with irrigation systems at select store locations.

Smart Irrigation Pilot

In 2024, we began piloting a new irrigation technology to improve the efficiency of our water use at select stores.

This smart technology efficiently disperses water to irrigate landscaping by optimizing watering schedules. The technology detects when watering is unnecessary to avoid over-watering during rainfall or other weather events, and identifies any leaks in the irrigation system that require a quick patch. We plan to continue investing in and implementing technologies such as these smart irrigation systems to further reduce our environmental footprint and achieve our water conservation goals.

Waste and Recycling

Topic	2024	2023	2022
Recycling			
Battery (number)	392,590	391,736	274,500
Used Oil (gallons)	137,120	114,931	103,361
Cardboard (tons)	26,940	20,456	27,676
Wood Pallet (number)	5.3 million	4.5 million	4.2 million

Solid Waste

Solid waste is produced as part of our normal business operations. We work with third parties for disposal and recycling efforts, ensuring the provider adheres to regulations and the highest standards for all disposal and recycling. We continue to evaluate waste capture data and engage with our solid waste service providers to identify opportunities to increase landfill diversion rates.

Recycling

We have implemented initiatives designed to support the circular economy through recycling of plastics, cardboard and other valuable materials, as well as customer-facing programs for in-store recycling of used oil and batteries. In 2023, we revamped our in-store signage to better promote our used oil recycling program with customers. We also created a dedicated landing page on our website with helpful information about how to recycle used oil at Tractor Supply stores. This landing page is promoted through a QR code on in-store signage. Since enhancing the visibility of this recycling program, we have experienced a more than 30% increase in recycling of used oil by our customers. This is just one of many ways we're working to conserve resources through recycling to protect and steward Life Out Here.

We also believe in using less material to prevent waste in the first place. In 2023, our distribution center teams rolled out a new 300% stretch shrink wrap initiative. By using a film that stretches by 300% versus 200%, we were able to get a much better force-load on pallets sent to stores, making unloading easier and safer for our Team Members. As a result, our distribution centers use 28% less shrink wrap per year.

When plastic waste is unavoidable, we have a new partnership with Trex® to turn our used shrink wrap from distribution centers into eco-friendly outdoor products.

Photos courtesy of Trex Company, Inc.
Plastic film recycling and domestic manufacturing

Less plastic purchased means less plastic for store Team Members to manage, less plastic in our dumpsters and less plastic in landfills—making it a true triple-bottom-line win for people, profit and the planet.

Turning Food Waste into Healthy Soil

In Nashville, Tennessee, the community's landfills are expected to reach capacity within less than a decade[6]. To help divert as much of our food waste as possible, we've enhanced waste management services at our Store Support Center with commercial composting. Composting not only produces less landfill waste, it also reduces methane emissions and promotes healthier soil.

One of our stewardship commitments is reducing waste within our operations, and composting food waste is just one of many ways we are tackling this important issue. Since launching in July 2024, we have successfully diverted more than 1.5 tons of food waste from the landfill. Our food waste is collected locally by Compost Nashville, an organization turning organic waste into nutrient-rich soil the community can use to grow healthier gardens.

E-Waste Management

Another way we reduce operational waste is through responsible management of our e-waste. In 2024, we recycled over 40,450 pounds of electronics from our IT inventory, which includes items such as old laptops, monitors and hand-held electronics. In addition, during our Earth Week celebration, we collected 1,600 pounds of unwanted personal electronics from our Team Members to help them live more sustainably both at work and at home.

Hazardous Waste

Tractor Supply sells a wide variety of consumer products. Some of the products we sell, when returned by customers or accidentally spilled, may become hazardous waste. We developed a hazardous waste management program to ensure unsalable products are responsibly managed and disposed of in accordance with federal and state regulations. This program provides our stores and distribution centers with appropriate waste-handling instructions. We also have national contracts with licensed waste vendors to ensure the safe transport and disposal or recycling of waste managed through this program.

Extended Producer Responsibility & Sustainable Packaging Guide

In the past year, several states have enacted Extended Producer Responsibility (EPR) laws for packaging. These laws promote a circular economy for plastics and packaging, encouraging sustainable design and functionality. To address these 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 challenges in adapting to these regulations, we also see potential benefits in terms of innovation, market differentiation and resource efficiency that may increase market share and overall profitability of our company.

[6] Source: Greater Nashville Regional Council

Product Sourcing, Packaging and Marketing

Topic	
Revenue from products third-party certified to environmental and/or social sustainability standards SASB: 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 SASB: CG-MR-410a.2 SASB: CG-AA-250a.2	We take a risk-based approach with guidance from our service providers. Most of the chemical analytical testing we conduct under the Tractor Supply program falls within the 1-star category, which includes all "high risk" or regulatory requirements: **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. **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 sustain the trip through the supply chain and be presented to the customer in safe, salable condition.
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 product packaging. Suppliers are required to make every effort to use recyclable, compostable or biodegradable packaging component materials. 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.

Social

10 REDUCED INEQUALITIES

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Policies

Topic	
Equal employment policy	At Tractor Supply, we strive to nurture a diverse workforce that reflects the communities we serve. We are fully committed to complying with all equal employment opportunity laws. Tractor Supply's Equal Employment Policy is disclosed in our Code of Ethics, page 8.

Team Member Engagement

At Tractor Supply, we foster a safe, dynamic and productive work environment free of discrimination, harassment and retaliation, supported by our Mission and Values, where everyone is treated with respect and which fosters different perspectives, ideas and innovative thinking. Our Mission and Values have been the foundation of our culture for more than 85 years. All of our Team Members and customers are deeply valued, and we place high importance on considering different viewpoints and caring for and supporting one another.

We seek to hire store Team Members who live and appreciate the "Out Here" lifestyle, including recreational farmers, ranchers, homesteaders, animal and pet owners and all those who enjoy living the rural lifestyle. We endeavor to staff our stores with courteous, highly motivated Team Members, and we devote considerable resources to training them, often in collaboration with our vendors.

Team Member Engagement

Our learning and development programs are designed to support Team Member growth and ensure alignment with Company values. These programs include:

- **Comprehensive Onboarding:**
  - Modern and engaging **New Team Member "Tractorization" Programs** using technology to improve retention and productivity
- **Workplace Environment and Safety Training:**
  - Focused on policies and procedures, including harassment, discrimination and retaliation. Includes training to promote respect, inclusivity and a positive workplace culture
  - **Safety training across the organization** to ensure compliance, reduce risks and promote a safe work environment
- **Management and Leadership Development:**
  - **Leadership EDGE Program:** An executive development program for high-potential director and above leaders
  - **High-Potential Leadership Development** programs to accelerate development for next-level promotions in high volume roles
  - **Leadership Fundamentals** program for new Store Managers for a week of development and networking at the Store Support Center
  - **Aspiring Leader Development Program** for early career leaders
  - **People Leader Development Program** with multiple learning experiences for all people leaders at our Store Support Center
  - **Two expanded flagship leadership programs at our distribution centers** to include rising leaders and cross-functional Supply Chain talent
- **Customer Service and Sales Skills Training:**
  - Enhancing service capabilities and customer experience
- **Online Product Knowledge Courses:**
  - Developed with key vendors to deepen product expertise
- **Distribution Center Talent Development:**
  - **Talent Charter** launched to align with the Company's "Life Out Here" strategy
- **Professional and Skills Development:**
  - Expanded training at the **Store Support Center** for all Team Members including the **Skills Development Academy,** offering courses in finance, AI, presentation skills and storytelling
  - **Learning EXPO-RAMA,** a week-long event at the Store Support Center with external speakers and internal experts delivering keynotes and breakout sessions
- **Annual Store Manager Meeting, Regular Team Meetings, All Store/DC Meeting, SSC Town Hall Meetings and Tractor TV:**
  - Featuring vendor presentations, company updates and best practice sharing
- **Individual Development Plans** for managers and above, supplemented by tools and learning courses such as Master Class and Skill Soft to **support continuous learning**

These initiatives foster professional growth, leadership excellence and a safe, respectful, high-performing workplace.

One way in which the Company promotes a cooperative work environment is through its Team Member Engagement Groups—groups of individuals who share common interests, backgrounds or characteristics and want to act as resources for improving the engagement and development of group members and business results through focused attention on aligning group goals with the Company's strategy. Team Member Engagement Groups are an important way that we provide professional development, connection and camaraderie.

Topic	
Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management and (c) all other employees SASB: CG-MR-330a.1	

	Officers	Directors	Managers	All other Team Members	Total Team Members
Female	26%	32%	40%	49%	48%
Male	74%	68%	60%	51%	52%
Minority	14%	11%	13%	20%	19%

Please also see our consolidated EEO-1 report here.

Total amount of monetary losses as a result of legal proceedings associated with employment discrimination SASB: CG-MR-330a.2	Approximately $470,250

Equitable Compensation

Pay equity is very important to Tractor Supply. Each year, Tractor Supply partners with a third-party vendor to conduct a pay equity analysis. This analysis reviews compensable factors for jobs such as experience, education and time in position and company against age, gender and ethnicity to ensure that we are paying equitably across the organization. Every potential issue is reviewed and adjustments are made as necessary to ensure equitable compensation.

Team Member Recruitment, Engagement and Retention

Team Member Engagement Efforts

Entering 2025, Tractor Supply Company has been Great Place to Work® Certified™ for five consecutive years, starting in 2020. This certification is based on employee feedback about workplace culture, trust and employee experience.

Tractor Supply conducts an annual employee engagement survey and we measure engagement using the following metrics:

1. **Overall job satisfaction**
2. **Intent to remain employed**
3. **Likelihood to recommend Tractor Supply Company as a great place to work**
4. **Personally committed**
5. **Energized at work**

Once feedback has been thoroughly evaluated, team leaders cascade results to both their department Team Members, as well as our Senior Leaders and create action plans for the year. Departments review the results based on a consultative analysis from our third-party partner, enabling us to focus on two to three opportunity areas for improving the overall Team Member experience. We revisit the action plans on a quarterly basis to ensure that the intended steps are being implemented.

2024 Annual Engagement Survey Results (% Engaged)

2024 Tractor Supply and Petsense Combined

81.25%

2024 Tractor Supply Only

81.29%

2024 Petsense Only

79.72%

Country Mile Program

Our Country Mile program recognizes those who have gone the country mile for our Team Members, customers or communities—those who truly embody our Mission, Values and Culture.

In 2024, we recognized Team Members through more than 600,000 badges, which was a 21% overall increase.

Benefits

At Tractor Supply, we deeply appreciate Team Member contributions and are committed to providing a benefits package that reflects our culture and values. Each year, we strive to enhance our programs to better support Team Members and their families.

We take pride in delivering comprehensive benefits that go beyond medical, dental and vision coverage for eligible Team Members. Our Total Rewards package includes access to:

- ✓ **Company-paid life and disability insurance** (starting at $10,000)
- ✓ **401(k) match**
- ✓ **Paid parental leave** for full-time and salaried Team Members
- ✓ **Tuition reimbursement** of up to $5,250 per year
- ✓ **Adoption and surrogacy assistance**
- ✓ **Substance abuse services** to help reduce alcohol and opioid use
- ✓ **Cancer support program**
- ✓ **Pre-diabetes and hypertension programs**

We also offer our part-time Team Members working 15 hours or more benefits such as healthcare, paid sick time, life insurance and tuition reimbursement. Additionally, we work diligently to keep health plan costs as low as possible, despite rising healthcare expenses.

Our benefits package is designed with our Team Members in mind and is built around flexibility, choice and affordability, ensuring that our Team Members and their families can access essential healthcare today and in the future. We believe our offerings stand out—not only among other retailers but across industries nationwide.

Tractor Supply's financial benefit offerings include an Employee Stock Purchase Plan (ESPP) that is available to all full-time and certain part-time Team Members. On December 20, 2024, Tractor Supply executed a 5-for-1 stock split. We wanted to make it more affordable for our Team Members to purchase our stock and take advantage of our ESPP discount of 15%. This stock split allows our Team Members to purchase full shares of stock and makes stock ownership even more accessible. We also offer a 15% merchandise discount to all Team Members and a 401(k) match to all Team Members after one year of service.

Medical and financial benefits are just a small part of our commitment. We strive to foster an environment where every Team Member can grow and thrive. Our Team Members are our greatest asset, and we are dedicated to their success—upholding our Mission and Values, investing in their development and cultivating a culture where Team Members and their families can flourish.

Cultivating a Culture That Cares

At Tractor Supply, our commitment to Team Member well-being extends beyond traditional medical coverage. Our comprehensive benefits program includes tuition reimbursement and a Team Member Assistance Fund (TMAF) to support our Team Members in both their professional and personal journey.

Investing in the Future

This year, we invested nearly **$3 million** in our **Tuition Reimbursement Program**, helping **nearly 740 Team Members** advance their education and grow professionally. The program supports a wide range of educational pursuits, from **specialty certifications** to **bachelor's and master's degrees**, empowering our Team Members to take the next step in their career.

Providing Critical Support in Times of Need

Through the **TMAF**, we provide essential financial support to our Team Members and their families facing serious health challenges and who experience extreme financial hardships. In 2024, we distributed **nearly $1 million** to assist more than 830 Team Members with medical expenses, recovery from natural disasters and basic necessities during challenging times.

Talent Development

Team Member Recruitment

Our success begins with our most important strategic asset: our Team Members. We recruit individuals from a variety of backgrounds, experiences and talent pools to provide the Company with a breadth of experience and perspectives. We continue to utilize multiple talent attraction channels to drive individuals from all backgrounds and skillsets contributing to our business mission. Our Early Talent program continues to grow and provides an excellent entry point for talent across all our business segments. We partner with colleges and universities to broaden and strengthen our talent pipeline. We utilize this data to analyze early talent benchmarks and identify future partnerships to broaden our talent pipeline.

We continue to partner with local community organizations as we recruit across stores, distribution centers and our Store Support Center. Some of these include recruitment through FFA, Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS) and Fort Campbell for military recruitment. We have also partnered with Operation Stand Down and The Honor Foundation. We have continued to build our partnership with MANRRS, including our participation as one of the hosts for the 2025 MANRRS Conference.

In 2024, we awarded 143 scholarships through FFA to students attending community colleges, trade schools and four-year colleges. Our scholarship program helps us attract a broad range of students to be potential future leaders at Tractor Supply. More information about our scholarship program is detailed in the Community Involvement section of this report.

We utilize Team Member images representing work and experiences across our full organization for visual representation and storytelling when building employment brand and recruitment marketing materials for our WorkAtTractor Instagram page and other social sites. We rotate a variety of images and reels that showcase our complete workforce across stores, distribution centers and the Store Support Center. In addition, all marketing communications feature authentic Tractor Supply Team Members in our advertising campaigns.

We strive to cultivate a legendary learning environment at Tractor Supply. We cultivate development opportunities and experiences for all Team Members to ensure they feel equipped to be a star, grow their careers and develop as professionals and leaders while feeling a sense of belonging and inclusion. In 2024, we navigated a dynamic landscape and delivered new talent development programs that not only aligned with our Life Out Here and Go the Country Mile strategies, but also yielded excellent results.

Talent Development

Tractor Supply conducted approximately 959,000 learning hours for our Team Members in 2024, an increase in learning and development of 14.7% from 2023, averaging 15 hours of learning per Team Member.

We have a robust portfolio of more than 75 learning and development programs that provide a variety of development opportunities for our Team Members, from those on the front line to executives. In 2024, we continued to advance our learning and development initiatives through refining existing programs and cultivating new ones to grow the skillsets of our valued Team Members. These opportunities include in-person workshops, virtual instructor-led learning and on-demand e-learning.

In 2024, we graduated the second cohort from Leadership EDGE, our nomination-based executive program for high-potential directors and above, and launched the third cohort in October.

For stores, we updated the New Store Manager Onboarding program, shifting to an innovative, competency-driven learning journey, achieving a 92% Net Promoter Score (NPS) and 100% satisfaction rate in 2024. Additionally, with a strong emphasis on technology, we innovated our Team Member onboarding through a redesigned modern New Team Member Tractorization program, improving retention and productivity. We continued to offer leadership and career development for our District Managers through assessments, coaching and on-demand leadership workshops.

In our distribution centers, we launched a Talent Charter to support key anchors that reflect our talent philosophy, ensuring alignment with our broader Life Out Here strategy. Additionally, we broadened the audience for two flagship leadership development programs to include rising leaders and cross-functional supply chain talent.

At our Store Support Center, we expanded professional and skills development for all Team Members. We hosted our first-ever Learning EXPO-RAMA, a week-long event featuring external speakers and internal experts who delivered keynotes and hosted breakout sessions on leadership and career development. We also launched the Skills Development Academy to provide ongoing training in finance, AI, presentation skills and storytelling. Our formal leadership development programs continued across all levels. For the Aspiring Leader Development Program, we graduated three cohorts of early career leaders. For the People Leader Development Program, we offered training for new leaders and ongoing development in Situational Leadership, Crucial Conversations and Coaching.

Internal Promotion Rate

At Tractor Supply, we are committed to fostering a strong pipeline of talent to support career development and growth opportunities. Our internal promotion rate in our stores of 62% underscores Tractor Supply's commitment to Team Member development and career growth. It reflects a culture that values and nurtures talent from within, fostering loyalty and long-term engagement among our Team Members. By promoting from within, we not only recognize the hard work and dedication of our team but also ensure that institutional knowledge and expertise are retained. We believe this approach contributes to a more motivated workforce, driving innovation and productivity.

Talent Development Audience	Total Hours of Training
Stores	811,613
Store Support Center	18,342
Distribution Centers	129,363

Topic	
(1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region SASB: 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	$17.28	38,479	0	0.0%
Petsense	$16.69	1,575	0	0.0%
Distribution Centers	$23.91	5,281	0	0.0%
Total Company	$18.03	45,335	0	0.0%

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

SASB: CG-MR-310a.2

2024 Tractor Supply Only: Voluntary Turnover Rate – 65.8%

2024 Tractor Supply Only: Involuntary Turnover Rate – 11.8%

**Data reflects full-time and part-time in-store Team Members and excludes Pentsense Team Members and distribution center Team Members.*

Total amount of monetary losses as a result of legal proceedings associated with labor law violations

SASB: CG-MR-310a.3

$4,363.00

Labor Conditions in the Supply Chain

Topic	
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	(1) 100% (2) Not disclosed (3) 100% 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 SA800 international standards that examine 16 unique 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. 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. In some cases, Tractor Supply will send internal agents to our vendors' factories to review the requirements laid out in the CAP in person.

Topic	
Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits SASB: CG-AA-430b.2	We had a total of **320** Social Audits, with an average score of **89%**. 2024 Social Audit Results were: 302 Green: 94% 2 Yellow: 1% 16 Red: 5% We had a total of **340** Security Audits, with an average score of **87%**. 2024 Security Audit Results were: 331 Green: 97% 2 Yellow: 1% 7 Red: 2% The above chart reflects 23 red (failing) scores in total. After successfully completing corrective action plans, as of April 2025, all factories achieved a green (passing) score. **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. 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. 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.
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 social and environmental risks in its supply chain: **Working Hours and 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 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.

Community Involvement

Charitable Giving & Communities

Tractor Supply is proud to support Life Out Here. Our Mission to work hard, have fun and make money underlines our commitment to giving back to the communities we serve and making a difference. Our corporate giving is focused on four areas aligned with our business Mission and community priorities:

- **Investing in the next generation of Life Out Here through FFA, 4-H and MANRRS**
- **Preserving our land and water and protecting pets and animals**
- **Honoring our Hometown Heroes—military, veterans and first responders**
- **Being a good neighbor in the communities we call home**

Together with our customers, we contributed more than $16 million in charitable donations through direct giving, sponsorships, fundraisers and more in 2024.

Building a Greener Future

Our Store Support Center hosts annual events to celebrate Earth Week, where Team Members can come together for hands-on volunteering aligned with our Foundation's strategic giving for natural resource conservation. Over the last two years, more than 175 Team Members have come together to plant nearly 650 trees on the Harpeth River greenway in partnership with Trout Unlimited at Harlinsdale Farm.

We also partnered with the Tennessee Environmental Council in 2023 to plant a large-scale pollinator garden at our SSC. Each year, Team Members give back through gardening and native landscaping support, enriching biodiversity and promoting local wildlife.

In 2024, our Team Members planted more than 250 trees during Earth Week to help remove invasive species and restore greenway trails near our SSC. Additionally, our Team Members planted produce in partnership with Cul2vate, an organization combating food insecurity in the Nashville area while providing job placement support for formerly incarcerated individuals.

Agriculture Education Highlight

FFA

More than $24 million raised since our partnership began in 1985

More than $2.7 million

raised in 2024

4-H

More than $24 million raised since 2010 through the Paper Clover Campaign

More than $2.6 million

raised in 2024

In 2022, Tractor Supply announced a $5 million scholarship program through FFA. The Future Leaders Scholarship is for students attending trade schools, community colleges and four-year universities in any field or trade related to the rural lifestyle or agriculture. Each year for five years, Tractor Supply will commit $1 million to the fund, making it the largest scholarship of its kind.

Governance

8 DECENT WORK AND ECONOMIC GROWTH

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

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Business Ethics

Topic	
Human rights policy	Tractor Supply is committed to ensuring fair and safe working conditions throughout our business. Please see our Human Rights Policy and our Vendor Code of Conduct.
Code of business conduct and ethics	Code of Ethics
Supply chain policy	Vendor Code of Conduct
Anti-bribery and corruption policy	Code of Ethics, page 17
Whistleblower policy	Tractor Supply has a 24/7 "Out Here" whistleblower hotline and a secure, completely anonymous website available in Spanish and Chinese with a stated no-retaliation policy.
Conflict minerals policy	Tractor Supply Conflict Minerals Policy and 2023 Conflict Minerals Report.

Political Contributions/Lobbying Expenditures

Please see our Political Contributions Policy.

Tractor Supply, 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. In an effort to continuously improve the outcomes of our initiatives, this year we appointed a new Chair of our political action committee (PAC), as well as a new Assistant PAC Treasurer. The aggregate amount of membership dues paid to industry or trade associations in 2024 was approximately $742,000, of which roughly 35% was used for nondeductible lobbying and political expenditures based on information obtained from these organizations. The aggregate amount of corporate and PAC political contributions made in 2024 was approximately $157,000. The total payments to these organizations represented less than one percent of the Company's fiscal 2024 annual sales.

A report on the Company's memberships in 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.

Listed below are trade and industry associations to which Tractor Supply paid $10,000 or more in membership dues or other payments in 2024:

Business Roundtable
$300,000

California Retail Association
$50,000

Florida Retail Federation
$10,000

Nashville Chamber of Commerce
$60,000

National Retail Federation
$81,025

Retail Council of New York
$10,000

Retail Industry Leaders Association
$65,000

Tennessee Retail Association
$10,000

U.S. Chamber of Commerce
$25,000

Williamson, Inc. (Williamson County Chamber of Commerce)
$100,000

Data Security

Topic	
Description of approach to identifying and addressing data security risks SASB: CG-MR-230a.1	**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. **Governance** 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). Our Information Security Governance Council meets quarterly to review and approve our strategy, priorities and investments. Tractor Supply's executive leadership and Board of Directors are regularly briefed on active and emerging threats and efforts to strengthen defenses against them. Tractor Supply's Audit Committee provides oversight of the cybersecurity and privacy programs. We regularly 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.

Data Security

Topic	
Description of approach to identifying and addressing data security risks SASB: CG-MR-230a.1	**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 who 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 our company. Periodic testing ensures the training is effective.
(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected SASB: CG-MR-230a.2	Tractor Supply has not experienced a reportable data breach.

Corporate Governance Best Practices

Our corporate governance practices are highlighted below.

We believe in Board refreshment

- Annual election of directors
- Majority voting standard for uncontested director elections with resignation policy
- Mandatory retirement of directors at age 75

We believe in Board independence

- The Board has an Independent Chair
- 8 of 9 directors are independent

We proactively engage with significant shareholders

We conduct oversight of stewardship and human capital activities

- Robust Board oversight of risk and strategy, including risks related to corporate social responsibility

We value Board composition that includes a broad spectrum of experience, perspectives and skillsets

- Broad skills and experience
- Direct industry experience and skills relevant to the Company's strategy

We conduct a robust annual performance review process for the Board and its committees, as well as individual directors

Our shareholders may call special meetings

Our shareholders have proxy access rights

We make comprehensive disclosures regarding our corporate governance and Board practices

Board Nominee Composition

59
Average Director Age

7
Average Tenure in Years

89%
Independent

44%
Female

33%
Ethnic Minorities

100%
Standing Board Committee Membership Independence

TSC TRACTOR SUPPLY CO

Shareholder Engagement

We value regular engagement with and feedback from a wide variety of shareholders, including our Team Members, customers, suppliers, communities and shareholders, because we know that our stakeholders care deeply about what companies do for their communities, for their people and for the planet. At Tractor Supply, our culture is deeply rooted in our Mission and Values. These principles underpin our longstanding commitment to being responsible Stewards of Life Out Here. Throughout 2024, we reached out to shareholders representing nearly 50% of our outstanding shares to engage on a broad range of topics relating to stewardship and sustainability.

The principal topics of engagement since our 2024 Annual Meeting included:

- **Board and committee oversight of stewardship matters**
- **Integration of our stewardship strategy, Stewards of Life Out Here, into our business strategy**
- **Human capital management**
- **Sustainability and stewardship matters within our supply chain**
- **Environmental topics, such as our carbon emissions, carbon reduction goals and strategic partnerships**

Best Practices

- Shareholder engagement program
- Board oversight of sustainability and stewardship matters
- Board oversight of corporate strategy and risk
- Stock ownership guidelines for executive officers and directors
- Continuing education for directors and orientation for new directors
- Mandatory retirement age at 75 to promote Board refreshment
- Independent Chair of the Board
- Annual election of all directors
- Annual Board and committee self-evaluation
- Clawback policy
- Director resignation policy
- Simple majority vote standard
- Right to call a special meeting

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