

TRACTOR SUPPLY CO®

For Life Out Here

Q2 2023 Supplemental Financial Presentation

July 27, 2023

SAFE HARBOR

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, operating margin rate, net income and earnings. 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, rising interest rates, the ability to open new stores, the effectiveness of merchandising and marketing initiatives, the ability to realize operational efficiencies, difficulties in integration of Orscheln Farm and Home, our plans to enter into sale-leaseback transactions, inflationary and deflationary pressures, consumer debt levels, ability to hire and retain qualified employees, increasing labor and benefit costs, 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 for the fiscal year ended December 31, 2022, as filed with the Securities and Exchange Commission













TSC TRACTOR SUPPLY CO
For Life Out Here





Thank You Team Tractor!













Q2 2023 Overview

Consistent Demand for Core Year-Round and C.U.E. Products

Continued Progress on Life Out Here Strategy

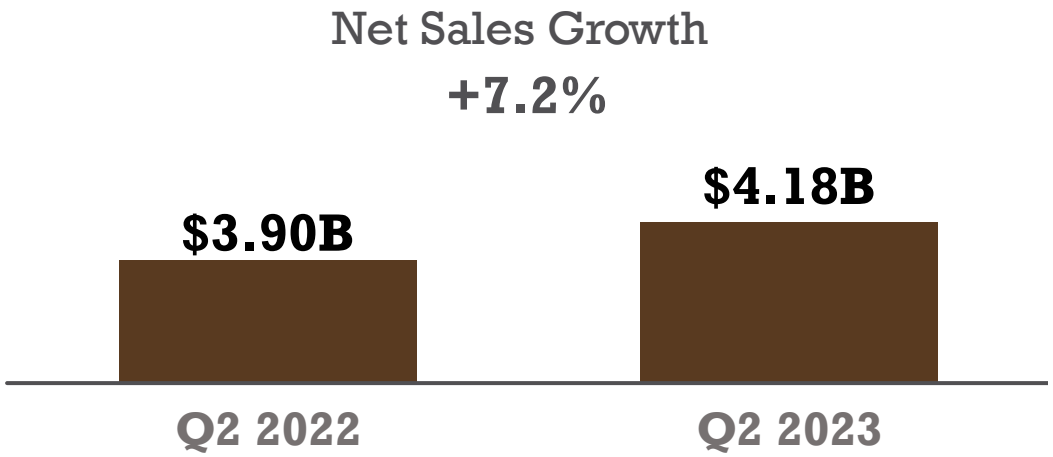
Revised Full Year 2023 Outlook

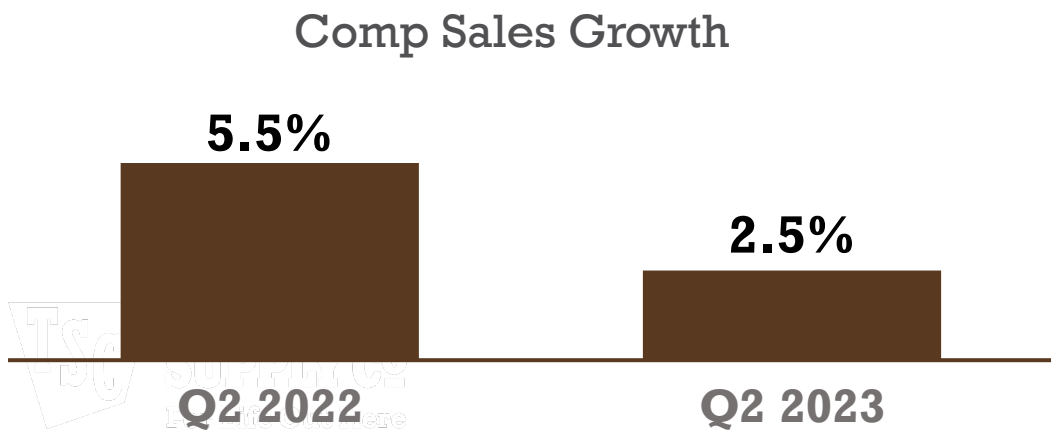
Announced New Strategic Real Estate Growth Opportunity

Increased Long-Term Store Growth Targets to 3,000

Q2 2023 Performance

Sustained Sales Growth





Highlights

Non-Comp Sales Increased from Orscheln Farm & Home Acquisition and New Store Growth

Customer Transactions Increased 1.8%

Comparable Ticket Up 0.6%

Growth in C.U.E. Products Offset by Softness in Seasonal and Declines in Big Ticket

Q2 2023 Performance

Total Members

31M+

New Customers YoY

+5.0M

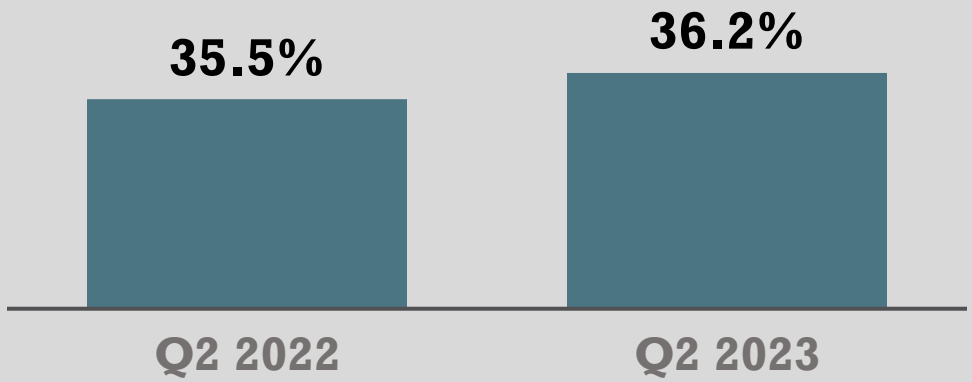


Q2 2023 Performance

GROSS Margin

as a % of net sales

+69 bps Expansion



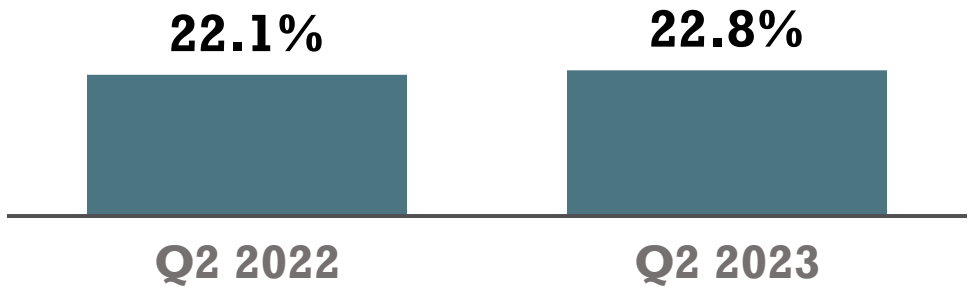
Key Drivers

- Execution of Everyday Low Price Strategy
- Lower Transportation Costs from Improvement in Global Supply Chain
- Efficiencies from New Distribution Center
- Modestly Offset by Negative Product Mix

SG&A Expenses

as a % of net sales

77 bps Deleverage



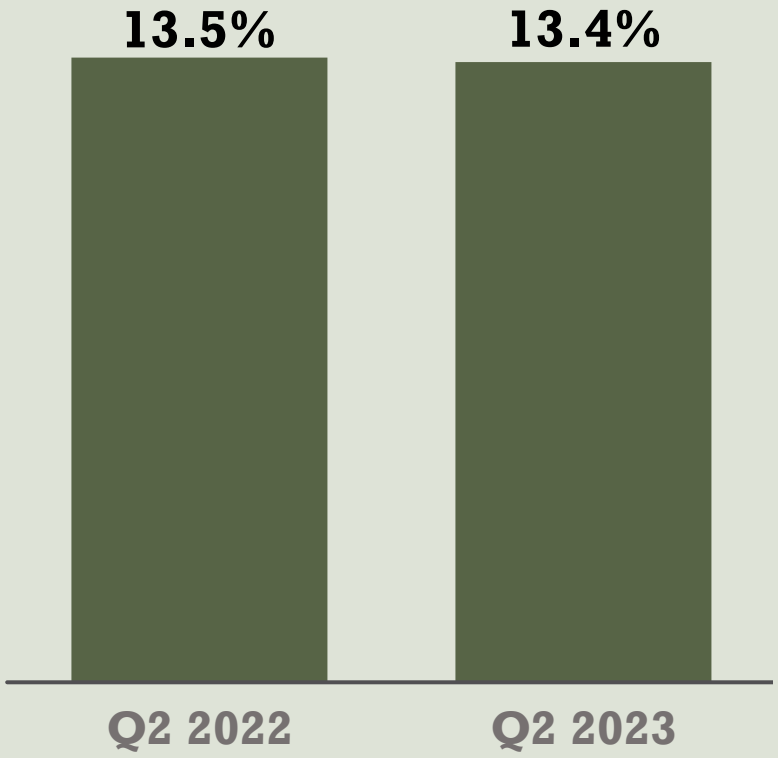
Key Drivers

- Over 80% of SG&A Growth from Planned Investments and Acquisition of Orscheln Farm & Home
- Higher Medical Claims

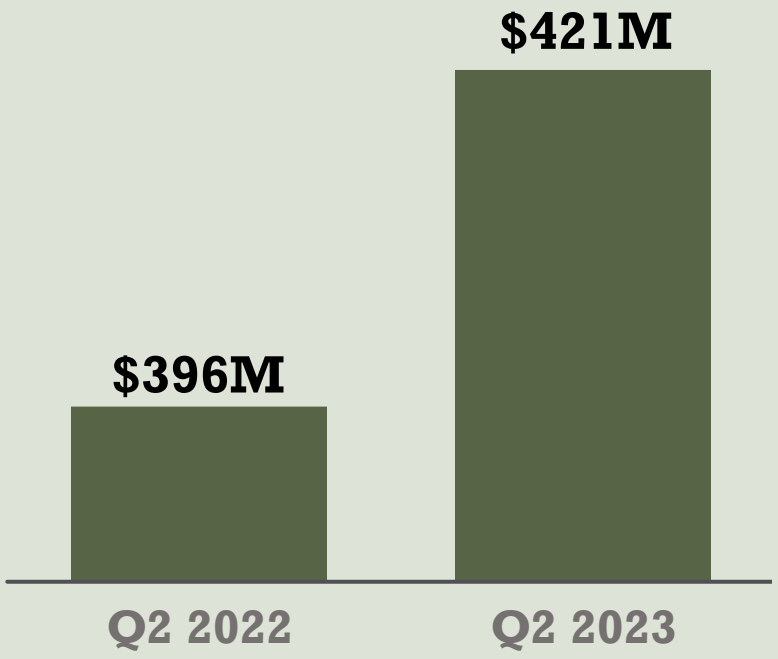
Q2 2023 Performance

Profitability

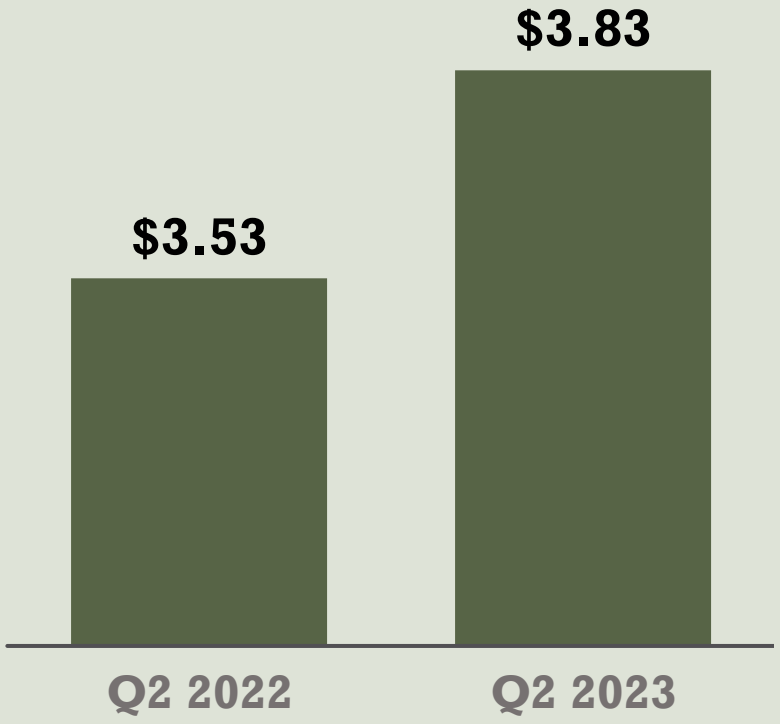
Operating Margin
-8 bps



Net Income
+6.2%



Diluted EPS
+8.5%



Strategic Real Estate Growth Opportunity

Sale-Leaseback of Owned Stores to Fund New Development Program

Creates Longer Runway for Growth

Strengthens the Company's Financial Model

Acceleration of Store Growth to 90 Stores per Year Beginning in 2025

Long Runway Over the Next Decade for Gains on Sale-Leasebacks



Increasing Long-Term Store Growth Targets by 200 stores

3,000

New Long-Term Target

2,181

Current Store Count



Updated Full-Year
2023 Outlook

Net Sales	$14.8B to $14.9B
Comparable Store Sales	+1.3% to +2.5%
Operating Margin Rate	10.2% to 10.3%
Net Income	$1.12B to $1.15B
Diluted Earnings Per Share	$10.20 to $10.40
Capital Expenditures	$800M to $850M

TSC TRACTOR SUPPLY Co
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

For Life Out Here

We are committed to being an integral part of our customers' lives as the dependable supplier of Our Here Lifestyle solutions.

Anytime. Anywhere. Anyway.

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