

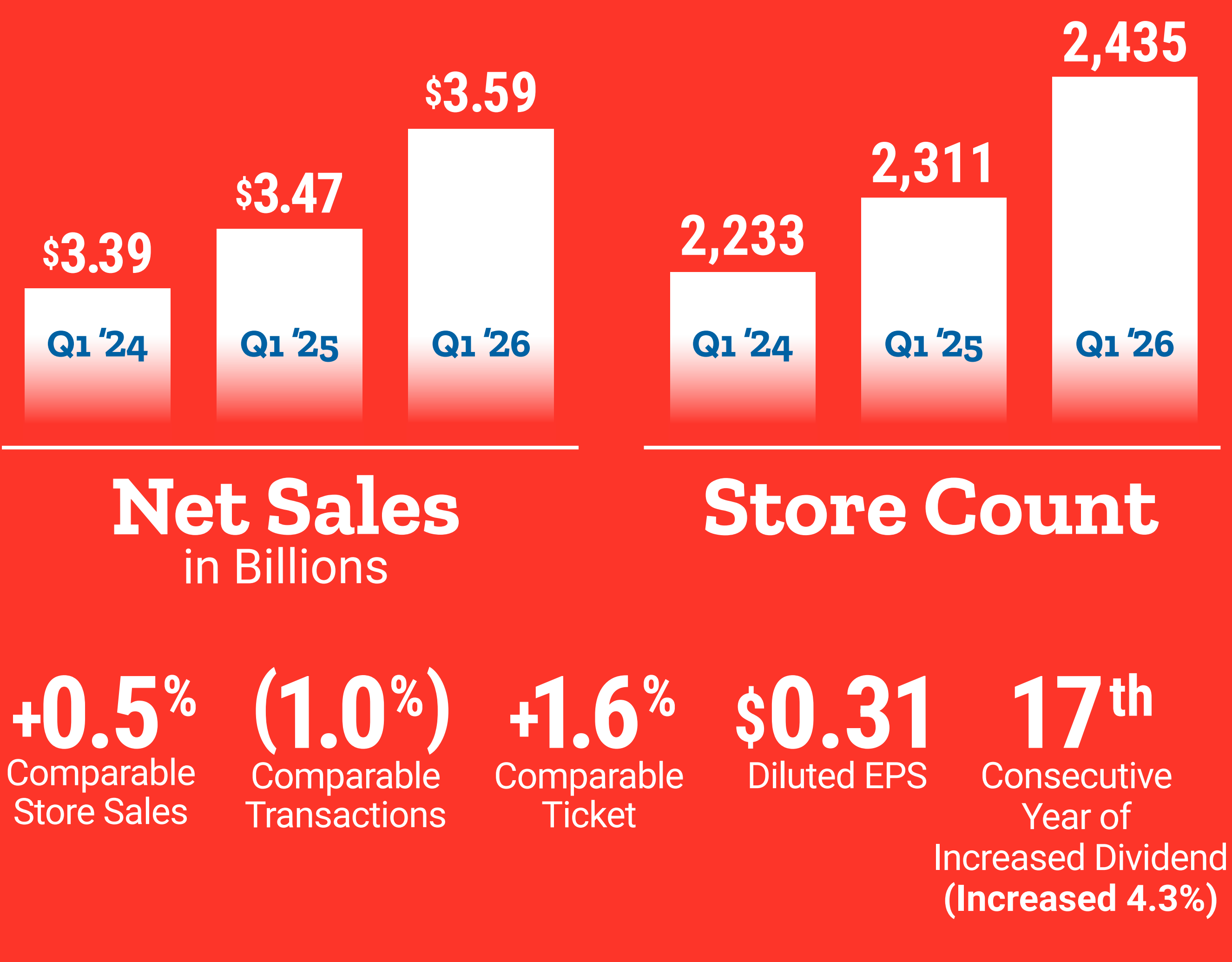


"We delivered solid performance across the majority of our business in the first quarter, supported by our needs-based model and ongoing customer engagement. We continued to gain market share in farm and ranch and had strong double-digit growth in digital sales. Performance was positive across four of our five product categories. While companion animal trailed the Company average, we are taking decisive actions to improve its performance. I want to thank our more than 52,000 Team Members for their ongoing dedication to serving our customers and living our Mission and Values each day."


"We remain confident in our outlook and our ability to drive continued market share gains as our customers remain engaged. The underlying health of Tractor Supply remains strong, supported by a loyal customer base, a differentiated business model and consistent execution."

Hal Lawton
President & Chief Executive Officer

FINANCIAL HIGHLIGHTS



OPERATIONAL HIGHLIGHTS

Reached major milestone with **grand opening of 2,400th store**  Opened 40 new stores, total count is now **2,435**

 Celebrated 10 years of recognizing Team Members who **Go the Country Mile**

Strong double-digit growth in **Digital sales**  More than 200 stores with **localized assortments** 

SUPPORTING LIFE OUT HERE

 Raised more than \$1M during 11th annual Grants for Growing fundraiser for FFA

Announcement as Official Partner of the 2026 Wrangler National Finals Rodeo 

- Deliver **Legendary Customer Experiences**
- Advance Our **ONETractor Capabilities**
- Operate the **Tractor Way**
- Go the **Country Mile for Our Team**
- Generate Healthy **Shareholder Return**