

2023 ESG *Report*



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Letter FROM THE CEO



It is my pleasure to present to you the 2023 ESG Report for Cracker Barrel Old Country Store, Inc.

Since joining this iconic brand, one thing is very clear to me: nothing is more important to our Cracker Barrel teams than our mission of Pleasing People, and nothing means more to us than delivering on that mission for our guests, our employees, and our shareholders.

This ESG Report reflects this commitment and is the result of thoughtful consideration, collaborative partnership, and a lot of care.

Although FY 2023 presented many challenges to Cracker Barrel and to the entire restaurant and retail industry, our teams were undeterred. Cracker Barrel remained deeply committed to providing a great guest experience, meeting and exceeding high food safety and quality standards, being a workplace of choice for our 70,000+ employees, and operating a business that meets the highest standards of corporate governance and is positioned for long-term economic success.

Throughout 2023 our Board of Directors and internal teams worked together to identify, manage, and respond to various ESG priorities, and we made progress in a host of areas, including animal welfare efforts, supply chain engagement, energy optimization, community involvement, and human capital management. Whether you are a guest, an employee, a shareholder, or other Cracker Barrel stakeholder, I hope you will take note of our efforts as you read through this report.

As I begin my career with Cracker Barrel, I feel a deep responsibility to safeguard the trust placed in our brand by so many of you, and to help the Company continue our ESG journey in a way that balances the needs and expectations of all of our stakeholders and protects our business for the long term. I look forward to moving ahead on this journey together.

Julie Masino

Julie Masino
President and Chief Executive Officer



“NOTHING IS MORE IMPORTANT TO OUR CRACKER BARREL TEAMS THAN OUR MISSION OF PLEASING PEOPLE, AND NOTHING MEANS MORE TO US THAN DELIVERING ON THAT MISSION FOR OUR GUESTS, OUR EMPLOYEES, AND OUR SHAREHOLDERS.”

About CRACKER BARREL

For more than 50 years, Cracker Barrel has been providing a friendly home-away-from-home in our old country stores and restaurants, caring for our guests like family while they relax and enjoy real homestyle food and shopping that is surprisingly unique, genuinely fun and reminiscent of America's heritage...all at a fair price. Our restaurants serve up delicious, scratch-made food such as meatloaf, homemade chicken n' dumplins, and signature hand-rolled biscuits made from an old family recipe, while our retail store offers guests nostalgic and contemporary products in an environment that is both fun and unique.

In 2019, Cracker Barrel acquired Maple Street Biscuit Company, a highly-regarded, fast-casual breakfast and lunch concept with locations throughout the Southeast. Offering guests comfort food with a modern twist, we call Maple Street managers "community leaders" because they embody the brand's commitment to being part of the community while fostering connections with guests that go beyond mere food and drink.

COMPANY AT A GLANCE

Legal Name Cracker Barrel Old Country Store, Inc.

Legal Form Publicly-traded C Corporation

Headquarters Lebanon, Tennessee, USA

Stock Ticker NASDAQ: CBRL

Fiscal Year End July 28, 2023

Employees

Cracker Barrel: 71,875

Maple Street Biscuit Company: 1,186

Stores

Cracker Barrel: 660 Stores in 45 states

Maple Street Biscuit Company: 59 stores in 10 states



CORPORATE GOVERNANCE

Cracker Barrel is led by a Board of Directors and four Board Committees, the latter of which is comprised entirely of independent directors. The Board and each Committee conduct a robust self-evaluation at least annually to ensure that they are meeting the requirements of our Corporate Governance Guidelines, our By-Laws and their respective charters, and otherwise functioning in accordance with high standards of corporate governance and effectively overseeing the Company for the benefit of our shareholders.

Our directors are committed to continuing education, and several of them seek or hold specialized certifications from such organizations as the National Association of Corporate Directors (NACD).



OUR COMMITTEES

The Audit Committee oversees financial reporting and internal controls at Cracker Barrel, as well as the Company's internal audit function and our relationship with our independent auditors.

The Compensation Committee oversees our executive and director compensation plans and practices and manages the Company's compensation-related risks. The Compensation Committee is also responsible for overseeing our CEO succession planning process, which in FY 2023 culminated in the hiring of Julie Masino as the Company's next Chief Executive Officer.

The Nominating and Corporate Governance Committee oversees our corporate governance practices and procedures, manages our Board succession and recruitment efforts, and evaluates the effectiveness of the Board and each committee through annual evaluation processes.

The Public Responsibility Committee oversees the Company's practices and responses to environmental, social and diversity issues, including most ESG and sustainability efforts, and manages the Company's risk with respect to our brand and reputation.

More information about our corporate governance policies and practices, including financial filings, stock ownership guidelines, Company by-laws, and stock information can be found on our [Investors page](#).



Darryl "Chip" Wade
Independent Director



Gisel Ruiz
Independent Director



Bill Moreton
Independent Director



Julie Felss Masino
Director, President and Chief Executive Officer



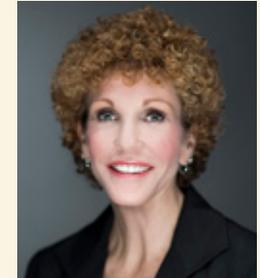
Gilbert Dávila
Independent Director



Meg G. Crofton
Independent Director



Sandra B. Cochran
Director and Executive Chair



Jody Bilney
Independent Director



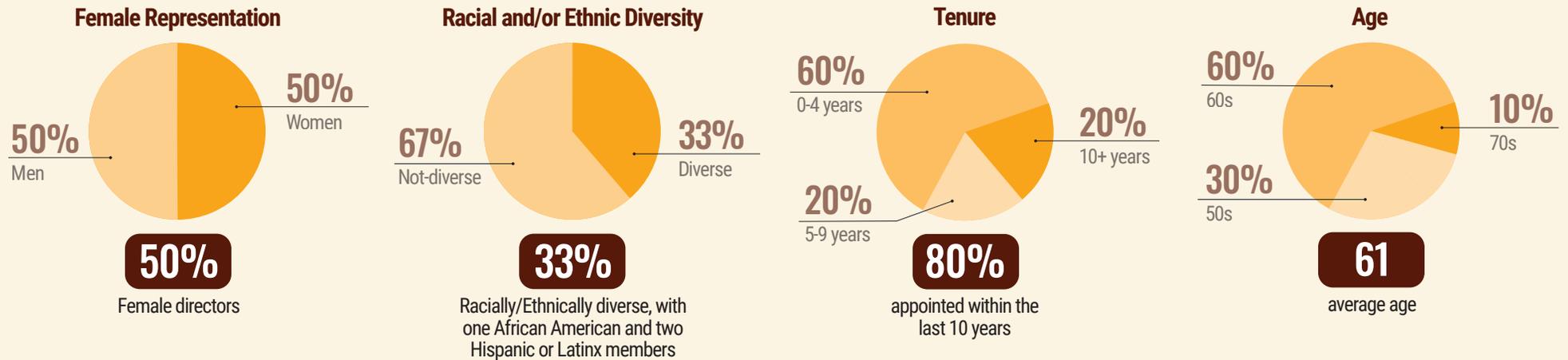
Carl Berquist
Lead Independent Director



Tom Barr
Independent Director

William W. McCarten, Coleman H. Peterson and Andrea M. Weiss did not stand for reelection and have retired from the Cracker Barrel Board of Directors as of November 16, 2023. As a result, they are not shown above or included in any of the FY 2023 data tables or charts related to our Board of Directors.

A DIVERSE, INDEPENDENT AND HIGHLY QUALIFIED BOARD



BOARD SKILLS AND EXPERTISE

	Finance & Accounting	Human Resources	General Operations	Restaurant	Marketing	Retail	Diversity & Inclusion	Environment, Social & Governance
Tom Barr			✓	✓	✓	✓		
Carl Berquist	✓							
Jody Bilney				✓	✓			
Sandra Cochran	✓		✓	✓		✓		✓
Meg Crofton		✓	✓		✓			
Gilbert Dávila					✓	✓	✓	
Julie Masino			✓	✓	✓	✓		
Bill Moreton	✓		✓	✓				
Gisel Ruiz		✓	✓			✓	✓	
Chip Wade		✓	✓	✓				

BUSINESS ETHICS

Cracker Barrel's Code of Business Conduct and Ethics governs our proper business conduct and ethical behavior, including in connection with the use of Company assets, conflicts of interest, compliance with law, insider trading, and corporate political activity. Employees are required to report known or suspected violations of the Code—and to raise any other issues or concerns relating to compliance matters or ethical business practices, regardless of whether they are addressed in a formal policy, to our General Counsel, Chief Financial Officer, or Chief Human Resources Officer. In addition:

- Suspected violations of the Company's anti-harassment and discrimination policy must be reported to the Employee Relations Department;
- Fraud, accounting/financial errors, and ethical violations can be reported through a 24-hour hotline; and
- Anonymous reports for any ethical concern can be sent to the General Counsel or the Chairman of the Audit Committee.

It is our policy to protect employees who make reports, in good faith, of potential violations of our policies or applicable law. Through our whistleblower policy, we prohibit retaliation, and any employee who retaliates against another employee for making a report is subject to disciplinary action, up to and including termination of employment.



SPOTLIGHT ON CYBERSECURITY

From protecting guest information to ensuring employee systems are available, data privacy and security is an organization-wide effort incorporated into every technology and business decision at Cracker Barrel. Led by our Chief Information Officer and our Senior Director of Information Security, cybersecurity is a top priority reviewed by our executive leadership, our Audit Committee and our Board of Directors on a regular basis. Perhaps more than any other aspect of ESG, cybersecurity is a constantly evolving arena in which no company can declare victory or stop taking action. Between technological innovation, regulatory requirements and a continually shifting landscape of external threats, the goalposts are always changing.

While we are happy with the progress we have made in this area, we are not immune to cyber-risk and there is, and always will be, more work to be done. Our goal is to monitor, assess, act and manage cyber-risk with a continuous improvement mindset.

CONTINUAL IMPROVEMENT

We have a constant focus on continual improvement of our Cybersecurity program. We align our program with the National Institute of Standards and Technology (NIST) Cybersecurity Framework and use this to ensure we deploy a defense-in-depth approach to keep Cracker Barrel secure. Every year we partner

with external organizations to perform assessments of our program. These assessments focus on technical assessments, an assessment to measure the maturity of our program and regulatory and legal requirements. Feedback from these assessments is incorporated into our actions and strategies and are reported to our Audit Committee. Once more, this year's assessment found that we have continued to holistically increase the maturity of Cracker Barrel's Cybersecurity program.

CYBERSECURITY SIMULATIONS

We believe that cybersecurity is everyone's responsibility at Cracker Barrel, and we perform simulations at various levels to ensure employees understand and practice good cybersecurity habits. One example is our annual Cybersecurity Tabletop Simulation, which is a discussion-based exercise where we simulate a breach of Cracker Barrel systems. This year we facilitated this exercise for several different groups including technical response teams, crisis management teams, and our executive leadership team. This exercise raised awareness, tested decision making, and improved alignment for our breach response practices. Of note, Cracker Barrel did not experience any material cybersecurity incidents in FY 2023.

PROTECTING SENSITIVE DATA

Cracker Barrel is occasionally entrusted with personal and other sensitive information of guests and employees, and we take seriously our duty to protect it. In FY 2023, we enhanced how we protect guests' credit card information. Through several technology and process enhancements we began connecting guests directly to our payment providers. This not only helps keep credit card information secure, but it also provides a fast and easy payment experience for our guests.

DATA PRIVACY AND SECURITY PERFORMANCE

For security reasons, we do not publish detailed cybersecurity metrics, as this information may be used by people with malicious intent. However, our team continuously tracks and strives to improve our performance on metrics such as:

- Mean Time to Detect and Respond to Cybersecurity Events;
- Phishing Emails Reported by Users;
- Percent of Employees Viewing Monthly Education;
- Vulnerability Management Statistics; and
- Open Audit and Security Testing Findings.

Approach TO ESG

Cracker Barrel has always placed corporate social responsibility at the heart of our business, and the Public Responsibility Committee of our Board has been in place for nearly 20 years. Beginning in 2020, we took additional steps to deepen our approach on environmental, social and governance (ESG) issues. Since then, we have implemented a number of new policies, programs and systems, including more structure to guide the development and implementation of our ESG strategy.

Today, we have a robust cross-functional approach that links individuals and teams working on specific ESG activities (such as packaging, diversity, and energy management) to their business leaders, who in turn have direct reporting responsibility to members of the ESG Steering Council. This structure allows us to effectively identify, manage, report, and adapt to new and ongoing ESG priorities.

BOARD OF DIRECTORS

The full Board of Directors reviews ESG issues with support from Board Committees:

- **Public Responsibility Committee (PRC):** Overall responsibility for ESG, ESG reporting and marketing, aligning with external standards and certain specific areas of ESG, including sustainability, diversity, equity and inclusion, animal welfare, and other social responsibility issues
- **Audit Committee:** Responsible for oversight of cybersecurity issues
- **Nominating and Governance Committee:** Responsible for oversight of governance matters, including Board composition

ESG STEERING COUNCIL

Senior executive team responsible for ensuring ESG is integrated into business decision-making functions

- Meets monthly to set ESG strategy and review ongoing ESG implementation
- Reports to the Public Responsibility Committee of the Board

SUSTAINABILITY TASKFORCE

Cross-functional, fluid team of subject matter experts responsible for day-to-day ESG management

- Meets several times a year as a group, in addition to smaller team meetings on a project-by-project basis
- Reports to the ESG Steering Council

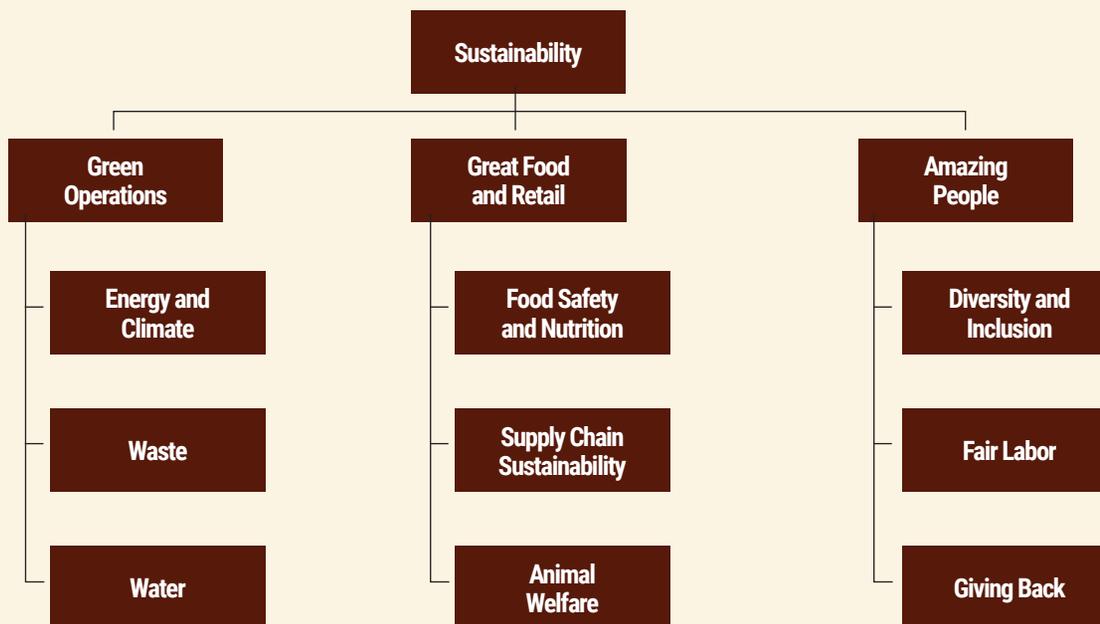


MATERIALITY

In FY 2021, we completed our first materiality assessment to determine the ESG issues most important to Cracker Barrel and its stakeholders. Using an outside consultant to facilitate the process, we looked closely at investor, guest, supplier, and employee priorities—as well as the issues that are most important to our business success. Each year we refresh that analysis to ensure Cracker Barrel is effectively prioritizing and responding to pertinent ESG issues.

With guidance from the Sustainability Accounting Standards Board (SASB), the Global Reporting Initiative (GRI), and the AccountAbility 1000 (AA1000) framework, our materiality assessment identified nine key topics, which we have organized into three workstreams: Green Operations, Great Food and Retail, and Amazing People. The resulting framework is the foundation of our ESG strategy and instrumental in building a sustainability roadmap that will guide new programs in the coming years.

Through this process we mapped our material topics against relevant ESG metrics, identifying the most important data points to track, aggregate and report on ESG performance. That data is included throughout the report, but also aggregated together in the ESG Tearsheet on page 30.



GREEN *Operations*



ENERGY AND CLIMATE

At Cracker Barrel, we carefully monitor energy use at our stores and prioritize initiatives and upgrades that save money and energy. Smart energy management is good for the environment and for our bottom line. Our [Environment, Health and Safety \(EHS\) Policy](#) commits us to reduce pollution and greenhouse gas (GHG) emissions in alignment with science-based targets. Responsibility for implementing the policy is held by the ESG Steering Council.

FOCUS ON ENERGY EFFICIENCY

Over the last five years, we have retrofitted all our stores to improve energy efficiency, and all stores built in the future will have high-efficiency features to optimize energy use. In FY 2023, we implemented an energy saving device for walk-in coolers and freezers system-wide. Additionally, we began projects to convert conveyor toasters to pop-up toasters and glass coffee urns to thermal coffee carafes. Once fully implemented, these initiatives will yield a sustained annual reduction of over 15 million kWh. In Q1 FY 2024, we are launching a new utility platform which will provide richer utility data to enhance our ability to target energy efficiencies by store.

CALCULATING OUR CARBON FOOTPRINT

We continue to track our carbon footprint, focused on the greenhouse gas (GHG) emissions associated with our Scope 1 and Scope 2 impacts. The results show that our carbon footprint is driven primarily by the operation of our facilities, while 62 percent of our energy use and 77 percent of our emissions were related to electricity in FY 2023.

ENERGY PERFORMANCE

Indicator	Unit	FY 2021	FY 2022	FY 2023
Total energy consumed	Gigajoules (G.J)	3,262,267	3,405,052	3,437,493
<i>Electricity</i>	Gigajoules (G.J)	1,999,121	2,079,927	2,116,884
<i>Natural Gas</i>	Gigajoules (G.J)	1,195,199	1,254,929	1,262,436
<i>Propane</i>	Gigajoules (G.J)	35,681	36,572	29,622
<i>Gasoline</i>	Gigajoules (G.J)	25,463	25,306	21,733
<i>Diesel</i>	Gigajoules (G.J)	116	152	193
<i>Kerosene Jet Fuel</i>	Gigajoules (G.J)	6,686	8,167	6,626
Percent grid electricity	Percent (%)	61	61	62
Percent renewable energy ¹	Percent (%)	0	0	0
Energy intensity	Gigajoules of energy per square foot of store area (G.J/ft ²)	0.50	0.51	0.52
Scope 1 emissions total	Metric tons of carbon dioxide equivalent (tCO ₂ e)	82,583	86,013	90,201
Stationary				
<i>Natural Gas</i>	Metric tons of carbon dioxide equivalent (tCO ₂ e)	60,170	63,117	63,570
<i>Propane</i>	Metric tons of carbon dioxide equivalent (tCO ₂ e)	2,040	2,091	1,867
Mobile				
<i>Gasoline</i>	Metric tons of carbon dioxide equivalent (tCO ₂ e)	1,722	1,711	1,534
<i>Diesel</i>	Metric tons of carbon dioxide equivalent (tCO ₂ e)	8	11	14
<i>Kerosene Jet Fuel</i> ²	Metric tons of carbon dioxide equivalent (tCO ₂ e)	1,984	2,424	2,071
Fugitive Emissions				
<i>Refrigerants</i> ³	Metric tons of carbon dioxide equivalent (tCO ₂ e)	16,659	16,659	21,143
Scope 2 emissions total	Metric tons of carbon dioxide equivalent (tCO ₂ e)	269,179	280,141	239,308

¹ This row reflects renewable energy purchased above and beyond what is provided by the relevant electricity utility grids.

² These emissions include a radiative forcing multiplier of 1.9, aligned with the Defra methodology for air travel.

³ Refrigerants are estimated based on HVAC equipment, associated refrigerant type, and estimated leakage rate. The higher refrigerant emissions for 2023 are a result of a more accurate HVAC asset list, not an increase in refrigerant use, and 2023 results should not be directly compared to previous years.

WASTE AND WATER

Although less so than businesses in other industries, restaurants create waste—including leftover food, packaging waste, used fryer oil and, everyday office waste. While Cracker Barrel has always focused on strategic sourcing to minimize over purchasing, we are examining our waste streams to identify where additional opportunities for diversion and reuse can improve our environmental footprint.

The primary need for water in restaurants comes from cleaning and hygiene practices. Over the last decade, we have made significant investments across our entire group of stores to improve water efficiency.

At the end of FY 2023, we launched a new utility platform that helps target water usage reduction opportunities by store. In addition, we are working with a vendor to complete extensive water audits in three of our restaurants to determine a baseline of opportunities.

RECYCLING EFFORTS

In FY 2021, we began an assessment of existing recycling and landfill-diversion practices across our Cracker Barrel Old Country stores. Better insight into our waste stream allows us to spot recycling and landfill diversion opportunities, including identifying places where additional training is needed to ensure that waste streams are properly segregated.

In conjunction with changes to local laws and regulations, we are migrating to single stream recycling when it becomes available, adding plastics, metal, and paper recycling to our standard cardboard recycling. In FY 2022, six stores were converted to single stream recycling. In FY 2023, we converted 19 stores to single stream recycling from just cardboard recycling and added organics recycling at five locations.

WASTE AND WATER PERFORMANCE

Indicator	Unit	FY 2021	FY 2022	FY 2023
Total amount of waste	Metric tons (t)	73,136 ⁴	98,102 ⁵	101,580 ⁶
Percentage food waste	Percent (%)	Not tracked	Not tracked	Not tracked
Percentage diverted	Percent (%)	25.8	26.3	17.2
Total water withdrawn	Thousands cubic meters (thousand m3)	6,134	6,363	8,052
Percentage in regions with high baseline water stress	Percent (%)	17.9	17.1	16.9
Total water consumed	Thousands cubic meters (thousand m3)	1,191	1,232	2,401
Percentage in regions with high baseline water stress	Percent (%)	24.9	23.2	18.4
Water efficiency	Cubic meters water withdrawn per square foot of store area (m3/ft2)	0.93	0.96	1.22

⁴ Covers approximately 72% of our Cracker Barrel Old Country stores.

⁵ Covers approximately 72% of our Cracker Barrel Old Country stores.

⁶ Covers approximately 73% of our Cracker Barrel Old Country stores.

GREAT *Food* AND RETAIL



FOOD SAFETY

From supply chain security to proper food handling procedures, food safety is part of everything we do at Cracker Barrel. Each staff member in our restaurants is trained in food safety so that guests can enjoy their experience knowing that we have put care into every step.

FOOD SAFETY IN OUR RESTAURANTS

Our Quality Assurance team, overseen at our executive officer level, manages a comprehensive food safety assessment program that includes regular, unannounced visits to all stores

several times per year, measuring them against FDA food safety standards as well as our own internal standards.

To drive continuous improvement at our stores, a detailed food safety audit report is provided to field management, which forms the basis for a corrective action plan to address any issues noted during the visit. The Quality Assurance department also works with a cross-functional team to ensure the action plan is carried out.

To ensure proper food handling procedures, we take a comprehensive approach to food safety training. In addition to food safety or food handling training required by local

jurisdictions, all store employees take a Food Safety course that covers the basics of good personal hygiene, controlling time and temperature, preventing cross contamination, and cleaning and sanitation. We also require all Managers and Shift Leaders to achieve ServSafe certification, a food safety program created and maintained by the National Restaurant Association and accredited by The Conference for Food Protection (CFP) and the American National Standards Institute (ANSI). In FY 2023, we incorporated additional food safety training for managers to broaden their knowledge base and increase overall awareness. We also implemented new supporting materials to drive that awareness to each individual employee working in the kitchen.



FOOD SAFETY IN THE SUPPLY CHAIN

We work closely with suppliers to ensure that restaurant ingredients are sourced, transported, and stored in a way that prioritizes food safety. Every supplier is subject to our Terms and Conditions, which mandates that all food products, including food articles, food ingredients, and food packaging must:

- Be in full compliance with all applicable federal, state and local laws, statutes, rules, regulations and ordinances, including, without limitation, the Federal Food, Drug and Cosmetic Act (FDCA) and the rules and regulations of the United States Department of Agriculture (USDA);
- Be manufactured, stored, and delivered in accordance with all laws, including the “Good Manufacturing Practices” under the FDCA or comparable regulations of the USDA and the Cracker Barrel Specifications; and
- Be clearly and accurately labeled as required by the Cracker Barrel specifications, with no adulteration or misbranding. We require suppliers to maintain annual third-party food safety certification through a program approved by the Global Food Safety Initiative (GFSI).⁷ These certifications require hazard analysis and critical control points (HACCP) programs and a well-documented food safety training program for employees, both of which are reviewed annually during the recertification process.

In addition, each ingredient supplier must have comprehensive recall procedures, keep copies of inspection reports, and make copies of all records and audit findings available to Cracker Barrel.

Food sold through our retail operations (rather than our restaurants) require, at a minimum, a third-party food safety Good Manufacturing Practices (GMP) audit. These audits also require HACCP and training programs, and suppliers undergo annual recertification.



FOOD SAFETY PERFORMANCE

Indicator	Unit	FY 2021	FY 2022	FY 2023
Percentage of restaurants inspected by a food safety oversight body	Percent (%)	80	85	83
Number of recalls issued	Number (#)	0	1 ⁸	0
Total amount of food recalled	Metric tons (t)	0	0.03	0
Number of confirmed foodborne illness outbreaks	Number (#)	0	0	0
Number of outbreaks resulting in a U.S. Centers for Disease Control and Prevention (CDC) investigation	Percent (%)	0	0	0

⁷ GFSI-approved audit schemes include British Retail Consortium (BRC) Global Standard for Food Safety, Safe Quality Food (SQF), ISO 22000, Best Aquaculture Practices (BAP) and PrimusGFS.

⁸ This voluntary recall was related to foreign material found in candy items sold in our retail operations (not the restaurant). There were no reported illnesses or injuries.

NUTRITION

Whether you are craving a traditional breakfast, homestyle favorite, fresh salad or a lighter classic, we like to think there is something for everyone at Cracker Barrel. We offer a diverse menu with the capability to customize a meal to meet each guest's needs, whether it is for indulgence or a healthier option.

MAKING HEALTHY CHOICES

Nearly every breakfast, lunch, and dinner meal at Cracker Barrel comes with the ability to make healthy choices. Guests are encouraged to customize their order to suit specific dietary preferences and goals.

With our new innovation filters, our in-house team of strategists, chefs and nutritionist are continuously evaluating industry and consumer trends to identify products that both fit within our culinary strategy and enable us to appeal to existing and new target guests, and their variety of dietary and customization preferences. For example, our new Build Your Own Breakfast enables guests to customize their meal to meet their dietary needs. Guests can swap biscuits and eggs for multigrain toast and egg whites and can also select sliced tomatoes in place of hashbrown casserole or fried apples, all free of an extra charge. In addition, guests can select fresh fruit as their side choice for a small upcharge.

TASTY ALTERNATIVES ICON

For guests looking for tasty alternatives, our menus feature a helpful "carrot" icon that denotes menu items with 600 calories or less and 15 grams of fat or less. Some of the breakfast items marked by our "carrot" icon include our Spicy Chicken Sausage, Impossible™ Sausage Made from Plants, Fresh Fruit, and Coarse Ground Grits. For Lunch and Dinner, guests can select Grilled

Chicken Tenders, Spicy Grilled Catfish, or Smoky Southern Grilled Chicken as an option. In addition to the icon, guests can access all nutrition and allergen information by scanning a QR code on the back of the printed menu to assist in meeting their dietary preferences.

PERFORMANCE^{9 10 11 12}

Indicator	Unit	FY 2021	FY 2022	FY 2023
Adult Meal Options Consistent with National Dietary Guidelines	Percent of Relevant Menu Items (%)	12	12	16
	Revenue from Relevant Menu Items (\$ USD)	160,491,000	167,707,000	200,079,839
Kid Meal Options Consistent with National Dietary Guidelines	Percent of Relevant Menu Items (%)	25	25	33
	Revenue from Relevant Menu Items (\$ USD)	9,193,000	12,014,000	35,610,646
Number of advertising impressions made on children	Number (#)	0	0	0
Percentage promoting products that meet national dietary guidelines for children	Percent (%)	N/A	N/A	N/A

⁹ Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

¹⁰ Meals qualify if they are one-third or less of the following, based on the Dietary Guidelines for Americans (DGA) 2020-2025: (a) Kids: 1,400 calories/day (average for kids), with less than 10% calories from added sugars, less than 10% calories per day from saturated fat, and 1,500-1,800 mg/day of sodium (ages 4-13). (b) Adults: 2,000 calories/day, with less than 10% calories from added sugars, less than 10% calories per day from saturated fat, and 2,300 mg/day of sodium.

¹¹ This table assumes no customization of the meal (for example, choosing broccoli instead of the standard side of hashbrown casserole). There are many ways that guests can modify their meals for health and nutrition concerns.

¹² Cracker Barrel does not track which beverages are sold with individual meals. As a result, we have excluded beverage data from the table above, but anticipate providing more granular detail in future ESG Reports.

SUPPLY CHAIN SUSTAINABILITY

Ensuring that the right ingredients arrive in the right quantity at the right time is one of the biggest challenges in the restaurant industry. We are keenly aware of potential supply chain risks, including fluctuating food prices, labor challenges, changing weather patterns, increased costs associated with environmental, social and animal welfare regulations, and transportation delays. Our Strategic Sourcing team is continuously implementing risk-reduction initiatives, including supplier diversification, supplier screening and risk management, supplier engagement on readiness to tackle changing regulations, and onsite supplier visits.

We want to ensure that working conditions in our supply chain are safe, that workers are treated with respect and dignity, and that our suppliers' operations are environmentally conscious. We expect all our suppliers and subcontractors to share the principles expressed in our [Supplier Code of Conduct](#) and to require these standards further down the supply chain.

QUALITY ASSURANCE

All suppliers must be approved by Cracker Barrel Quality Assurance (QA) before they are permitted to supply products to our restaurants, and suppliers must maintain ongoing compliance after their initial approval. Our supplier management program is designed to provide a high level of screening and evaluation across the supply chain, with the ability to dive deeper on higher-risk categories.

SUPPLIER AGREEMENT

All suppliers must review and sign off on the Cracker Barrel Supplier Quality Assurance Agreement which outlines the basic criteria for gaining and maintaining Approved Supplier status.

DOCUMENTATION REVIEW

Cracker Barrel uses a supplier portal to upload, review, and approve documentation such as: independent third-party Global Food Safety Institute (GFSI) food safety audits, supplier recall programs, and emergency contact numbers. In addition to audit data, complaint data is stored and analyzed to monitor supplier compliance. Corrective actions are required for any complaint related to food safety, such as foreign material.

ONSITE PLANT VISIT

New supplier approvals are usually, but not always, accompanied by an onsite plant visit. For higher-risk categories, such as fresh produce, farm visits may also be conducted. Supplier visits include a facility review in which Cracker Barrel Quality Assurance physically walks the facility looking for any opportunities related to sanitation, pest control, facility structure and employee behaviors, including adherence to Good Manufacturing Practices (GMPs).

DATA TRENDING & ANALYSIS

For brand-centric restaurant products, Cracker Barrel QA requires suppliers to upload to their online portal production KPI (Key Process Indicator) data on a weekly, biweekly, or monthly schedule, depending on production frequency. This data is fed into dashboards to monitor product and supplier performance to specification and used to work with suppliers when trending indicates the product may be drifting too far from the specified target. This data is also used by our Food Cost Team, in which QA participates, to ensure that stores are given fair food cost credit. This year, a product analysis involving marinated chicken tenders discovered that one of the suppliers was having issues with flavor consistency. A thorough investigation, including a visit to the manufacturing facility, revealed the root cause and it was swiftly remedied.



ELIMINATING PFAS FROM PACKAGING

In early 2022, media reports raised concerns about per- and polyfluoroalkyl substances (PFAS), a category of chemicals often used as grease-proofing agents to prevent oil and grease from foods from leaking through the packaging. Known as “forever chemicals” because they do not break down quickly, ongoing PFAS exposure has been linked to environmental and public health concerns. Cracker Barrel Old Country Stores immediately completed an inventory of all of our food packaging supplies and found PFAS as a small component in just one item: our biscuit bag. Our team went to work, finding an alternate product and phasing out the old product in early 2023.

REDUCTION IN PLASTIC CUTLERY USE

In FY 2023, Cracker Barrel made an operational change by asking the consumer whether or not they would like cutlery included in their to-go order. This simple adjustment has led to a 30% reduction in cutlery use and a corresponding reduction in plastic waste.

PACKAGING SUPPLIER MAKING PROGRESS

Cracker Barrel prioritizes working with packaging suppliers that address sustainability in their products and operations. For example:

Sabert Corporation

- Sabert has committed to increasing its share of sales from sustainable products from 40% in 2018 to over 80% by 2025.
- In 2022, 71% of Sabert sales came from sustainable products.
- Sabert has decreased energy intensity 1% average annually since 2019.
- In 2022, more than 99% of Sabert’s secondary packaging waste, including cardboard, pallets, and plastics sacks, were reused or recycled. Among total waste generated at all reporting facilities, 86% was recycled in 2022.
- In 2021, 60% of ton-miles of freight were transported with EPA SmartWay carriers, who commit to improving the energy efficiency of freight transport. This represents an increase of 9% from 2021.

Dart Container

- Dart US manufacturing facilities achieved Operation Clean Sweep Blue recognition, meeting the gold standard for preventing plastic pellet, powder, and flake loss into the environment.
- Since 2017, Dart has decreased their greenhouse gas intensity per sellable product by about 20%.
- Dart sponsors composting and recycling programs at the Foodservice Packaging Institute.
- By adding more efficient lighting in their facilities, Dart has saved an additional 5.5 million KWH in 2022.
- Dart’s plant in Leola, PA, has a co-generation facility that uses methane gas from a nearby landfill to fuel operations. Using the landfill gas saves the equivalent of 16,610 barrels of oil annually.



INGREDIENT AND PACKAGING PERFORMANCE¹³

Indicator	Unit	FY 2021	FY 2022	FY 2023
Percent of food purchased that meets environmental and/or social sourcing standards	Percent (%) by cost	48	52	49
<i>Aquaculture: BAP 1-star or better</i>	Percent (%) by aquaculture cost	62	59	48
<i>Beef: National Cattlemen's Beef Association</i>	Percent (%) by beef cost	89	100	97
<i>Eggs: United Egg Producers</i>	Percent (%) by egg cost	100	100	100
<i>Chicken: National Chicken Council</i>	Percent (%) by chicken cost	100	96	98
<i>Pork: National Pork Producers Council</i>	Percent (%) by pork cost	84	89	88
<i>Dairy: Farmers Assuring Responsible Management (Dairy FARM program)</i>	Percent (%) by dairy cost	76	94	87
<i>Turkey: National Turkey Federation</i>	Percent (%) by turkey cost	100	100	100
Total food purchased that meets environmental and/or social sourcing standards (categories above only)	Percent (%) by cost	86	92	89
Percent of food purchased that is certified to third-party environmental and/or social standards	Percent (%) by cost	0	0	0
Total weight of packaging	Metric tons (t)	5,751	5,141	5,184
<i>Percentage made from recycled and/or renewable materials</i>	Percent (%)	37	38	39
<i>Percentage that is recyclable, reusable and/or compostable</i>	Percent (%)	86	90	91

¹³ Cracker Barrel Old Country Store, Inc. only, excludes Maple Street Biscuit Company stores.

ANIMAL WELFARE

Cracker Barrel takes a balanced approach to animal welfare, a complex subject involving supply chain and sustainability issues, for the long-term benefit of our Company. The Public Responsibility Committee of our Board of Directors oversees this approach.

We work only with reputable and well-resourced vendors, and we have robust policies and audit procedures to ensure that their practices comply with industry and Company standards regarding the humane treatment of animals.

Cracker Barrel sources all of our beef, pork, poultry, dairy, and egg products from suppliers who meet or exceed our standards for animal care, quality, and food safety. This not only allows visibility into our suppliers' animal welfare practices, but also ensures that the food we serve to guests is produced in compliance with U.S. laws and regulations and with appropriate agency oversight.

OUR ANIMAL WELFARE POLICY

At Cracker Barrel, everything starts with quality food served with care. That care extends into the way we source ingredients, how we choose and work with our suppliers, and our insistence that our suppliers demonstrate a commitment to animal welfare.

We follow core philosophies regarding the humane treatment of animals and seek input from a variety of key stakeholders (who often have conflicting points of view), including animal welfare organizations, supply chain partners, governmental agencies, guests, employees, and shareholders. Read our full [Animal Welfare Policy](#).

OUR TRANSITION TO CAGE-FREE EGGS

We are committed to transitioning 100 percent of our egg supply to be cage-free by the end of calendar year 2026. Moving toward that commitment, our current goal is to achieve:

- 25% by end of 2024
- 60% by end of 2025
- 100% by end of 2026

In FY 2023, we convened a cross-functional group to develop a strategic ramp-up of cage-free egg procurement. Working closely with suppliers, we are pleased to report that we are on track to meet our first milestone commitment. By the end of December 2024, a minimum of 25% of our stores will source 100% cage-free eggs.¹⁴

OUR WORK ON CRATE-FREE PORK

We are committed to working toward a pork supply chain that evolves away from the use of gestation crates. In particular, we are encouraged by the use of group housing for breeding sows (where they live in groups instead of crates for at least a majority of each pregnancy cycle) in the supply chain.

Progress to increase the use of group housing stalled across the industry while California Proposition 12 (related to strict confinement of breeding pigs) was litigated in court, but we expect more engagement and more progress to be made in the coming years. To ensure that we're doing our part, in FY 2024 we are committed to:

- Continuing to engage our protein suppliers on their animal welfare policies, practices and commitments on a quarterly basis, including an annual data-driven assessment process.
- Deeper engagement with key pork suppliers about Cracker Barrel's opportunities to increase pork sourced from crate-free sources and/or sows that spend a majority of time in group housing.
- Modifying our RFP/RFQ and sourcing documentation to more explicitly prioritize progress towards crate-free pork, including more nuanced thresholds for group housing durations.

¹⁴ Our animal welfare disclosures on page 23 are based on our fiscal year performance. Our commitment to cage-free eggs is aligned to the calendar year. As a result, we have found it most helpful to both a) share the percentage of stores sourcing 100% cage-free eggs at each calendar year's end and b) also report the percentage of egg volume (percentage of liquid eggs by weight, percentage of shelled eggs by number) consumed across the fiscal year. Together, these numbers provide a better understanding of our progress over time.

ENGAGING SUPPLIERS ON ANIMAL WELFARE

While we regularly communicate with our suppliers throughout the year, we also conduct a rigorous annual protein supplier assessment to better understand and track progress on issues such as:

- Supplier readiness to meet new state animal welfare regulations between 2023 and 2026 for eggs and pork;
- Group housing practices (current and planned) for pork;
- Growth rates, litter management, lighting and enrichment practices, and slaughter line speeds for broiler chicken; and
- Antibiotic use and veterinary practices across all protein suppliers.

In FY 2023, we reached out to all of our protein suppliers and, overall, 73% of suppliers positively engaged in the assessment process, providing detailed information about their current practices and future plans.



ANIMAL WELFARE PERFORMANCE ¹⁵

Indicator	Unit	FY 2021	FY 2022	FY 2023
Percentage of shell eggs that originated from a cage-free environment	Percent (%) by number	1	3	3
Percentage of liquid eggs that originated from a cage-free environment	Percent (%) by weight	<1	2	6
Percentage of pork produced without the use of gestation crates	Percent (%) by weight	<1	<1	<1
Percentage of pork sows raised in group housing for the majority of the gestation cycle	Percent (%) by weight	31	29	29
Percentage of chicken protein sold that is produced without medically important antibiotics	Percent (%) by weight	99	99	98

¹⁵ Cracker Barrel Old Country Store, Inc. only, excludes Maple Street Biscuit Company stores.

AMAZING *People*



DIVERSITY, EQUITY, INCLUSION AND BELONGING “DEIB”

For many years we have been on a journey to ensure that a Cracker Barrel dining room is a place where people of all ages, races, ethnicities, religious affiliations, sexual orientations, and gender identities can come together and feel at home. To ensure we are comprehensive and committed to our progress, we have created a multi-pronged approach that looks at every facet of our business under the oversight of our Vice President of Learning, Organizational Development and Diversity.

The DEIB Steering Committee meets quarterly to review progress metrics, discuss new initiatives, keep abreast of DEIB activities, and provide guidance to the DEIB Leadership team and Advisory Board. In FY 2023, the Committee helped shape strategic direction and actively participated in external community and internal development events.

The DEIB Advisory Board, which includes our most senior field operators, meets quarterly to provide guidance to DEIB Leadership team on field issues and perspectives as well as champion initiatives. In FY 2023, the Advisory Board provided input on how best to recruit and retain racially diverse field employees and provided ongoing feedback on current initiatives.

The DEIB Council is comprised of cross-functional field and home office employees who meet monthly to design and execute action plans with subcommittees focused on education, development, recruiting, external partnerships, messaging, and store décor. In FY 2023, the Council conducted field interviews to better understand the reasons racially diverse employees are attracted to Cracker Barrel and recommended strategies to improve employee recruitment. As a result, among other things, we have

updated our Career website and added Spanish translations to our training and onboarding content.

Visit our [Diversity](#) page to learn more about our diversity strategy, partnerships with diverse community organizations, DEIB awards and recognition, and our Equal Opportunity Employment Policy.

EMPOWERING EMPLOYEES THROUGH BUSINESS RESOURCE GROUPS (BRGs)

BRG teams partnered with the Diversity Council this year on an umbrella initiative for the Council, Advisory Board and BRG groups to identify and recommend solutions to attract and retain diverse talent. BRG teams also reviewed Cracker Barrel scholarship applications and BRG leaders presented their recommendations to the Cracker Barrel Old Country Store Foundation's Board.

BUILDING REPRESENTATIVE TEAMS

This year, we continued to focus on improving our management diversity profile in our stores. As personnel changes, attrition and transfers continually impact the management team compositions at our stores, we will continue to monitor diversity at our stores and work toward representative leadership that reflects community demographics. As our stores became fully staffed, our focus shifted to increasing hourly diverse field leadership promotions.

UNCONSCIOUS BIAS TRAINING

Last year, Cracker Barrel's DEIB Advisory Board, DEIB Council, Executive Team, and Home Office employees all completed unconscious bias training, designed to help individuals recognize their implicit biases, interrupt automatic patterns of thinking, cultivate connection and improve decision-making. In FY 2023, that training was extended to field employees. A module in our Manager-in-Training (MIT) program, where we emphasize “Everyone is Welcome at Our Table” and highlight the value of Diversity, Equity, Inclusion and Belonging, is also in effect. In the class we encourage managers to lean into our differences and create a safe space to ask questions and talk about challenges.

COLLABORATING WITH HBCUS

In FY 2023, our team visited Historically Black Colleges and Universities (HBCUs) with specialized Hospitality programs to identify opportunities to partner on a project designed to train senior students on analyzing and recommending solutions for approaching business challenges. Specifically, students will learn how to conduct business presentations and present their solution to Cracker Barrel executives. In FY 2024, we will be selecting one of the HBCUs visited to pilot the program. Meanwhile, we will continue to conduct workshops to introduce students to career opportunities at Cracker Barrel during a three-hour skill development session teaching skills on applying for a job, resume writing, and how to evaluate a job offer.

DEMOGRAPHICS AND DIVERSITY PERFORMANCE

Indicator	Unit	FY 2021	FY 2022	FY 2023
Board of Directors	Number (#)	10	10	10
<i>Women</i>	Percent (%)	40	40	50
<i>Racial/Ethnic Minority</i>	Percent (%)	40	40	33
Executive Team	Number (#)	8	9	9
<i>Women</i>	Percent (%)	50	55	55
<i>Racial/Ethnic Minority</i>	Percent (%)	13	22	22
Professional Staff (includes Home Office and District Managers)	Number (#)	841	954	1,011
<i>Women</i>	Percent (%)	58	52	54
<i>Racial/Ethnic Minority</i>	Percent (%)	13	15	14
Store-Level Management	Number (#)	3,315	3,269	3,352
<i>Women</i>	Percent (%)	43	47	50
<i>Racial/Ethnic Minority</i>	Percent (%)	23	24	25
Hourly Staff	Number (#)	63,648	66,584	68,523
<i>Women</i>	Percent (%)	68	68	68
<i>Racial/Ethnic Minority</i>	Percent (%)	34	34	36

FAIR LABOR

Cracker Barrel's core philosophy is that we cannot deliver a consistently outstanding guest experience without first delivering a consistently outstanding employee experience. We put this philosophy into practice through the core tenets of our People Promise: Belonging, Responsibility, Team and Mission. We believe our authentic, caring culture is a differentiator for us, and the main driver behind our historically better than industry retention rates. Our [Labor and Human Rights Policy](#) outlines our commitments in more detail.

INVESTING IN EMPLOYEES PAYS OFF

Cracker Barrel's Personal Achievement Responsibility (PAR) program is our unique development program for store associates. As employees move from one PAR level to the next, they receive pay increases, more responsibilities, and greater opportunities. Once employees achieve PAR 4, they are eligible for the PAR 4 Leadership Program, which is designed to improve employee and guest experience, and provide an environment in which store leaders can gain valuable insight and a sense of partnership with PAR 4 employees to solve store issues. By mentoring new



employees, supporting their management staff and serving as trainers and informal peer coaches, our PAR 4s are vital contributors to the store culture and our Pleasing People mission. We believe our PAR program is a competitive advantage for Cracker Barrel, resulting in turnover rates for our most seasoned employees well below industry averages. In FY 2023, 37 percent of our store workforce had achieved PAR 4 status.

Turnover by PAR:

- PAR 2: 121%
- PAR 3: 81%
- PAR 4: 37%

FAIR LABOR PERFORMANCE

Indicator	Unit	FY 2021	FY 2022	FY 2023
Voluntary turnover rate for restaurant employees	Rate	82	80	78
Involuntary turnover rate for restaurant employees	Rate	19	20	22
Tipped Employees	Percent (%) of Restaurant Staff	46	38	50
<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	3	3.49	3.66
<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Tipped Employees	31	52	63
<i>Paid Above Minimum Wage</i>	Percent (%) of Tipped Employees	69	48	27
Non-Tipped Employees	Percent (%) of Restaurant Staff	54	62	50
<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	10	12.04	13.64
<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Non-Tipped Employees	2	4	5
<i>Paid Above Minimum Wage</i>	Percent (%) of Non-Tipped Employees	98	96	95



- **FAMILY:** In FY 2023, through our donation of \$150,000 to Feeding America we helped provide access to 150,000 meals for families facing food insecurity.
- **COMMUNITY:** To support the communities in southwest Florida impacted by Hurricane Ian in October of 2022, we provided a \$10,000 emergency grant to the Harry Chapin Food Bank. Additionally, through our partnership with Second Harvest Food Bank of Middle Tennessee, Cracker Barrel Food for Families funded 10 mobile pantry events with high-need food banks. In FY 2023, we served over 2,000 households and 130,000 lbs. of food in rural communities. We also donate \$10,000 to local food banks in communities where we opened new locations. This past year, Central California Food Bank, El Pasoans Fighting Hunger Food Bank and Tarrant Area Food Bank all received a \$10,000 donation to help feed insecure families in their local area.
- **ENVIRONMENT:** Our commitment to combat food waste through Feeding America's MealConnect Food Donation program is now in 39 pilot locations. This program offers a more seamless donation approach to connect with local food banks to help alleviate food insecurity where we live and work. The results from this initiative produced 9,656 pounds of food, which is equivalent to 8,047 meals.

GIVING BACK TO OUR COMMUNITIES

Since 1969, Pleasing People has been our mission. It drives our passion for serving and caring for people in the neighborhoods where we do business and inspires us to donate to worthy nonprofits that help provide care to those in need.

The Cracker Barrel Old Country Store Foundation supports a number of nonprofit organizations and programs, awarding millions of dollars over more than 25 years. In addition, Cracker Barrel annually donates both monetary and in-kind goods to charitable organizations and community-enriching events across the nation. In 2021, we established Cracker Barrel Food for Families, a company-wide platform that will enable us to care for our local communities in all new ways.

PARTNERSHIP WITH FEEDING AMERICA

Restaurants in the United States generate an estimated 22 to 33 billion pounds of food waste each year. That is a waste problem, but also an opportunity to address hunger in our local communities. Our partnership with Feeding America® explores innovative ways to redirect unused food from our restaurants to local food banks. The platform focuses on three key areas: addressing food insecurity, supporting community needs, and reducing food waste.



TO OUR TEAM MEMBERS CRACKER BARREL CARES

In 2005, we established Cracker Barrel Cares, an independent 501(c)(3) non-profit to allow employees to help fellow employees experiencing unforeseen, extreme financial hardship. Employees donate to Cracker Barrel Cares to show their deep commitment to serving people—starting with their fellow employees and their families. Recipients know that grants represent true caring and support from their Cracker Barrel family.

In calendar year 2023, over 16,000 employees contributed to Cracker Barrel Cares. With those funds, Cracker Barrel Cares awarded more than \$540,000 in emergency grants to 390 deserving employees to assist with critical health conditions, funeral assistance, natural disasters, and intimate partner violence.

SUPPORTING EDUCATION

The Cracker Barrel Old Country Store Foundation supports an annual employee scholarship program, which recognizes and rewards the accomplishments of Cracker Barrel employees and their children who excel in their studies and serve their communities. Since 2010, the Foundation has awarded over \$1 million in scholarship funding to assist over five hundred employees and their children with their educational goals; in FY 2023, we celebrated 75 deserving students by awarding them approximately \$85,000 in scholarship funding.

About THIS REPORT

BOUNDARIES AND SCOPE

Cracker Barrel issued its first Corporate Social Responsibility Report in 2019. This FY 2023 ESG Report is our fourth such report and aligns reporting with the Sustainability Accounting Standards Board (SASB) Restaurants Standard.

Unless otherwise indicated, the boundary of this report includes 100% of Cracker Barrel Old Country Store operations, including stores, warehouses and support/administrative facilities for FY 2021, FY 2022 and FY 2023.

Data for FY 2021 includes 100% of Maple Street Biscuit Company (MSBC) owned stores and support/administrative facilities but excludes franchise stores, unless otherwise specified. In FY 2022, Cracker Barrel bought the remaining franchise locations. Accordingly, FY 2022 and FY 2023 data is inclusive of all MSBC locations (as of the date they came under Cracker Barrel ownership) unless otherwise specified.

The report does not include Cracker Barrel-licensed products (sold in grocery stores under a licensing agreement with other food companies).

ASSURANCE AND VERIFICATION

We have engaged Strategic Sustainability Consulting (SSC), an independent party, to support our sustainability reporting efforts. We believe that this report contains information that is accurate, timely, and balanced. In preparing the material for this report, we have completed an internal assessment process in conjunction with SSC to review the contents for clarity, but the report is not externally assured and the data within this report has not been third-party verified.

UPDATES AND CORRECTIONS

Employee numbers for FY 2021 and FY 2022 hourly staff have been updated on page 26 to correct an error in last year's report that double-counted managers.

Scope 1 emissions from FY 2021 and FY 2022 have been updated to correct a math error summing individual emissions-generating activities (natural gas, propane, etc.).

FOR MORE INFORMATION

We welcome your feedback, comments and questions on this report and other ESG matters.

Kaleb Johannes

Vice President, Investor Relations & Business Transformation

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CAUTIONARY STATEMENT ABOUT FORWARDLOOKING STATEMENTS

In this report, statements may be made regarding beliefs and expectations regarding the Company's future plans, disclosures, results or expected future events. These are known as forward-looking statements, which involve risks and uncertainties that in many cases are beyond management's control and may cause actual results to differ materially from expectations. We caution our readers in considering forward-looking statements and information. Many of the factors that could affect results are described in detail in our reports that we file with or furnish to the SEC. Finally, the information shared in this report is valid as of November 15, 2023, and the Company undertakes no obligation to update it except as may be required under applicable law.

ESG Tearsheet

SASB Reference	Indicator	Unit	FY 2021	FY 2022	FY 2023
FB-RN-130a.1	Total energy consumed	Gigajoules (GJ)	3,262,267	3,405,052	3,437,493
	<i>Electricity</i>	Gigajoules (GJ)	1,999,121	2,079,927	2,116,884
	<i>Natural Gas</i>	Gigajoules (GJ)	1,195,199	1,254,929	1,262,436
	<i>Propane</i>	Gigajoules (GJ)	35,681	36,572	29,622
	<i>Gasoline</i>	Gigajoules (GJ)	25,463	25,306	21,733
	<i>Diesel</i>	Gigajoules (GJ)	116	152	193
	<i>Kerosene Jet Fuel</i>	Gigajoules (GJ)	6,686	8,167	6,626
	Percent grid electricity	Percent (%)	61	61	62
	Percent renewable energy ¹	Percent (%)	0	0	0
	Energy intensity	Gigajoules of energy per square foot of store area (GJ/ft ²)	0.50	0.51	0.52
	Scope 1 emissions total	Metric tons of carbon dioxide equivalent (tCO ₂ e)	82,583	86,013	90,201
	Stationary				
	<i>Natural Gas</i>	Metric tons of carbon dioxide equivalent (tCO ₂ e)	60,170	63,117	63,570
	<i>Propane</i>	Metric tons of carbon dioxide equivalent (tCO ₂ e)	2,040	2,091	1,867
	Mobile				
	<i>Gasoline</i>	Metric tons of carbon dioxide equivalent (tCO ₂ e)	1,722	1,711	1,534
	<i>Diesel</i>	Metric tons of carbon dioxide equivalent (tCO ₂ e)	8	11	14
	<i>Kerosene Jet Fuel</i> ²	Metric tons of carbon dioxide equivalent (tCO ₂ e)	1,984	2,424	2,071
	Fugitive Emissions				
	<i>Refrigerants</i> ³	Metric tons of carbon dioxide equivalent (tCO ₂ e)	16,659	16,659	21,143
	Scope 2 emissions total	Metric tons of carbon dioxide equivalent (tCO ₂ e)	269,179	280,141	239,308

¹ This row reflects renewable energy purchased above and beyond what is provided by the relevant electricity utility grids.

² These emissions include a radiative forcing multiplier of 1.9, aligned with the Defra methodology for air travel.

³ Refrigerants are estimated based on HVAC equipment, associated refrigerant type, and estimated leakage rate. The higher refrigerant emissions for 2023 are a result of a more accurate HVAC asset list, not an increase in refrigerant use, and 2023 results should not be directly compared to previous years.

SASB Reference	Indicator	Unit	FY 2021	FY 2022	FY 2023
FB-RN-150a.1	Total amount of waste	Metric tons (t)	73,136 ⁴	98,102 ⁵	101,580 ⁶
	Percentage food waste	Percent (%)	Not tracked	Not tracked	Not tracked
	Percentage diverted	Percent (%)	25.8	26.3	17.2
FB-RN-140a.1	Total water withdrawn	Thousands cubic meters (thousand m3)	6,134	6,363	8,052
	Percentage in regions with high baseline water stress	Percent (%)	17.9	17.1	16.9
	Total water consumed	Thousands cubic meters (thousand m3)	1,191	1,232	2,401
	Percentage in regions with high baseline water stress	Percent (%)	24.9	23.2	18.4
	Water efficiency	Cubic meters water withdrawn per square foot of store area (m3/ft2)	0.93	0.96	1.22
FB-RN-250a.1	Percentage of restaurants inspected by a food safety oversight body	Percent (%)	80	85	83
FB-RN-250a.2	Number of recalls issued	Number (#)	0	1	0
	Total amount of food recalled	Metric tons (t)	0	0.03	0
FB-RN-250a.3	Number of confirmed foodborne illness outbreaks	Number (#)	0	0	0
	Number of outbreaks resulting in a U.S. Centers for Disease Control and Prevention (CDC) investigation	Percent (%)	0	0	0
FB-RN-260a.2	Adult Meal Options Consistent with National Dietary Guidelines ^{6,7,8,9}	Percent of Relevant Menu Items (%)	12	12	16
		Revenue from Relevant Menu Items (\$ USD)	160,491,000	167,707,000	200,079,839
	Kid Meal Options Consistent with National Dietary Guidelines ^{6,7,8,9}	Percent of Relevant Menu Items (%)	25	25	33
		Revenue from Relevant Menu Items (\$ USD)	9,193,000	12,014,000	35,610,646
FB-RN-260a.3	Number of advertising impressions made on children	Number (#)	0	0	0
	Percentage promoting products that meet national dietary guidelines for children	Percent (%)	N/A	N/A	N/A

⁴ Covers approximately 72% of our Cracker Barrel Old Country stores.

⁵ Covers approximately 72% of our Cracker Barrel Old Country stores.

⁶ Covers approximately 73% of our Cracker Barrel Old Country stores.

⁷ GFSI-approved audit schemes include British Retail Consortium (BRC) Global Standard for Food Safety, Safe Quality Food (SQF), ISO 22000, Best Aquaculture Practices (BAP) and PrimusGFS.

⁸ This voluntary recall was related to foreign material found in candy items sold in our retail operations (not the restaurant). There were no reported illnesses or injuries.

⁹ Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

SASB Reference	Indicator	Unit	FY 2021	FY 2022	FY 2023
FB-RN-430a.1	Percent of food purchased that meets environmental and/or social sourcing standards ¹¹	Percent (%) by cost	48	52	49
	<i>Aquaculture: BAP 1-star or better</i>	Percent (%) by aquaculture cost	62	59	48
	<i>Beef: National Cattlemen's Beef Association</i>	Percent (%) by beef cost	89	100	97
	<i>Eggs: United Egg Producers</i>	Percent (%) by egg cost	100	100	100
	<i>Chicken: National Chicken Council</i>	Percent (%) by chicken cost	100	96	98
	<i>Pork: National Pork Producers Council</i>	Percent (%) by pork cost	84	89	88
	<i>Dairy: Farmers Assuring Responsible Management (Dairy FARM program)</i>	Percent (%) by dairy cost	76	94	87
	<i>Turkey: National Turkey Federation</i>	Percent (%) by turkey cost	100	100	100
	Total food purchased that meets environmental and/or social sourcing standards (categories above only)	Percent (%) by cost	86	92	89
	Percent of food purchased that is certified to third-party environmental and/or social standards	Percent (%) by cost	0	0	0
FB-RN-150a.2	Total weight of packaging	Metric tons (t)	5,751	5,141	5,184
	<i>Percentage made from recycled and/or renewable materials</i>	Percent (%)	37	38	39
	<i>Percentage that is recyclable, reusable and/or compostable</i>	Percent (%)	86	90	91
FB-RN-430a.2	Percentage of shell eggs that originated from a cage-free environment	Percent (%) by number	1	3	3
	Percentage of liquid eggs that originated from a cage-free environment	Percent (%) by weight	<1	2	6
	Percentage of pork produced without the use of gestation crates	Percent (%) by weight	<1	<1	<1
	Percentage of pork sows raised in group housing for the majority of the gestation cycle	Percent (%) by weight	31	29	29
	Percentage of chicken protein sold that is produced without medically important antibiotics	Percent (%) by weight	99	99	98
Board of Directors	Board of Directors	Number (#)	10	10	10
	<i>Women</i>	Percent (%)	40	40	50
	<i>Racial/Ethnic Minority</i>	Percent (%)	40	40	33
	Executive Team	Number (#)	8	9	9
	<i>Women</i>	Percent (%)	50	55	55
	<i>Racial/Ethnic Minority</i>	Percent (%)	13	22	22

¹¹ Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

SASB Reference	Indicator	Unit	FY 2021	FY 2022	FY 2023
	Professional Staff (includes Home Office and District <i>Managers</i>)	Number (#)	841	954	1011
	<i>Women</i>	Percent (%)	58	52	54
	<i>Racial/Ethnic Minority</i>	Percent (%)	13	15	14
	Store-Level Management	Number (#)	3,315	3,269	3,352
	<i>Women</i>	Percent (%)	43	47	50
	<i>Racial/Ethnic Minority</i>	Percent (%)	23	24	25
	Hourly Staff	Number (#)	63,648	66,584	68,523
	<i>Women</i>	Percent (%)	68	68	68
	<i>Racial/Ethnic Minority</i>	Percent (%)	34	34	36
	Voluntary turnover rate for restaurant employees	Rate	82	80	78
	Involuntary turnover rate for restaurant employees	Rate	19	20	22
	Tipped Employees	Percent (%) of Restaurant Staff	46	38	50
	<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	3	3.49	3.66
	<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Tipped Employees	31	52	63
	<i>Paid Above Minimum Wage</i>	Percent (%) of Tipped Employees	69	48	27
	Non-Tipped Employees	Percent (%) of Restaurant Staff	54	62	50
	<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	10	12.04	13.64
	<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Non-Tipped Employees	2	4	5
<i>Paid Above Minimum Wage</i>	Percent (%) of Non-Tipped Employees	98	96	95	
FB-RB-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	See pages 17 and 19-20		
	Number of Company-owned restaurants	Number (#)	701	715	719
	Number of franchise restaurants	Number (#)	7	0	0
	Number of employees at Company-owned restaurants	Number (#)	71,916	74,078	73,061
	Number of employees at franchise locations	Number (#)	Not tracked	0	0



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