



OLD COUNTRY STORE

Setting the table for growth

ANALYST DAY

OCTOBER 2017

WELCOME

Jessica Hazel
INVESTOR RELATIONS



CAUTIONARY NOTE

This Presentation and any commentary provided by the Company's management in connection herewith are qualified in their entirety by the provisions set forth in the Appendix to this Presentation, on the page entitled "Forward Looking Statements and Safe Harbor Treatment".

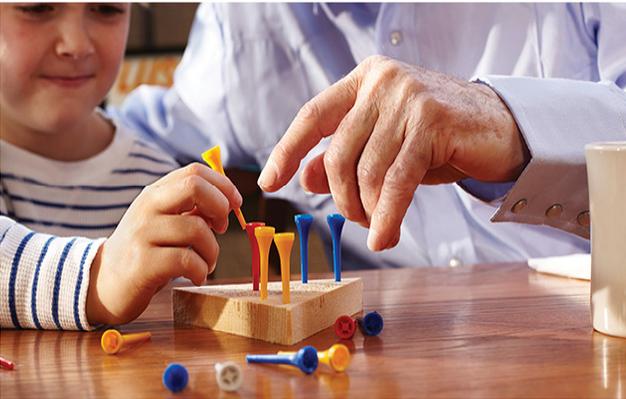
Please read that page carefully, as it provides important precautions about this Presentation and management's commentary.



Sandy Cochran
PRESIDENT AND CEO



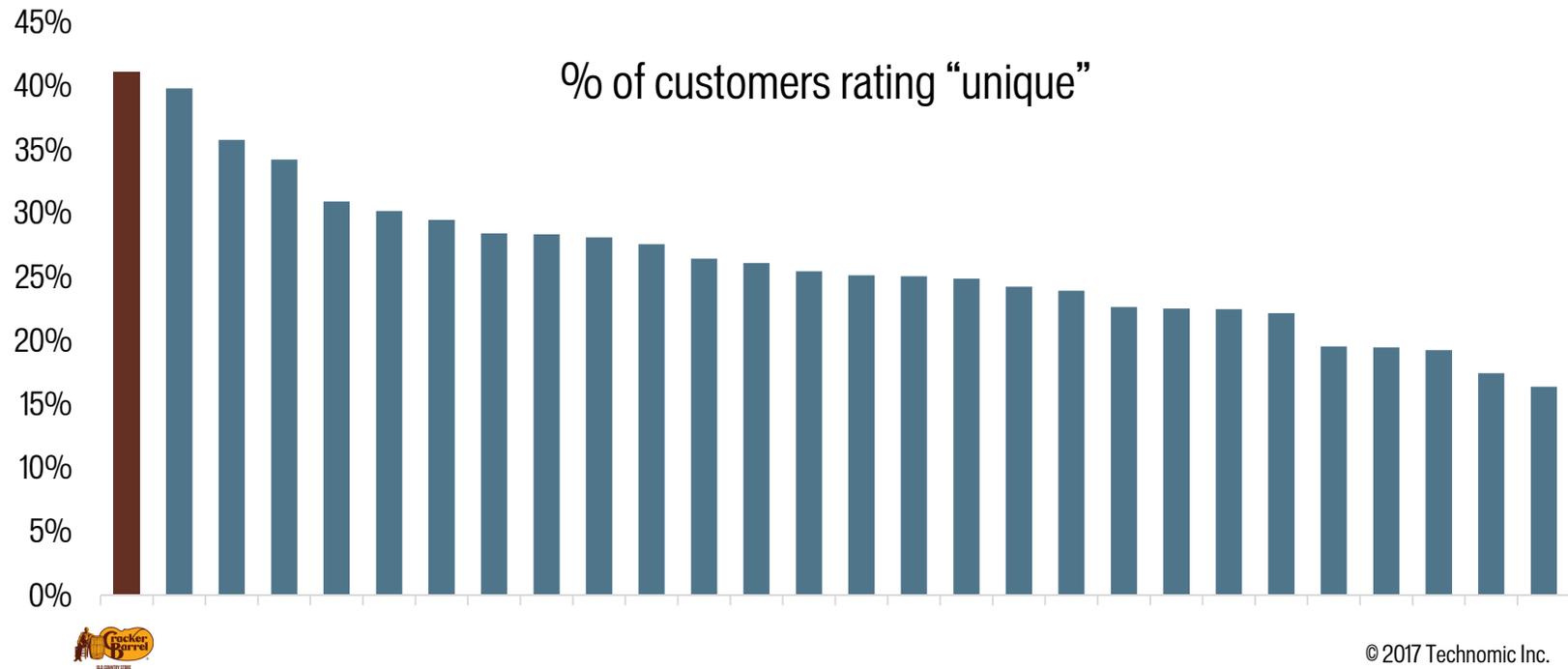
*Cracker Barrel creates a world filled with **hospitality and charm***



RETAIL IS INTEGRAL TO THE CRACKER BARREL EXPERIENCE



CRACKER BARREL CONTINUES TO STAND OUT FOR UNIQUENESS AMONG CONSUMERS



Percentages indicate proportion of **Top Box** responses (5-pt. Scale) **Base:** > 450 respondents age 18+ per company **Source:** Technomic Consumer Brand Metrics (Q3'16 – Q2'17)

Brands Considered: Applebee's; BJ's Restaurant & Brewhouse; Bob Evans; Buffalo Wild Wings; California Pizza Kitchen; The Cheesecake Factory; Chili's Grill & Bar; Cracker Barrel Old Country Store; Denny's; Famous Dave's; Friendly's; Hooters; IHOP; Logan's Roadhouse; Mimi's Café; O'Charley's; Olive Garden; On The Border Mexican Grill & Cantina; Outback Steakhouse; Perkins Restaurants & Bakery; P.F. Chang's China Bistro; Red Lobster; Red Robin Gourmet Burgers & Brews; Romano's Macaroni Grill; Ruby Tuesday; Shoney's, TGI Fridays; Waffle House



ENHANCE

The Core

EXPAND

The Footprint

EXTEND

The Brand

..... *Cracker Barrel creates a world filled with Hospitality and Charm*



AN **OUTSTANDING** EMPLOYEE EXPERIENCE



AN **OUTSTANDING** GUEST EXPERIENCE



IMPROVED SALES & TRAFFIC

PERFORMANCE AGAINST FY 2015 – FY 2017 TARGETS

Revenue Drivers:

	<u>Target</u>
Same Store Traffic Growth	Flat - 0.5%
✓ Optimization of Average Check Growth	2.0% - 3.0%
Retail Sales Growth	2.0% - 3.0%
Continued Modest New Store Growth	Approx. 1.5%

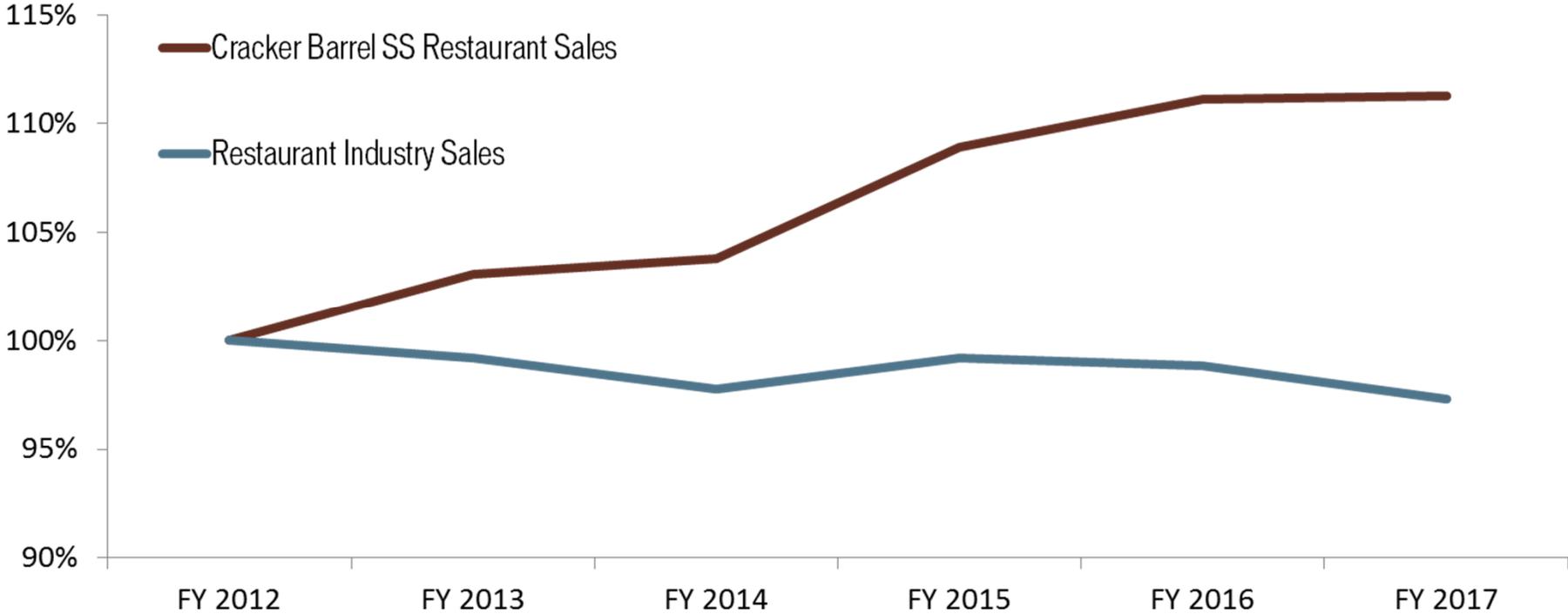
Margin Drivers - Three Year Cost Optimization Program:

✓ Estimated Annual Cost Savings From Operating Margin Expansion	\$50mm (FY 2015-2017)
✓ Projected Total Annual EPS Growth	7.0% - 8.0%
✓ Annualized Dividend Yield	4.2%
✓ Projected Total Shareholder Return	11.0% - 12.5%

Note: Annualized Dividend Yield includes special dividends.



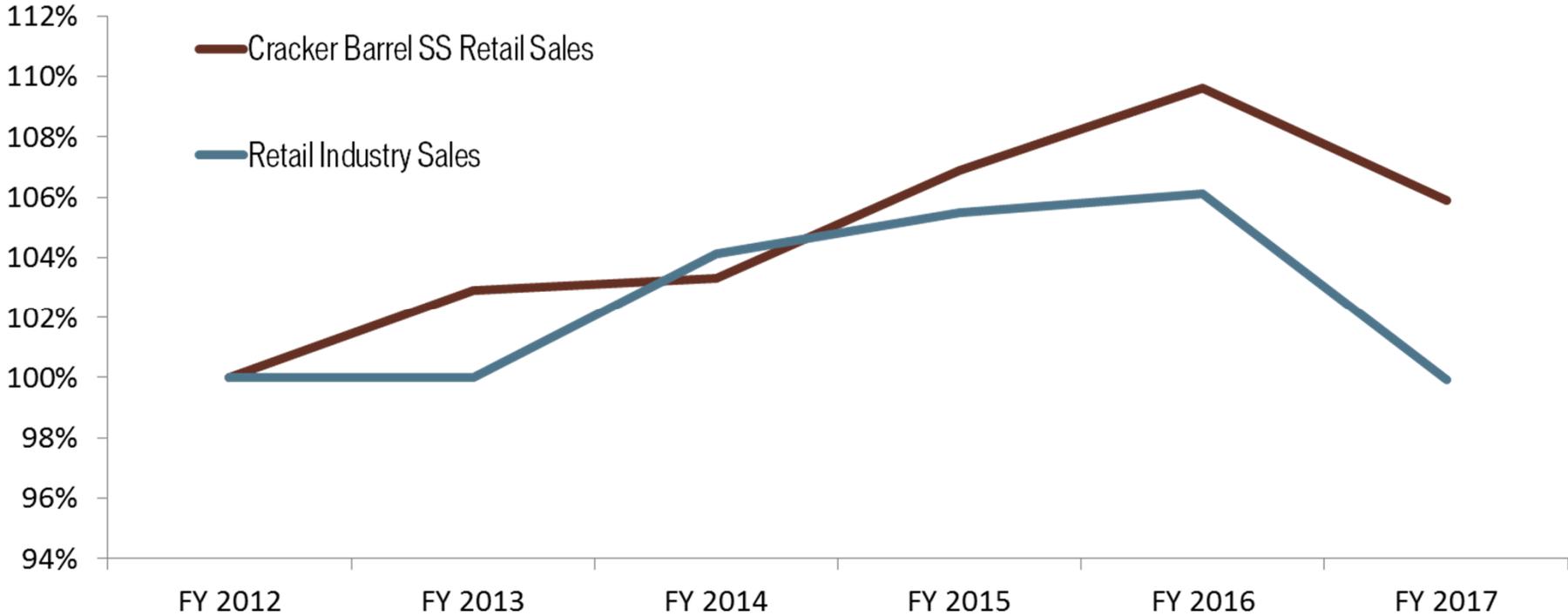
OUR SALES GROWTH HAS OUTPERFORMED THE INDUSTRY: RESTAURANT



Industry Source: The Knapp Track Index



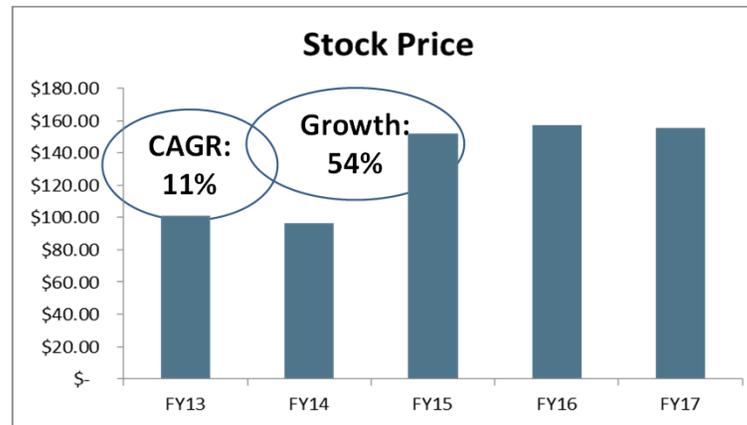
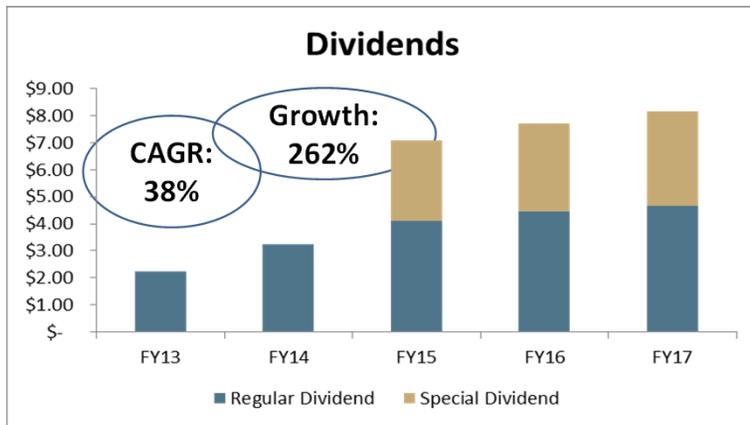
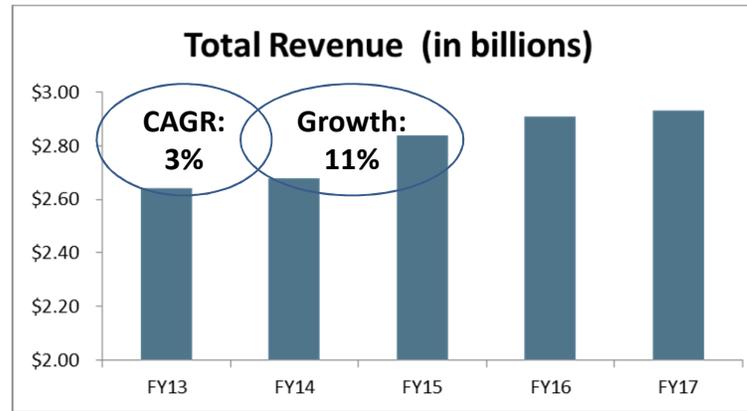
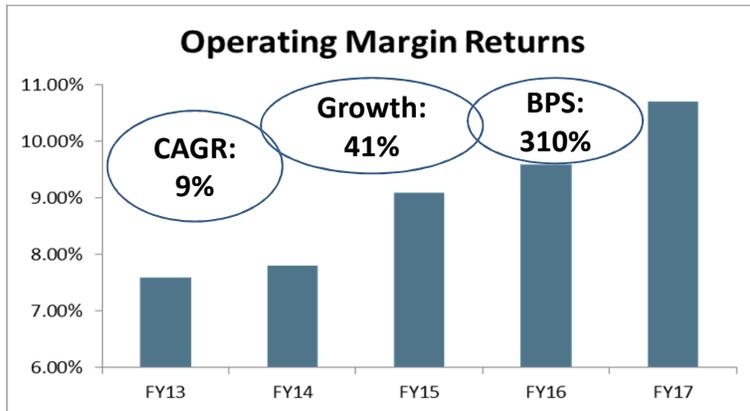
OUR SALES GROWTH HAS OUTPERFORMED THE INDUSTRY: RETAIL



Industry Source: APT Retail Specialty Index



WE HAVE CONSISTENTLY IMPROVED PERFORMANCE OVER THE PAST 5 YEARS



Total Shareholder Return
FY13-FY17:
80%

Note: Total Shareholder Return is the change in stock price plus dividends, divided by beginning stock price for the 5 year period



LOOKING FORWARD – WE BELIEVE THE ENVIRONMENT WILL BE CHALLENGING



Retail Closures



Restaurant Discounting



Commodity Increases



Labor Market Pressure

ENHANCE *The Core*

Value

- Visit experience
- Retail quality & price
- Everyday value platform

Culinary Enhancements

- Platform Products / Promotions
- Core menu
- Beverage platform

Family Meal Occasions

- Family-Style Meals
- On- and Off-Premise
- Kids hospitality programs

Convenience

- Off-Premise

Speed

- POS will enable speed

Business Model

- \$40M in savings from FY18-FY20

EXPAND *The Footprint*

30+ New Unit Openings
FY 2018-FY 2020

EXTEND *The Brand*

Holler & Dash
Ecommerce
New Concepts & Acquisitions

.....
CRACKER BARREL CREATES
A WORLD FILLED WITH
HOSPITALITY AND CHARM
.....



AN OUTSTANDING EMPLOYEE EXPERIENCE



AN OUTSTANDING GUEST EXPERIENCE



IMPROVED SALES & TRAFFIC

Don Hoffman
SVP, MARKETING



CRACKER BARREL CONTINUES TO BE WELL-POSITIONED FOR THIS CHALLENGING ENVIRONMENT DUE TO OUR BRAND STRENGTHS

Our Brand Promise:

Cracker Barrel provides a friendly home-away-from-home in our old country store and restaurant. Our guests are cared for like family while relaxing and enjoying real home-style food and shopping that's surprisingly unique, genuinely fun, and reminiscent of America's country heritage...
all at a fair price.



ENHANCE *The Core*

Value

- Visit experience
- Retail quality & price
- Everyday value platform

Culinary Enhancements

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Family Meal Occasions

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AN OUTSTANDING EMPLOYEE EXPERIENCE



AN OUTSTANDING GUEST EXPERIENCE



IMPROVED SALES & TRAFFIC

THE CRACKER BARREL VALUE EQUATION

- Guest Visit Experience
- Quality of Retail Assortment + Price
- Everyday Low Price Meal Offerings



VALUE = GUEST VISIT EXPERIENCE



VALUE = QUALITY OF RETAIL ASSORTMENT + PRICE



VALUE = EVERYDAY LOW PRICE MEAL OFFERINGS

Our Daily Delights

\$4.99
Breakfasts

\$5.99
Lunches

\$7.99
Dinners

Offer available only in select local markets.

22



CULINARY ENHANCEMENTS



Culinary Vision: The New South

At Cracker Barrel, we hand craft homestyle, made-from-scratch, country favorites that celebrate the flavors, regions, and flair of the New South. Our menu offerings will appeal to both our core guests and to diverse and younger generations. We will become the go to destination for craveable, signature comfort food with a New Southern twist.



STRATEGY FOR OUR MENU EVOLUTION

New Platform Development



Maintain "Limited Time Offering" Strategy



Beverage



...we will become the go to destination for craveable, signature comfort food with a New Southern twist.



BEVERAGE PLATFORM STRATEGY

Coffee

Specialty & Dark Roast

- Classic offering in hot and cold
- Dressed-up
- Seasonal flavor innovation

Juice

Flavor Innovation / Better For You

- 2-3 Blends
- Seasonally refreshed
- Refillable

Tea / Lemonade

Flavor Innovation

- 2-3 Blends
- Seasonally refreshed
- Refillable

Soda

Craft

- Nostalgic flavors
- Premium price point
- Clean label and lower calorie options



EXPANSION OF OUR COFFEE OFFERING

- Specialty beverage system rollout FY 2018
 - Incremental sales with minimal cannibalization
 - Favored among broad guest base
 - Seasonal flavors
- Testing dark roast during FY 2018



**HOT OR COLD,
RICH & BOLD**

NEW

**SIGNATURE COFFEES:
CAFÉ-STYLE COFFEE BEVERAGES**

We're excited to introduce new espresso drinks, made to order with freshly steamed milk. Enjoy their rich, roasty flavor whether you like them hot or iced.

LATTE | MOCHA

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**MEET OUR LOVEABLE
PUMPKIN LATTE**

NEW

PUMPKIN LATTE

Treat yourself to a true fall favorite. Our Pumpkin Latte gets its great taste from rich espresso and pumpkin pie syrup, featuring unique spices & a decadent dash of pie crust flavor, all topped off with whipped cream and a gingersnap cookie crumble.

(Served hot. For a limited time.)

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ENHANCING THE FAMILY MEAL EXPERIENCE IS AN IMPORTANT PART OF OUR LONG-TERM BUSINESS PLAN

In-store:

- Enhance guest hospitality
- Activities for children
- Children's food and beverage offerings
- Family-style meal offerings

Off-premise:

- To-go family style meal offerings



EVOLVED MEDIA SPEND STRATEGIES

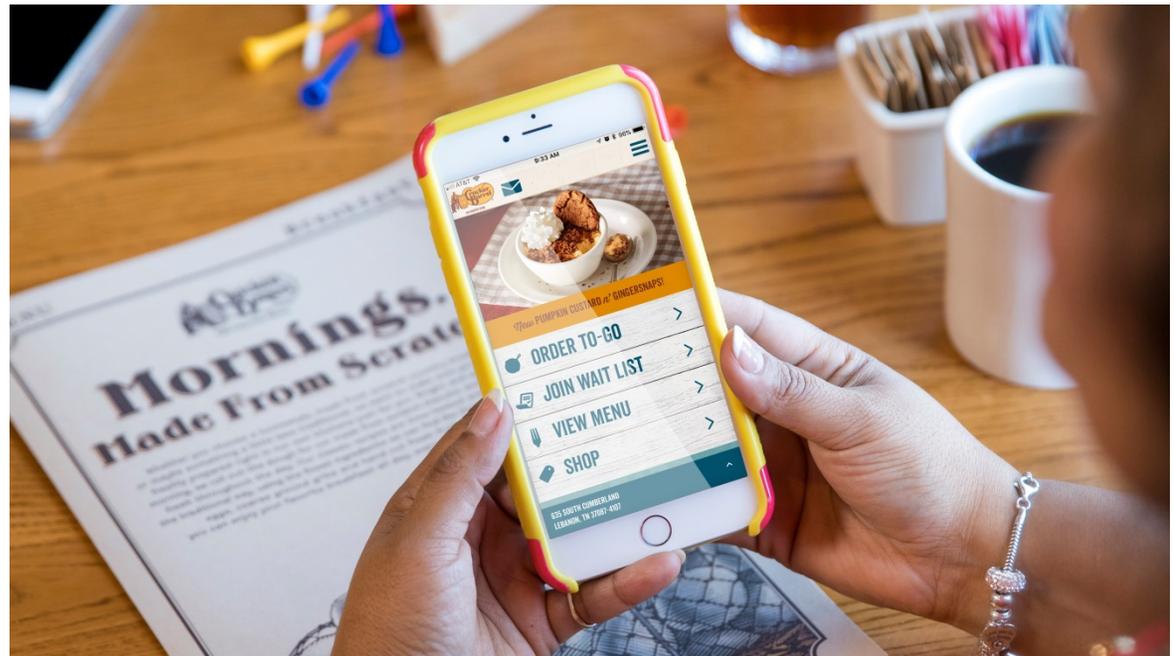
- Out of home
- TV
- Social
- Digital
 - Web
 - Mobile



WEB & MOBILE CONVENIENCE

Our new core app will provide increased digital engagement with our guests:

- Online waitlist
- Mobile ordering
- Shop online
- Menu information
- Store locator



Josh Greear

VP STRATEGY & BUSINESS DEVELOPMENT



ENHANCE *The Core*

Convenience
Off-Premise



**EVERYBODY IS IN A HURRY AND
LOOKING FOR CONVENIENCE**

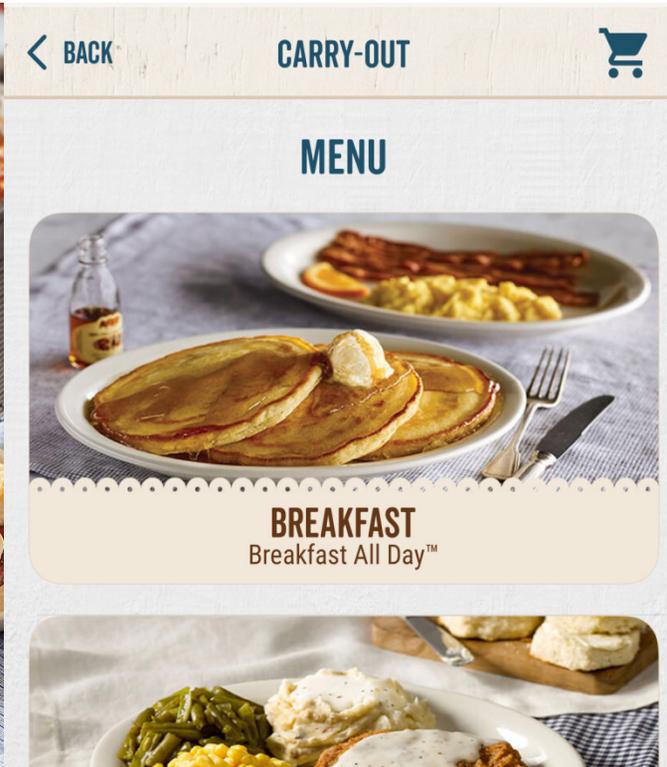


WE BELIEVE OUR OFF-PREMISE BUSINESS CAN GROW FROM 7% OF SALES TO 10%+

Catering



To-Go



Holiday Heat-n-Serve



LAUNCHING CATERING SYSTEM-WIDE IN OCTOBER



- Tested in ~100 stores
- Using precision targeting to market B2B
- Currently testing delivery



FOCUSING ON VALUE AND CONVENIENCE WITHIN OUR TO-GO BUSINESS



- Launching digital ordering in October
- Testing delivery in October
- Testing family value meal

EXPANDING HOLIDAY HEAT-N-SERVE BUSINESS

- Fully prepared meals for our guests to heat in their home
- System launch in FY17
- Growing Christmas and Easter



EXPAND *The Footprint*

**30+ New Unit Openings
FY 2018-FY 2020**

OUR NEW UNITS ARE PERFORMING WELL

- Hurdles created with a risk premium on a conservative WACC
- Pleased with the performance of our new units



PLANNING ON 8-12 NEW UNITS PER YEAR

- New units will be primarily outside of our core southeastern markets
 - First in California during FY 2018
- Believe ultimate buildout is 750 to 800 units



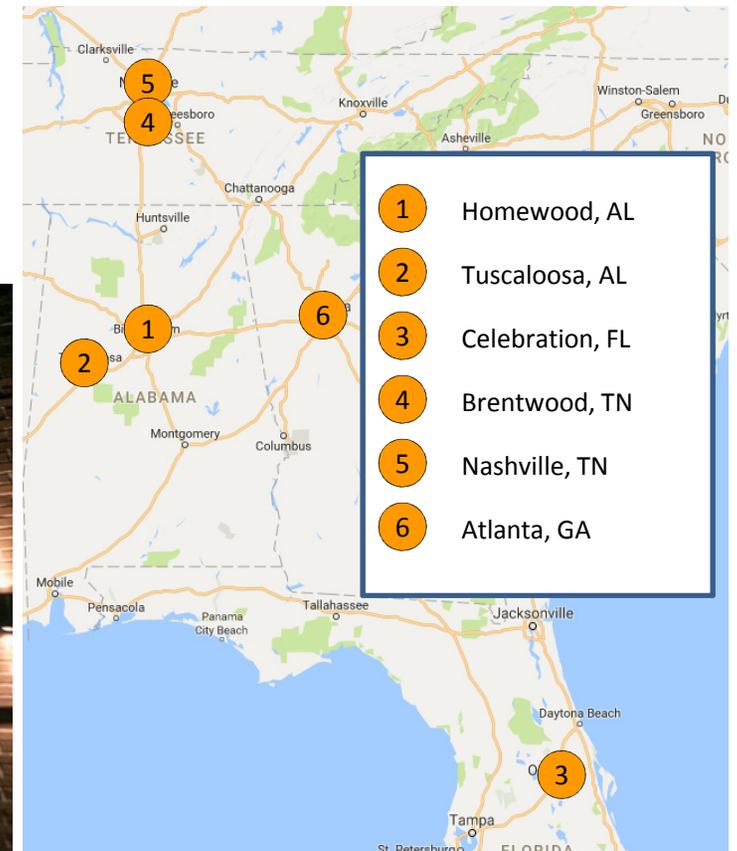
EXTEND *The Brand*

Holler & Dash



GUESTS LOVE THE HOLLER & DASH BRAND AND FOOD, BUT WE ARE STILL LEARNING

- Six locations open (one under construction)
- Approximately 2,700 square feet per location
- Initial investment target \$750K per location
- Targeting 30%+ Cash On Cash



GUESTS LOVE THE HOLLER & DASH BRAND AND FOOD, BUT WE ARE STILL LEARNING

- Nation's Restaurant News 2017 Breakout Brand
- Eater Hotlist (Nashville)
- Eater Best Brunch (Atlanta)
- Fast Casual Mover & Shaker



EATER
ATLANTA

Atlanta's Hottest New
Brunches, September
2017

EATER
NASHVILLE

The Hottest
Restaurants in
Nashville Right Now,
April 2017



Laura Daily
SVP, RETAIL



OUR RETAIL BUSINESS DIFFERENTIATES OUR BRAND

Our typical store...

- Offers a wide assortment including decorative and functional items such as: rocking chairs, seasonal gifts, apparel, toys and branded food
- Has approximately 2,100 square feet of retail selling space
- Generates approximately 20% of total revenue
 - Approximately \$427 per square foot
- 60% of our non-food retail merchandise is exclusive to Cracker Barrel
- Our largest retail category is Apparel and Accessories at 30% of total retail sales



WE ARE FOCUSED ON VALUE

- Ensuring assortment includes
 - Compelling value offerings
 - Variety of price points
 - Quality products
 - Unique & differentiated products
- Effectively communicate value proposition



WE ARE FOCUSED ON A UNIQUE ASSORTMENT



- Exclusive designs
- Broad appeal
- Regional assortment
- On-trend



SEASONAL COLLECTIONS KEEP THE ASSORTMENT FRESH

- Broad Product Range:
 - Relevant and on-trend
 - Nostalgic
 - Whimsical



AND WE DELIVER AN OUTSTANDING GUEST EXPERIENCE EVERY DAY

- Hospitality
- Guest Engagement
- Product Knowledge



BREAK



Nick Flanagan
SVP, OPERATIONS



DELIVERING THE CRACKER BARREL GUEST EXPERIENCE IS COMPLEX

- Our typical store...
- Serves approximately 1,000 guests a day
- Employs over 100 people
- Is open 114 hours a week, 364 days per year
- Offers a broad menu including breakfast all-day and lunch/dinner options after 11:00 a.m.
- Scratch cooking from fresh ingredients
- \$4.5+ million dollar store
 - 80% restaurant
 - 20% retail consisting of 4,800 SKU's per store

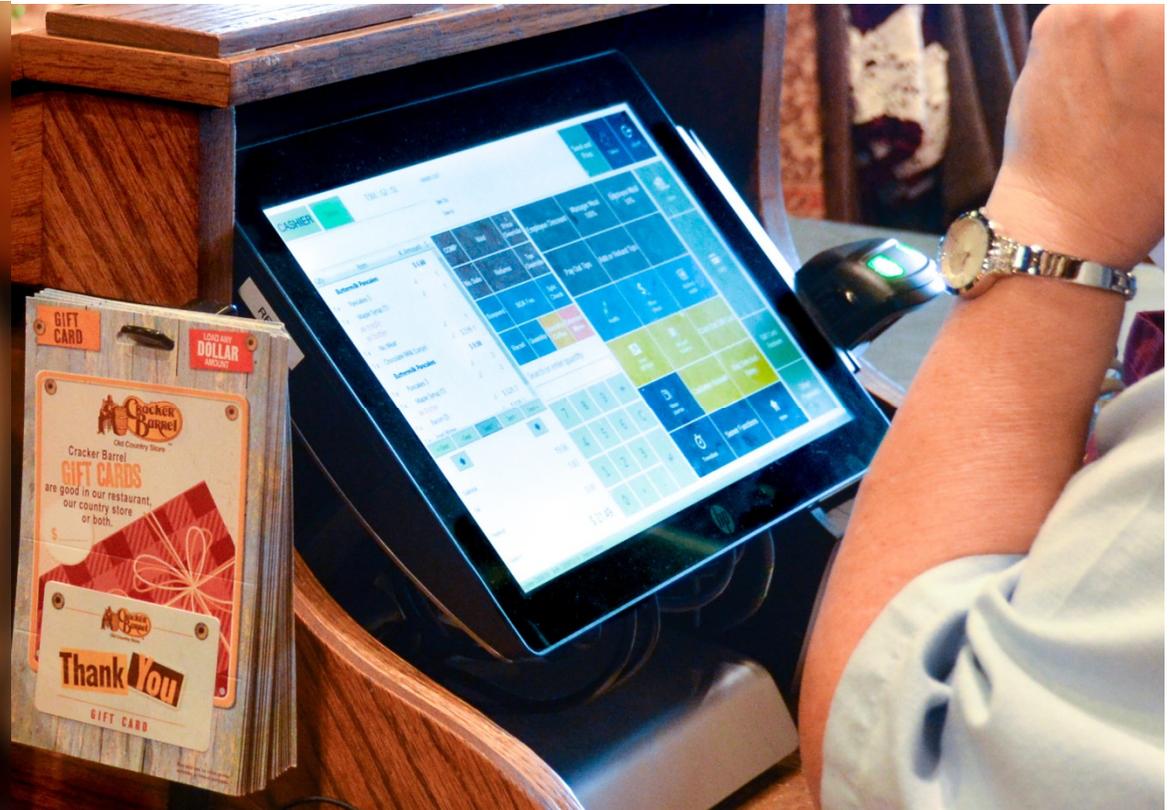


FOCUSING ON THE BUSINESS MODEL



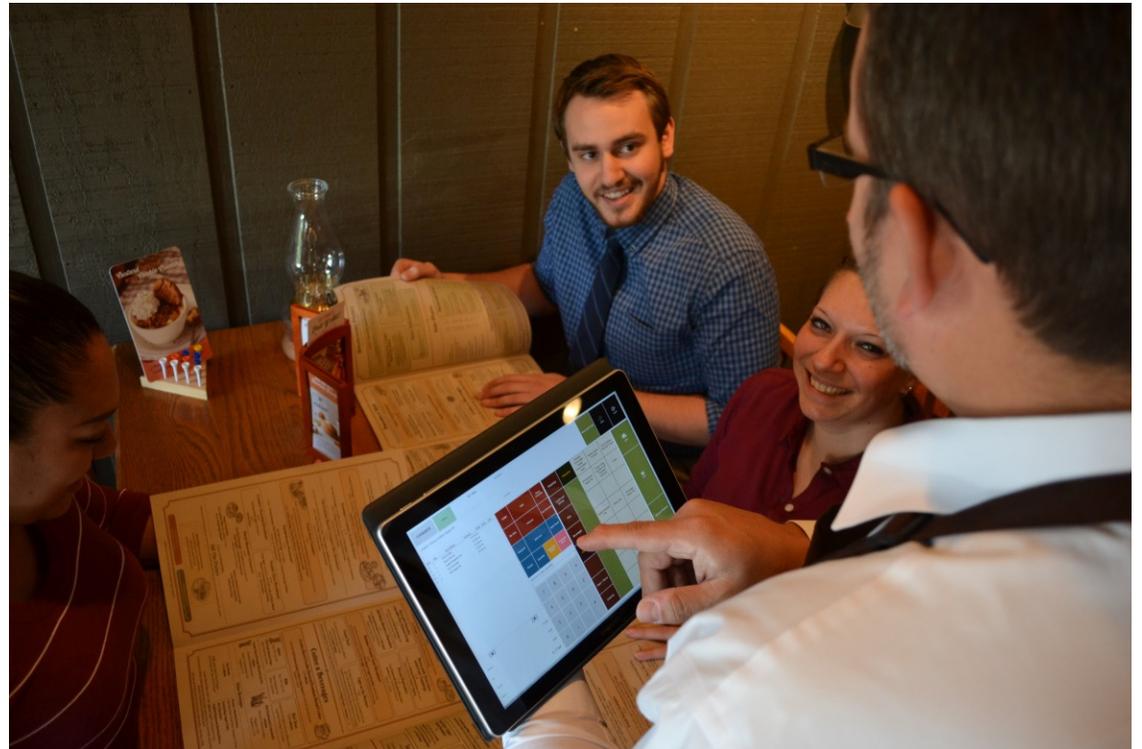
THE NEW POS PLATFORM ENABLES FUTURE GROWTH

- Increases speed of service
- Simplifies employee training and execution
- Foundational for future enhancements to the business model



SERVER TABLETS INCREASE SPEED

- Supports increased throughput during peak periods
- Increases employee productivity
- Reduces employee training time



CONTINUING TO FOCUS ON THE BUSINESS MODEL



Food Cost System



Labor Scheduling System



Beverly Carmichael
CHIEF PEOPLE OFFICER



WE BELIEVE OUR CULTURE IS A COMPETITIVE ADVANTAGE



GET

KEEP

GROW



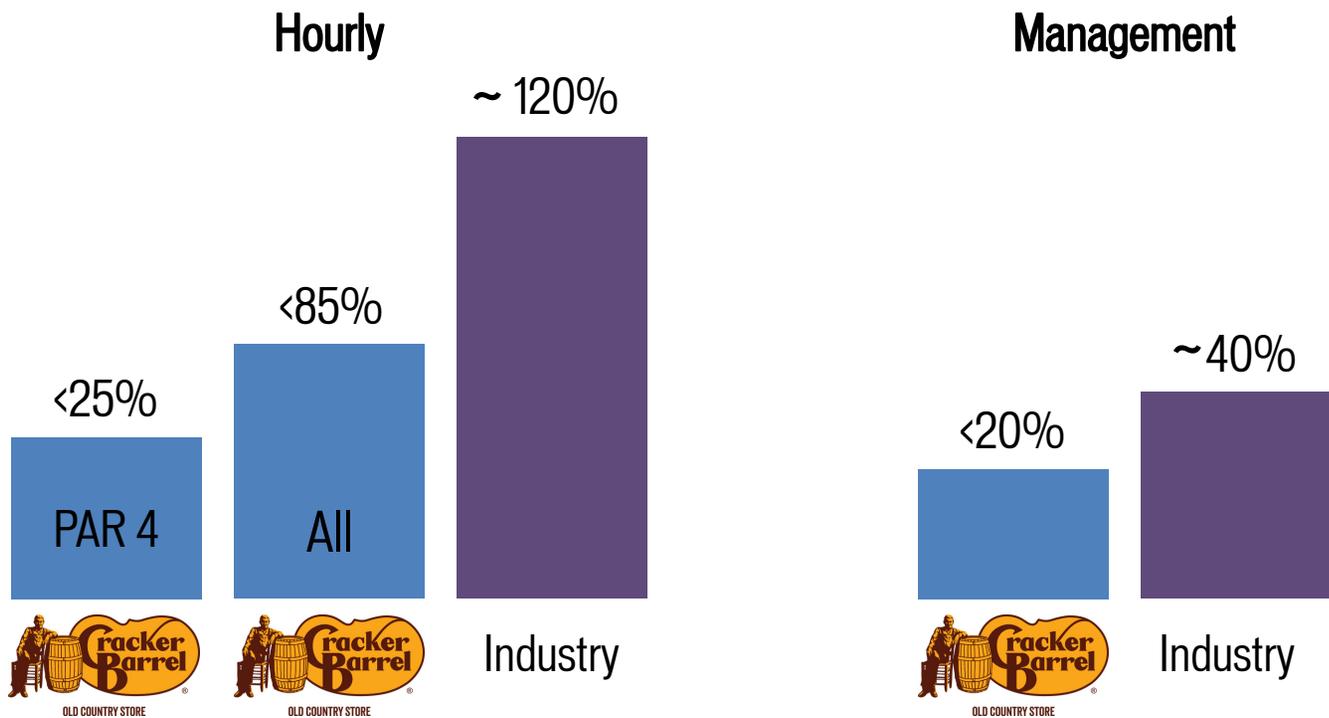
WE HAVE A STRONG FOCUS ON RECRUITING THE RIGHT TALENT

GET



OUR EMPLOYEE TURNOVER IS CONSISTENTLY LOWER THAN THE RESTAURANT INDUSTRY

KEEP

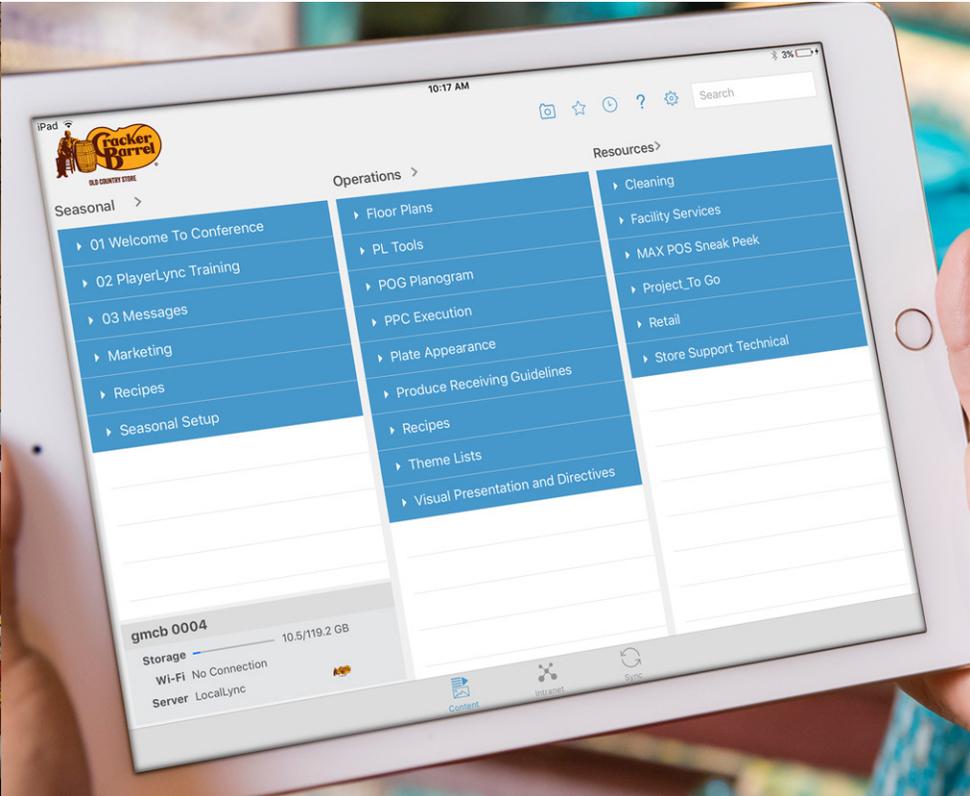


Source: Internal Standard Monthly Turnover Report and TDn2K



WE ARE INVESTING IN TRAINING AND LEADERSHIP DEVELOPMENT

GROW



JILL GOLDER
CHIEF FINANCIAL OFFICER



EXTENDING THE REACH OF OUR BRAND TO DELIVER LONG-TERM GROWTH

OPPORTUNITY	DESCRIPTION
Holler & Dash Biscuit House	Fast Casual concept designed to appeal to a younger consumer. Building design utilizes a smaller footprint and is intended for more urban markets. Menu is built around signature biscuit sandwiches that offer a modern twist
Acquisition / Concept Development	Assess and pursue value creation opportunities that may arise over the three year period including potential acquisitions and considerations for the development of other concepts
E-Commerce	Profitably increase the revenue of E-Commerce sales with expanded assortments, website improvements, and interactive guest features



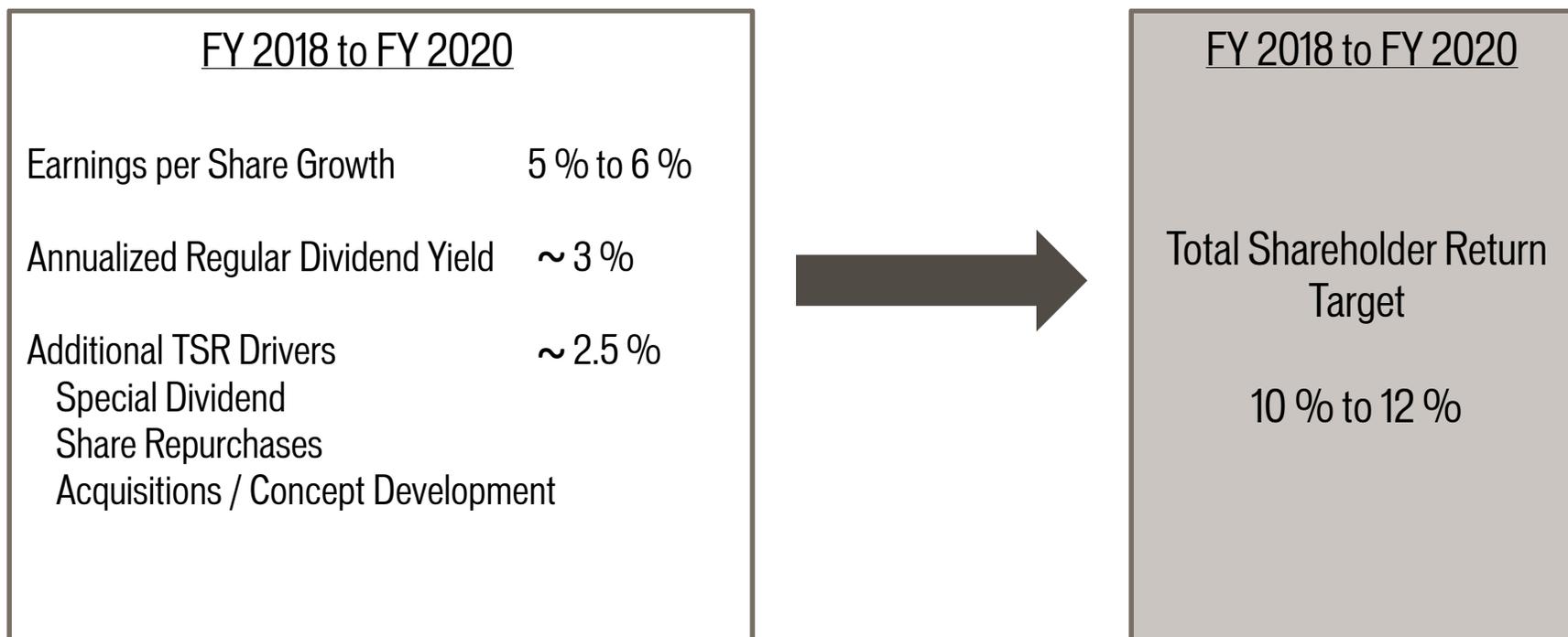
**THE NUMBERS
FY 2018 TO FY 2020**

**JILL GOLDER
CHIEF FINANCIAL OFFICER**



Setting the table for growth

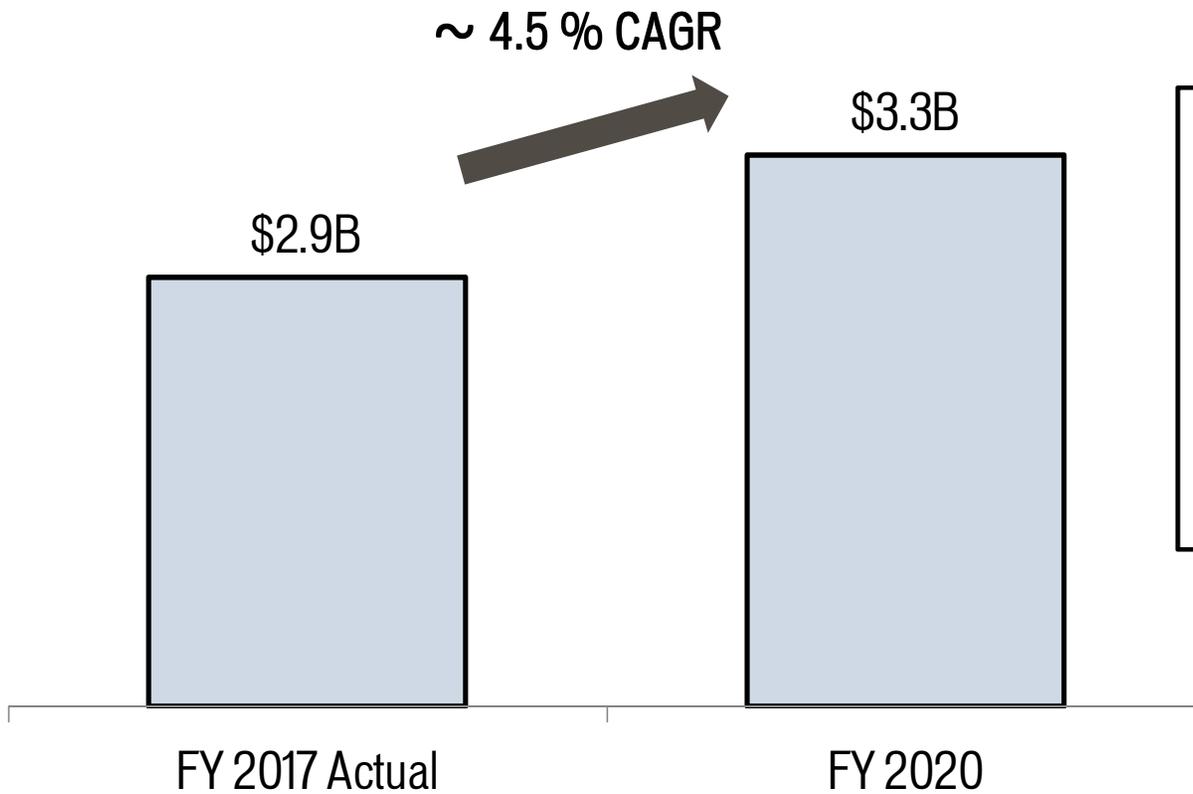
CRACKER BARREL IS A GOOD LONG-TERM INVESTMENT



NOTE: Non-linear assumptions. TSR is defined as EPS Growth plus dividend yield and additional TSR drivers.



WE ARE TARGETING TOTAL ANNUAL REVENUE OF \$3.3B BY FY 2020



CAGR Expectations

Traffic	0% - 1.5%
Mix	0% - 0.5%
Price	~ 2%
Retail SSS	0% - 2%
New Unit Growth	<u>1% - 2%</u>
Total Revenue	~ 4.5%

NOTE: Non-linear assumptions

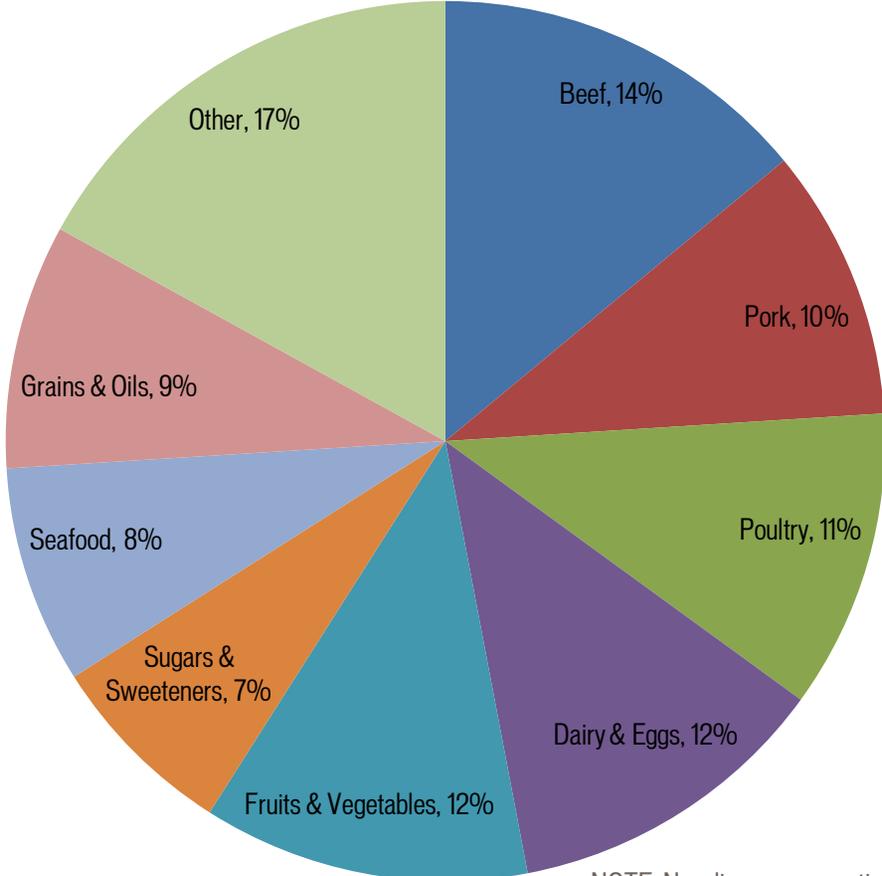


KEY BUSINESS DRIVERS OF OUR THREE-YEAR PLAN

Revenue	<i>Traffic</i>	Off-Premise	0% - 1.5%
		Value Platform	
		Menu Innovation	
		Speed of Service	
	<i>Mix</i>	Specialty Beverage Program	0% - 0.5%
		New Product News	
	<i>Price</i>	Tiered Pricing Strategy	2%
	<i>Retail Sales</i>	Conversion Building	0% - 2%
		Value Merchandise Offerings	
	<i>New Unit Growth</i>	30+ New Units over 3-Years	1% - 2%
Cost Reductions	Prime Cost Management System - Food - Labor	\$40M	
	Point of Sale Platform - Tablets - Training		

OUR COMMODITIES BASKET IS DIVERSE

We expect commodity inflation to be in the range of 1.5% to 2.5%



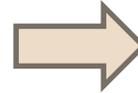
NOTE: Non-linear assumptions



WE PLAN TO OFFSET ENVIRONMENTAL INFLATIONARY PRESSURES THROUGH ADDITIONAL BUSINESS MODEL IMPROVEMENTS

Pressures

Environmental Inflation & Investments

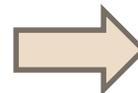


We expect Commodity inflation in the range of 1.5% to 2.5%; Wage inflation in the range of 2.5% to 3.5%

Investments of Capital and Operating Expenses will support our strategic plan to drive top-line sales growth and continue our focus on improving the business model

Drivers

Cost Reduction Initiatives & Sales Leverage



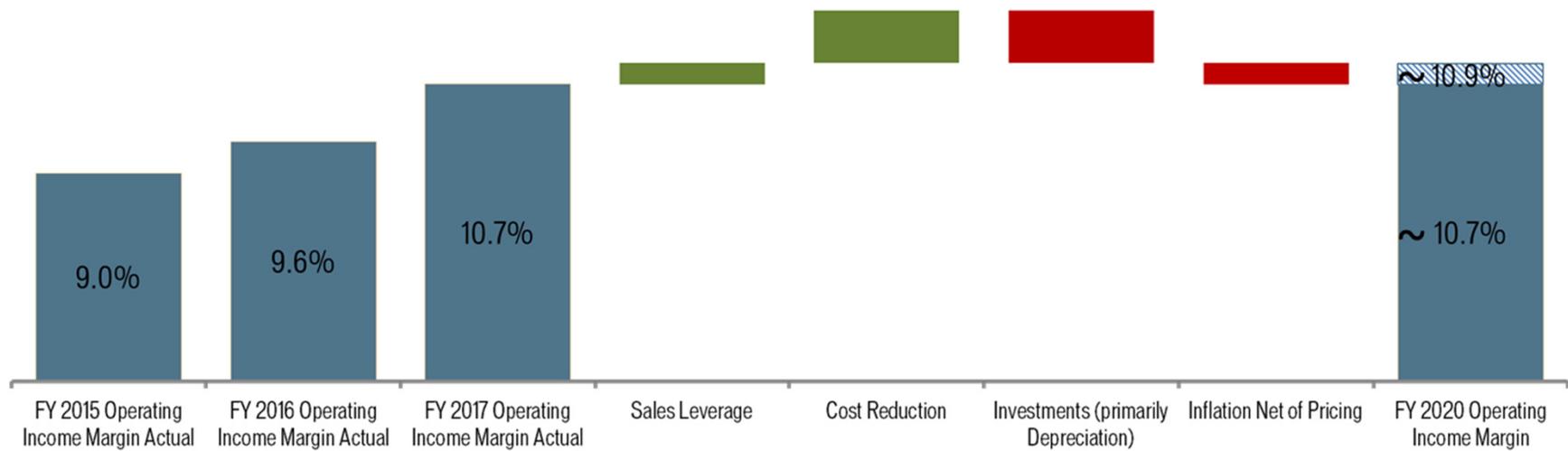
We are targeting \$40 million dollars in annual cost reductions to be achieved by FY 2020, primarily within Cost of Goods Sold and Labor

NOTE: Non-linear assumptions



WE EXPECT APPROXIMATELY 5% COMPOUND ANNUAL OPERATING INCOME GROWTH OVER THE 3-YEAR PERIOD

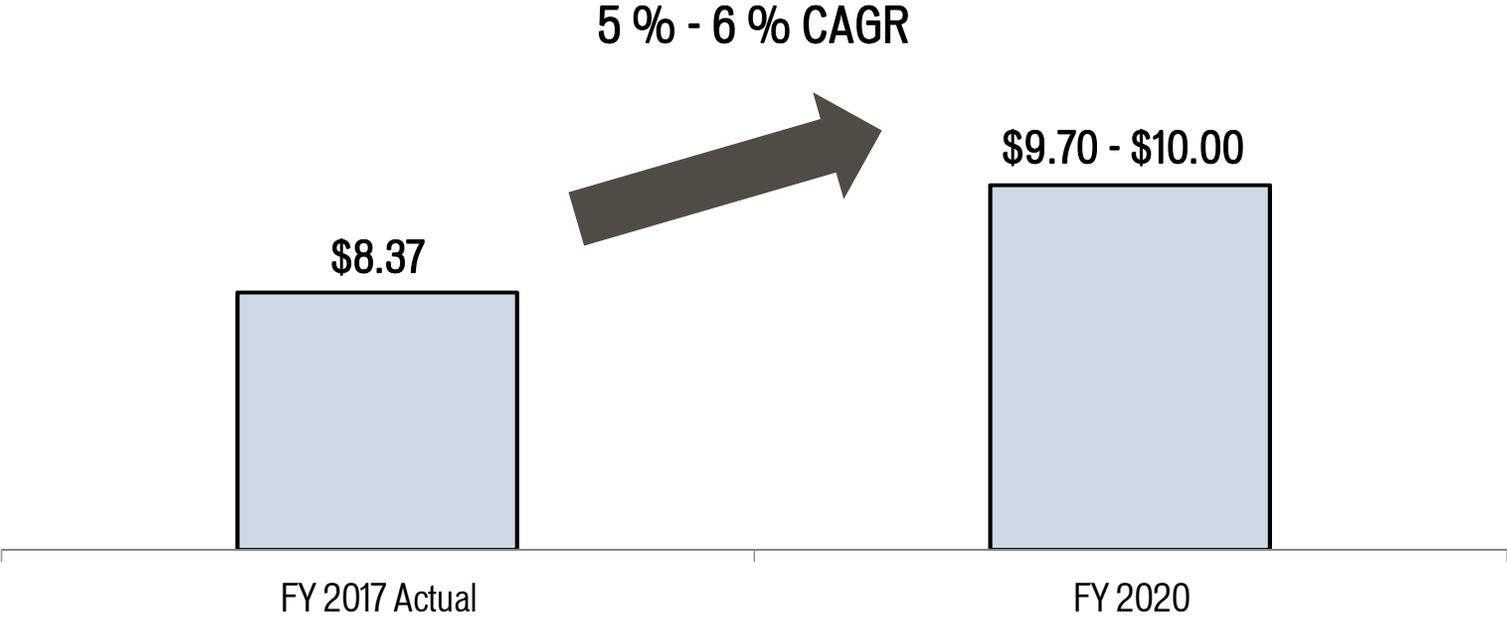
Cost Reduction Initiatives and Sales Leverage are expected to offset Environmental Inflation and Investments in the Business



NOTE: Non-linear assumptions. Bar size does not imply absolute magnitude.



WE BELIEVE THAT BY FY 2020 WE CAN ACHIEVE EARNINGS PER SHARE IN THE RANGE OF \$9.70 TO \$10.00



NOTE: Non-linear assumptions. Assumes no new corporate tax legislation.



WE EXPECT TO GENERATE APPROXIMATELY \$1B IN CASH FROM OPERATIONS, REINVESTING \$550M - \$600M BACK INTO OUR BUSINESS VIA CAPITAL EXPENDITURES

Capital Expenditures

New Stores	40% to 45%
Expanding the Footprint	
Existing Stores	35% to 40%
Maintaining our Store Assets	
Growth Initiatives	15% to 25%
Supporting Sales Growth Initiatives	
Driving Business Model Improvements	
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FY 2018 to FY 2020 Total	\$550M to \$600M

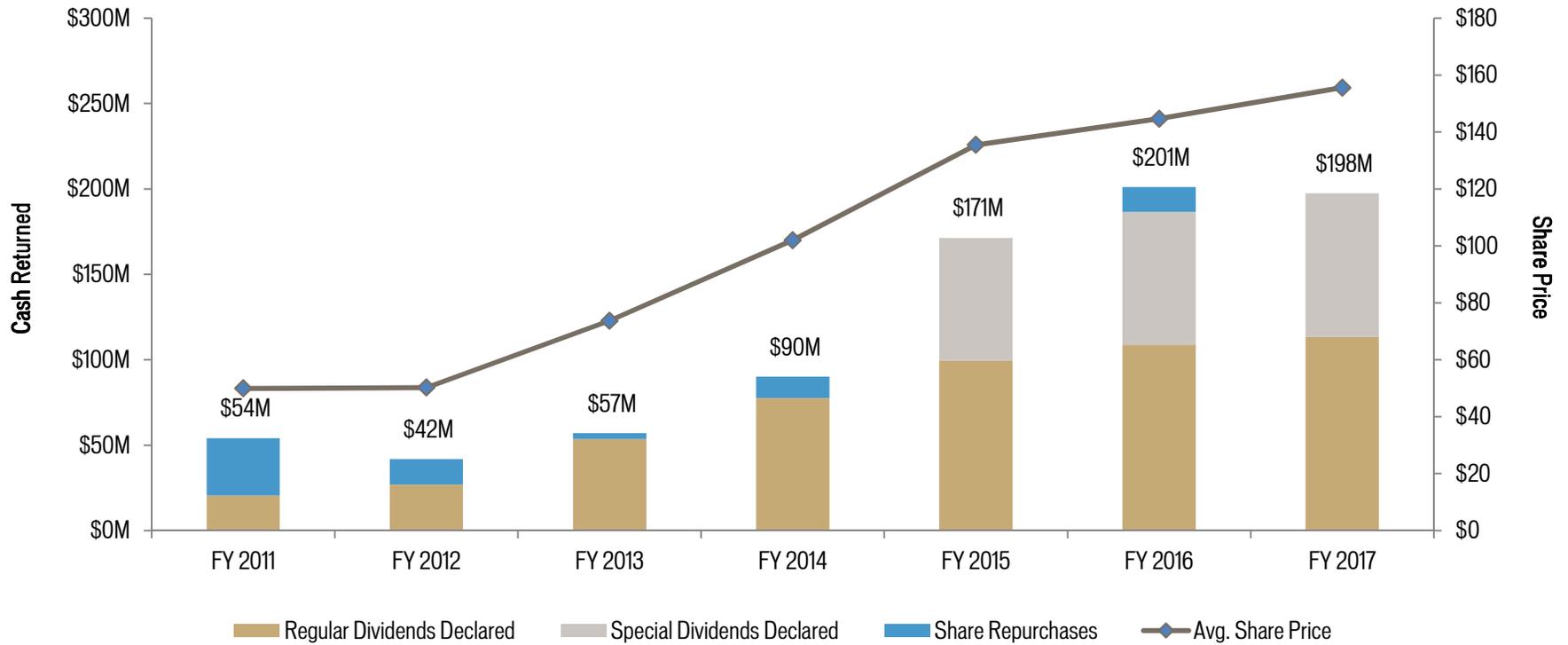
NOTE: Does not include potential new concept development or acquisition CapEx



WE ARE COMMITTED TO A BALANCED APPROACH TO CAPITAL ALLOCATION

- Ensuring a Strong Base Business
 - Maintaining the physical assets of our store base
 - Implementing initiatives to drive sales and business model improvements
- Investing in Additional Value Creating Opportunities
- Consistently Grow our Regular Dividend
- Returning Excess Cash to Shareholders in the Form of Share Repurchases or Special Dividends at the Discretion of the Board
- Current Business Model Supports our Long-Term Targeted Leverage Ratio of 1.5X to 2.0X

OUR CAPITAL ALLOCATION APPROACH DELIVERS VALUE TO OUR SHAREHOLDERS

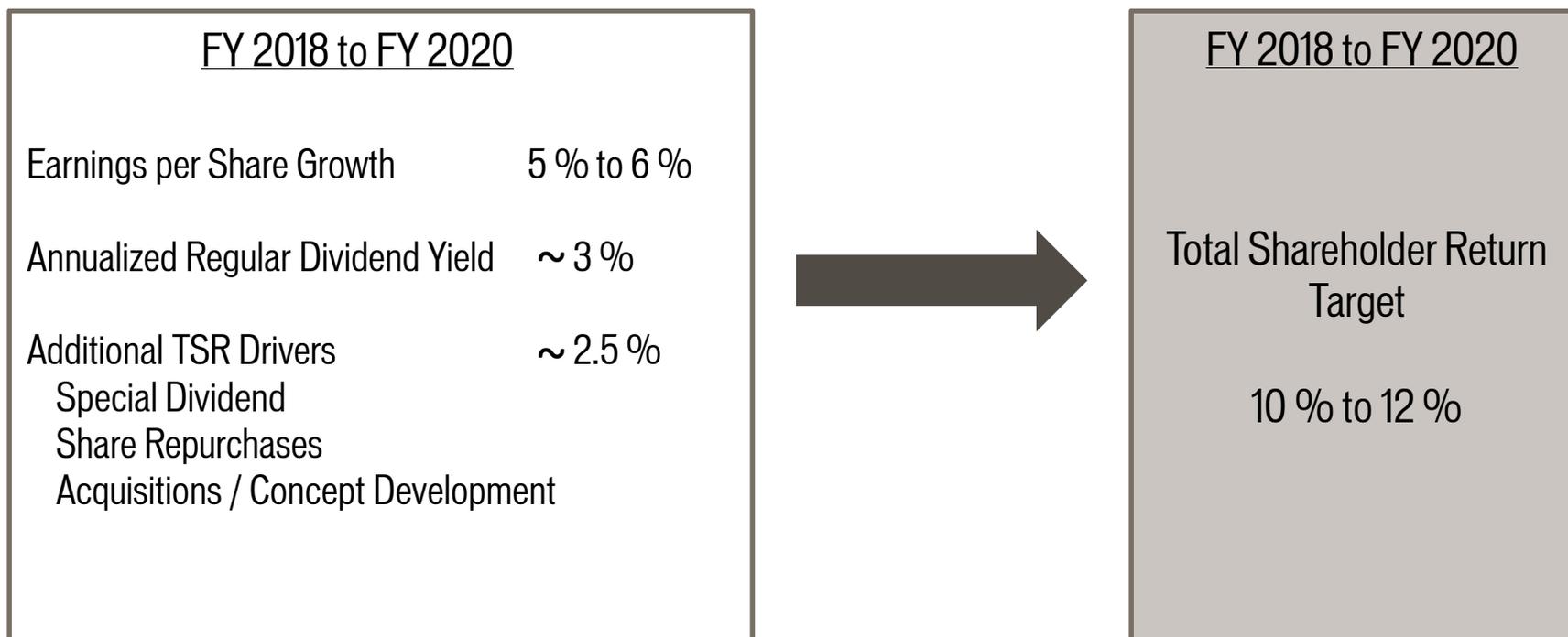


NOTE: Share Price is calculated as Annual VWAP



Setting the table for growth

CRACKER BARREL IS A GOOD LONG-TERM INVESTMENT



NOTE: Non-linear assumptions. TSR is defined as EPS Growth plus dividend yield and additional TSR drivers.



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AN OUTSTANDING EMPLOYEE EXPERIENCE



AN OUTSTANDING GUEST EXPERIENCE



IMPROVED SALES & TRAFFIC



APPENDIX



FORWARD LOOKING STATEMENTS AND SAFE HARBOR TREATMENT

All statements made in this Presentation and in any commentary provided by the Company's management in connection herewith other than statements of historical fact are "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and are provided under the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, as amended.

A reader or listener should not place undue reliance on forward-looking statements, all of which involve known and unknown risks and uncertainties and other important factors that could cause the Company's actual results, performance or achievements, or those of the industries and markets in which the Company participates, to differ materially from the Company's expectations of future results, performance or achievements expressed or implied by these forward-looking statements.

The Company's past results of operations do not necessarily indicate its future results, and the Company's future results may differ materially from the Company's past results and from the expectations and plans of the Company expressed in this Presentation and management's commentary due to various risks and uncertainties, including the risk factors discussed in the "Risk Factors" section of the Company's Annual Report on Form 10-K for the fiscal year 2017 filed on September 22, 2017, and other risk factors detailed from time to time in the Company's filings with the Securities and Exchange Commission.

This presentation and the forward-looking statements contained therein and in management's commentary speak only as of October 10, 2017. Except as otherwise required by applicable laws, the Company undertakes no obligation to publicly update or revise any forward-looking or other statements included in this Presentation or management's commentary, whether as a result of new information, future events, changed circumstances or any other reason.

