

2021 ESG *Report*





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Letter FROM THE CEO



“[O]ur team continued delivering on and making progress against our commitments to environmental responsibility, food safety and quality, providing a great workplace for our employees, and operating under the highest standards of corporate governance and business ethics.”

Four decades ago, our founder, Danny Evins, wrote an internal letter to our employees clarifying Cracker Barrel’s powerful two-word mission statement of “Pleasing People”. In his letter he explained that “People” included not only our guests, but also our employees, our suppliers, and our shareholders.

Danny’s letter encouraged us to look beyond a single group of stakeholders in delivering on our mission. And although Danny did not specifically reference our communities or society as a whole, I think these were inherent in the spirit of his letter and the core values of our company.

I am pleased to introduce Cracker Barrel’s 2021 ESG Report, which, like Danny’s letter, reflects our responsibility to a broad group of stakeholders. Despite a challenging year amidst the ongoing COVID-19 pandemic, you will see that our team continued delivering on and making progress against our commitments to environmental responsibility, food safety and quality, providing a great workplace for our employees, and operating under the highest standards of corporate governance and business ethics.

Based on feedback from investors, advocacy groups and sustainability experts, we have significantly expanded the scope of our ESG disclosures in this report. We have added new data points and expanded our data tables to provide three years of information. Our hope is that this approach makes it easier for stakeholders to assess our performance.

This report also references a number of sustainability-related policies, including a new Labor and Human Rights Policy and refreshed versions of our Supplier Code of Conduct, Animal Welfare Policy and Environment, Health and Safety Policy. Each of these documents, along with our existing Business Code of Conduct and Ethics, can now be found on our website.

We know there is more to do, and in the coming year we will be working on setting formal ESG targets and undertaking our first carbon footprint to quantify our greenhouse gas (GHG) emissions. As we continue this journey, we promise to continue sharing our progress in future reports in keeping with Cracker Barrel’s mission and Danny’s vision.

Sandra Cochran

President and Chief Executive Officer
November 8, 2021

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 caring for our guests like family while they relax and enjoy real home style food and shopping that is surprisingly unique, genuinely fun and reminiscent of America's country heritage...all at a fair price. Our restaurants serve up delicious, scratch-made food such as meatloaf, homemade chicken n' dumplings, and signature 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 authentic.

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 emphasize gracious service and 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 30, 2021

Employees

- Cracker Barrel: 71,252
- Maple Street Biscuit Company: 644

Stores

- Cracker Barrel: 664 Stores in 45 states
- Maple Street Biscuit Company: 37 company-owned stores and 7 franchised stores in 8 states



Corporate Governance

Cracker Barrel is led by a Board of Directors and four Board Committees comprised entirely of independent directors:

- **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 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 its 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.



Sandra B. Cochran
Director, President and
Chief Executive Officer



Tom Barr
Independent Director



Carl Berquist
Independent Director



Meg G. Crofton
Independent Director



Gilbert Dávila
Independent Director



William W. McCarten
Independent Director



Coleman H. Peterson
Independent Director



Gisel Ruiz
Independent Director



Darryl "Chip" Wade
Independent Director

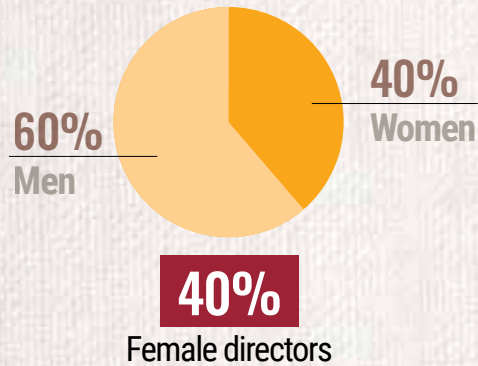


Andrea M. Weiss
Independent Director

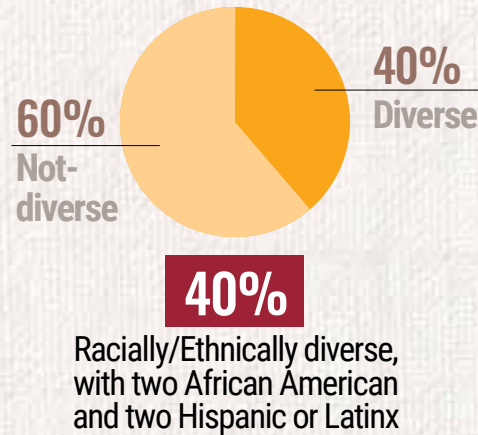
Norman E. Johnson is retiring from the Cracker Barrel Board of Directors as of November 18, 2021. As a result, he is not shown above or included in any of the FY 2021 data tables or charts related to our Board of Directors.

A Diverse, Independent and Highly Qualified Board

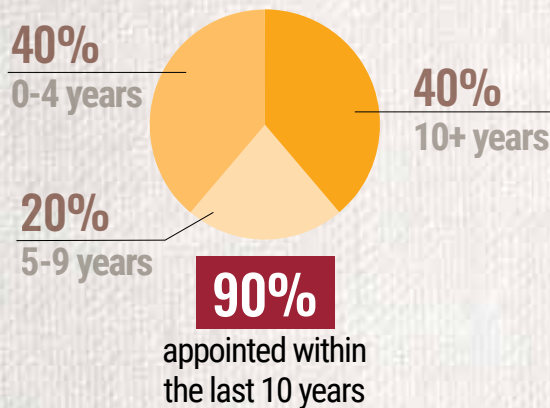
Female Representation



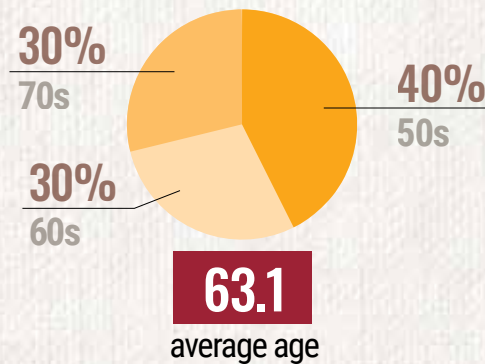
Racial and/or Ethnic Diversity



Tenure



Age



Board Skills and Expertise

Members of Cracker Barrel's Board of Directors bring significant experience to bear across a wide variety of critical business areas.



50%+ Board Member Expertise

- Food Service / Restaurant
- Financial and Capital Allocation
- Retail
- Human Resources
- Brand Building / Marketing Strategy
- Distribution and Supply Chain Expertise
- Complex Operations
- Public Board / C-Suite
- Public Company Governance / ESG/ Diversity and Inclusion



40%+ Board Member Expertise

- Digital / Technology Strategy



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 also 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 that is incorporated into every technology and business decision at Cracker Barrel. Led by our Chief Information Officer, cybersecurity is a top priority that is 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 constantly shifting landscape of external threats, the goalposts are always changing. While we are happy with the progress we've 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.

Implementing Best Practices

In 2021, we expanded our information security team by 300 percent and created the role of Director of Information Security who is tasked with helping us keep the brand secure. We continue to align our cybersecurity program with the National Institute of Standards and Technology (NIST) Cybersecurity Framework and have a third-party organization assess and measure the maturity of our program. Feedback from these assessments is incorporated into our actions to further improve data privacy and security protection.

National Cybersecurity Awareness Month

During the entire month of October, the Cybersecurity team hosts various events to help our employees understand how to



better protect Cracker Barrel, themselves, and their families from cyber-crimes and mischief. Events range from external speakers presenting on the latest cybersecurity trends to contests where engagement can lead to employees winning prizes. These activities help to promote a proactive and positive data privacy and security culture at Cracker Barrel.

Go Phish!

On a regular and systemic basis, our Cybersecurity team performs internal phishing simulations to ensure employees are aware of the risks associated with phishing and to avoid putting the company at risk when they receive a suspicious email. Over the past year, the percentage of employees passing these tests has increased with every test, with the most recent simulations resulting in a 23% improvement in efficacy.

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;
- Security Patching Status; and
- Open Audit and Security Testing Findings.

Our 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.

In 2020, we took additional steps to deepen our approach on environmental, social and governance (ESG) issues. Over the last year we have implemented a number of new policies, programs and systems. We have added more structure to guide the development and implementation of our ESG strategy, including the creation of an executive-level ESG Steering Council and a cross-functional Sustainability Taskforce.

BOARD OF DIRECTORS

- The full Board of Directors reviews ESG issues with support from Board Committees:
- **Public Responsibility Committee:** 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

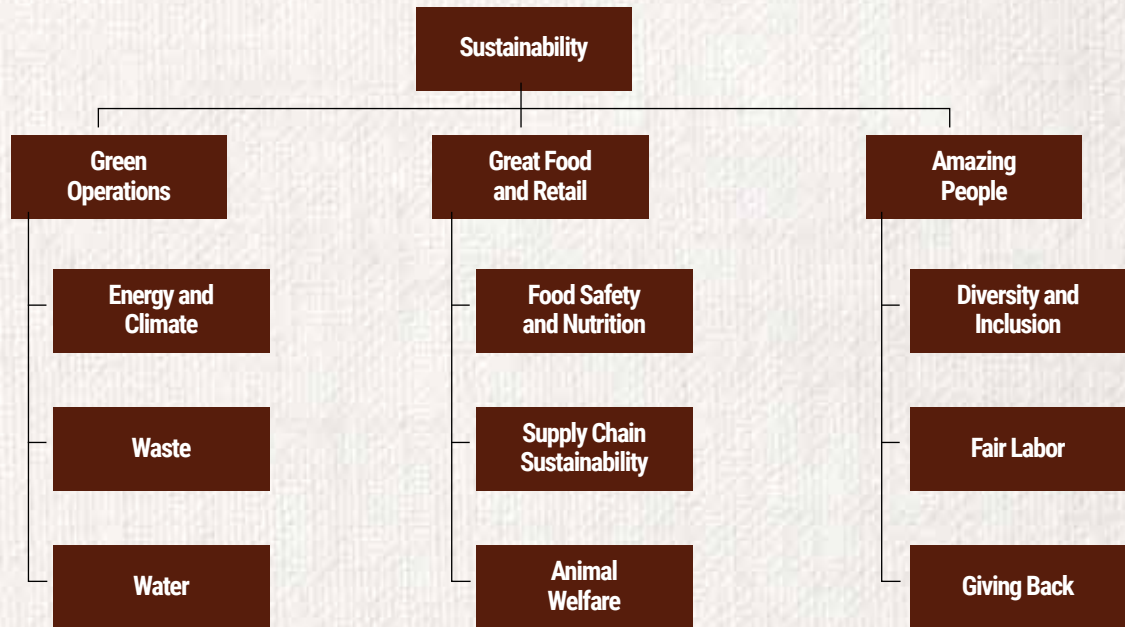
SUSTAINABILITY TASKFORCE

- 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 the spring of 2021, we also undertook 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. 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.

Finally, we took a deeper look at ESG metrics, identifying the most important data points to track, aggregate and report on ESG performance. Much of this data is sprinkled through this report, but we have also aggregated it together in the ESG Tearsheet on page 28.



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 new stores built in the future will have high-efficiency features to optimize energy use including:

- LED lighting throughout the dining areas, shopping areas, food preparation and employee workstations, as well as outdoor and porch spaces.
- Electronically commutated (EC) motors, which allow equipment to run on alternating current (AC) power supply, but with direct current (DC) benefits, using less electricity and with fewer maintenance needs.
- High-efficiency water heaters, built with helical internal heat exchangers that keep hot combustion gases in the tank longer to transfer more heat into the water, increasing efficiency and reducing operating costs.

Looking Ahead of Climate Issues

While our focus has historically been on optimizing energy use, Cracker Barrel is now also taking a broader view that includes GHG emissions and climate risk. In FY 2022, we will be developing a climate strategy aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations:

Governance	Strategy	Risk Management	Metrics and Targets
<ul style="list-style-type: none"> • Board oversight of climate-related risks and opportunities • Management's role in assessing and managing climate-related risks and opportunities 	<ul style="list-style-type: none"> • Short-, medium- and long-term climate-related risks and opportunities • Integration into business, strategy and financial planning • Resilience strategies in place now and planned for the future 	<ul style="list-style-type: none"> • Processes for identifying and assessing climate-related risks • Processes for managing climate-related risks • Integration of these processes into the company's overall risk management systems 	<ul style="list-style-type: none"> • Metrics used to assess climate-related risks and opportunities • Scope 1, Scope 2 and Scope 3 GHG emissions • Climate-related goals and targets

Energy Performance

Indicator	Unit	FY 2019	FY 2020	FY 2021
Total energy consumed	Gigajoules (GJ)	3,647,490	3,209,330	3,248,869
<i>Electricity</i>	Gigajoules (GJ)	2,216,669	1,977,038	1,993,835
<i>Natural Gas</i>	Gigajoules (GJ)	1,367,133	1,173,998	1,197,514
<i>Propane</i>	Gigajoules (GJ)	36,474	31,504	34,132
<i>Gasoline</i>	Gigajoules (GJ)	27,214	26,790	23,389
Percentage grid electricity	Percent (%)	100	100	100
Percentage Renewable Energy	Percent (%)	0	0	0
Energy intensity	Gigajoules (GJ) energy per square foot of store area	0.56	0.50	0.50

Waste

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 at the beginning stages of examining our waste streams to identify where additional opportunities for diversion and reuse can improve our environmental footprint.

Recycling Efforts

In FY 2021, we began an assessment of existing recycling and landfill-diversion practices already in place across our Cracker Barrel Old Country Stores. While this process will ultimately allow us to aggregate waste data and trends across the company, it provided an interesting snapshot of our waste activities today:

- 148 Cracker Barrel Old Country Stores have single-stream recycling, allowing employees to combine a variety of items into a single container to be separated later into specific recycling streams.
- 414 stores only recycle cardboard, while 18 stores have “mixed” recycling for bottles, cans, and glass.
- Five stores have programs to recycle organic materials, including food scraps, coffee grounds, and some paper products.

Addressing Food Waste and Food Insecurity

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. Cracker Barrel recently announced **Food for Families**, a companywide platform to fight hunger in America, which focuses on three key areas: addressing food insecurity, supporting community needs and reducing food waste. We have established a multi-faceted partnership with Feeding America to explore

innovative ways to redirect unused food from our restaurants to local food banks. Because many of our stores are located along major highway off-ramps in areas without neighborhood infrastructure, we believe we have a unique opportunity to support the “last mile” problem of getting food to people facing food insecurity outside of various urban centers. We are piloting a food donation program this winter and hope to launch the program across a number of Cracker Barrel stores in the spring of 2022.

Waste Performance

Indicator	Unit	FY 2019	FY 2020	FY 2021
Total amount of waste	Metric tons (t)			
<i>Percentage food waste</i>	Percent (%)			
<i>Percentage diverted</i>	Percent (%)			

In FY 2021, we introduced a more consolidated waste tracking system and will begin reporting waste information in next year’s ESG Report.

Water

Being good stewards of the environment means examining ways to be more responsible with our water use. Whether that involves upgrading equipment or using mapping technology to understand water stress in each of the communities where we operate, Cracker Barrel is committed to using good water sense.

Water Conservation Efforts

In restaurants, the primary need for water 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, including:

- In 2012, we installed low-flow rinse sprayers and aerators to maintain the same cleaning pressure with less water.
- In 2016 and 2017, we installed Conservewell™ equipment to replace continuous-flow dipper wells, eliminating the need for constant water replenishment in serving utensil holders.
- Between 2013 and 2019, Cracker Barrel stores upgraded their dishwashing machines to versions that use higher water temperatures. The hotter water does a better job of cleaning with less water.

Understanding Water Risk

To better understand how to prioritize future water conservation efforts, we undertook a water risk assessment using the Aqueduct mapping tool from the World Resources Institute. Analyzing our stores, administrative buildings and warehouses, we found that 15.9% of our operations are in regions with high

baseline water stress. These are regions that are currently facing water concerns due to arid climates, drought conditions, and systemic withdrawals over and above what the local aquifer can naturally sustain. As we consider additional water-saving opportunities, we will prioritize these locations first.

Water Performance

Indicator	Unit	FY 2019	FY 2020	FY 2021
Total water withdrawn	Thousands cubic meters (thousand m ³)	6,856	5,887	6,594
<i>Percentage in regions with high baseline water stress</i>	Percent (%)	Not tracked		16.9
Total water consumed	Thousands cubic meters (thousand m ³)	1,410	1,368	1,749
<i>Percentage in regions with high baseline water stress</i>	Percent (%)	Not tracked		19.3
Water efficiency	Cubic meters water withdrawn per square foot of store area (m ³ /ft ²)	1.06	0.91	1.01

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 Audits in our Restaurants

Our Quality Assurance team, which is overseen at our executive officer level, manages a comprehensive food safety assessment program that includes regularly scheduled, unannounced visits to all stores, measuring them against FDA food safety standards as well as our own internal standards which outside experts have confirmed are among the very highest in the industry. A detailed 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 team also works with a cross-functional team to ensure the action plan is carried out. In FY 2021, we updated the format of the audit report with color-coded headers that makes it easy for store leadership to identify the most significant areas of opportunity and more nimbly coach employee behaviors around specific food safety standards.



Food Safety in the Supply Chain

We work closely with suppliers to ensure that 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.

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. See more on page 18.

Food Safety Performance

Indicator	Unit	FY 2019	FY 2020	FY 2021
Percentage of restaurants inspected by a food safety oversight body	Percent (%)	92	89	80
Number of recalls issued	Number (#)	0	0	0
<i>Total amount of food recalled</i>	Metric tons (t)	0	0	0
Number of confirmed foodborne illness outbreaks	Number (#)	1 ¹	0	0
<i>Number of outbreaks resulting in a U.S. Centers for Disease Control and Prevention (CDC) investigation</i>	Percent (%)	1 ¹	0	0

¹ At the end of FY 2018, a recall was issued by a supplier for potentially contaminated eggs supplied to Cracker Barrel and dozens of other restaurant and grocery chains around the country. While the eggs were removed from our restaurants, seven Cracker Barrel restaurants were impacted in early FY 2019. The issue was resolved through thorough cleaning practices and an environmental sampling program.

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. Key strategies for maximizing nutrition include:

Breakfast

- Instead of the standard side of hashbrown casserole, choose fresh seasonal fruit or course ground grits
- Swap regular eggs for egg whites
- Substitute multigrain toast in place of biscuits
- Opt for turkey sausage patties instead of bacon or smoked pork sausage

Lunch/Dinner

- Opt for grilled meat instead of fried
- Select from seven healthy vegetable sides: baby carrots, corn, green beans, broccoli, turnip greens, fresh seasonal fruit, and pinto beans

Beverages

- Swap out sugary drinks for low or no-calorie beverages — we offer 12 varieties!
- Skip the creamer in your coffee; choose milk instead



Nutrition Performance²³⁴⁵

Indicator	Unit	FY 2019	FY 2020	FY 2021
Adult Meal Options Consistent with National Dietary Guidelines	Percent of Relevant Menu Items (%)	19	15	12
	Revenue from Relevant Menu Items (\$ USD)	188,342,000	143,355,000	160,491,000
Kid Meal Options Consistent with National Dietary Guidelines	Percent of Relevant Menu Items (%)	21	21	25
	Revenue from Relevant Menu Items (\$ USD)	11,760,000	8,386,000	9,193,000

² Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

³ 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.

⁴ 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.

⁵ 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. COVID-19 disruptions have made supply chain management even harder. We are keenly aware of potential supply chain risks, including fluctuating food prices due to 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 which are expressed in our [Supplier Code of Conduct](#) and to require these standards further down the supply chain.

Quality Assurance Screening Process

All suppliers must be approved by Cracker Barrel Quality Assurance 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.



When Maple Street Biscuit Company opened its doors in 2012, it was a priority to work with suppliers where we could make a difference. First, we partnered with a small coffee roaster in Jacksonville, Fla., where James and Bob of JOB Coffee, LLC roast our coffee in small batches and ship it to all 44 stores. Next, we found the Bissel family in Ohio. Their small family farm has been harvesting maple syrup for 100 years, and now it is proudly served at all Maple Street locations.



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).

Documentation Review

Cracker Barrel uses a supplier portal to upload, review and approve documentation such as: independent third-party food safety audits; supplier recall programs and emergency contact numbers; and supplier HACCP program summaries.

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.

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.

Ingredient and Packaging Performance¹

Indicator	Unit	FY 2019	FY 2020	FY 2021
Percent of food purchased that meets environmental and/or social sourcing standards	Percent (%) by cost	43	40	48
<i>Aquaculture: BAP 1-star or better</i>	Percent (%) by aquaculture cost	44	29	62
<i>Beef: National Cattlemen's Beef Association</i>	Percent (%) by beef cost	97	98	89
<i>Eggs: United Egg Producers</i>	Percent (%) by egg cost	100	100	100
<i>Chicken: National Chicken Council</i>	Percent (%) by chicken cost	97	97	100
<i>Pork: National Pork Producers Council</i>	Percent (%) by pork cost	72	70	84
<i>Dairy: Farmers Assuring Responsible Management (Dairy FARM program)</i>	Percent (%) by dairy cost	76	76	76
<i>Turkey: National Turkey Federation</i>	Percent (%) by turkey cost	100	100	100
<i>Total food purchased that meets environmental and/or social sourcing standards (categories above only):</i>	Percent (%) by cost	82	79	86
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)	3,395	4,504	5,751
<i>Percentage made from recycled and/or renewable materials</i>	Percent (%)	43	44	37
<i>Percentage that is recyclable, reusable and/or compostable</i>	Percent (%)	87	86	86

¹ Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.



ANIMAL *Welfare*

Cracker Barrel sources all of our beef, pork, poultry, dairy and egg products domestically 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 by adhering to the following principles:

- Animal housing and handling practices should minimize discomfort and promote opportunities for animals to interact with each other and express their normal behavior.
- Animals should be provided a healthy and balanced diet that supports their natural growth, including access to clean water.
- Appropriate measures should be in place and practiced to prevent and promptly treat injury, illness and disease to promote overall animal wellbeing and minimize pain.
- Animals should never be abused or neglected, and appropriate steps should be taken to minimize animal fear and distress.

In addition, our goal is that animals used in food production for Cracker Barrel should not routinely be given medically important

antibiotics unless a veterinarian determines it necessary. For instance, the chicken served in our restaurants comes from flocks that USDA certifies as not having received medically important antibiotics. Read our full [Animal Welfare Policy](#).

Our Commitments

We're committed to transitioning 100% 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

Cracker Barrel gives purchasing preference to suppliers who have gestation stall-free pork available.

Animal Welfare Performance

Indicator	Unit	FY 2019	FY 2020	FY 2021
Percentage of shell eggs that originated from a cage-free environment	Percent (%) by number	1	1	1
Percentage of liquid eggs that originated from a cage-free environment	Percent (%) by weight	<1	<1	<1
Percentage of pork produced without the use of gestation crates	Percentage (%) by weight	<1	<1	<1
Percentage of pork sows raised in group housing for the majority of the gestation cycle	Percentage (%) by weight	Not tracked	36	31
Percentage of chicken protein sold that is produced without medically important antibiotics	Percentage (%) by weight	99	99	99

Engaging Suppliers on Animal Welfare

While we regularly communicate with our suppliers throughout the year, in 2021 we launched a more rigorous supplier engagement process to better understand and track progress on issues such as:

- Supplier readiness to meet new state animal welfare regulations between 2022 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.

Overall, 74 percent of suppliers positively engaged in the effort, providing detailed information about their current practices and future plans.

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-prong approach that looks at every facet of our business under the oversight of our Vice President of Learning and Development.

DIVERSITY, EQUALITY, INCLUSION AND BELONGING STEERING COMMITTEE

Steering Committee meets quarterly to review progress metrics, discuss new initiatives, keep abreast of DEIB activities and provide guidance to DEIB Leadership team and Advisory Board

DIVERSITY ADVISORY BOARD

Advisory Board meets quarterly to provide guidance to DEIB Leadership team on field issues and perspectives as well as champion initiatives

DIVERSITY COUNCIL

Cross-functional leaders meet monthly to design and execute action plans, with sub-committees focused on education, development, recruiting, external partnerships, messaging, and store décor

EMPLOYEE RESOURCE GROUPS

- LGBTQ Alliance
- United Cultural Awareness Network (UCAN)
- Women's Connect
- Veteran and Military Volunteers (VERG)
- B-Well
- Millennial ERG (MERGE)

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](#).

Using Data to Find Diversity Discrepancies

We are taking a deep dive into diversity data to explore how and where workforce discrepancies exist so that we can be more strategic in building diverse teams, retaining diverse talent and creating equitable career paths for leaders in every area of the company. In FY 2021, our efforts focused on two areas:

- **Turnover rates.** Our analysis shows that turnover rates vary by race, even when variables like job title and function are held constant. This data gives us insight into where our retention efforts can be improved.
- **Employee diversity rates compared to the local community's racial and ethnic diversity.** For example, we identified 28 stores (4% of total stores) in racially diverse or majority non-white communities where our manager diversity was not appropriately representative of the community.

Unconscious Bias Training

In FY 2021, Cracker Barrel's DEIB Advisory Board, Diversity Council, Executive Team, and Home Office employees all completed unconscious bias training designed to help each person:

- **Identify bias** where it shows up in our own thinking and workplaces.
- **Cultivate connection** with those around us to expand our understanding and improve our decision-making.
- **Choose courage** as we engage with care and boldness in addressing biases that limit people and constrain performance.

Our next step is to roll out unconscious bias training for field employees. Ultimately, our goal is to have every Cracker Barrel employee complete unconscious bias training as part of their annual safety and compliance training.

Demographics and Diversity Performance

Indicator	Unit	FY 2019	FY 2020	FY 2021
Board of Directors	Number (#)	9	10	10
<i>Women</i>	Percent (%)	22	20	40
<i>Racial/Ethnic Minority</i>	Percent (%)	11	20	40
Executive Team	Number (#)	6	7	8
<i>Women</i>	Percent (%)	50	57	50
<i>Racial/Ethnic Minority</i>	Percent (%)	0	14	13
Professional Staff (includes Home Office and District Managers)	Number (#)	916	923	841
<i>Women</i>	Percent (%)	54	56	58
<i>Racial/Ethnic Minority</i>	Percent (%)	13	13	13
Store-Level Management	Number (#)	3,843	3,476	3,315
<i>Women</i>	Percent (%)	40	42	43
<i>Racial/Ethnic Minority</i>	Percent (%)	22	22	23
Hourly Staff	Number (#)	76,396	56,874	63,648
<i>Women</i>	Percent (%)	69	69	68
<i>Racial/Ethnic Minority</i>	Percent (%)	35	34	34



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. As the entire restaurant industry struggles to recruit and retain workers amidst the ongoing COVID-19 pandemic, our approach is being put to the test.

The PAR Program

Cracker Barrel's Personal Achievement Responsibility (PAR) program is a four-level pathway that provides a clear and consistent pathway for employees to progress within the company. Not

only does the PAR program tie employee behavior to specific store outcomes (productivity, efficiency, profitability), it also reduces turnover and develops long-term, capable, confident and responsible employees who contribute to a positive team culture.

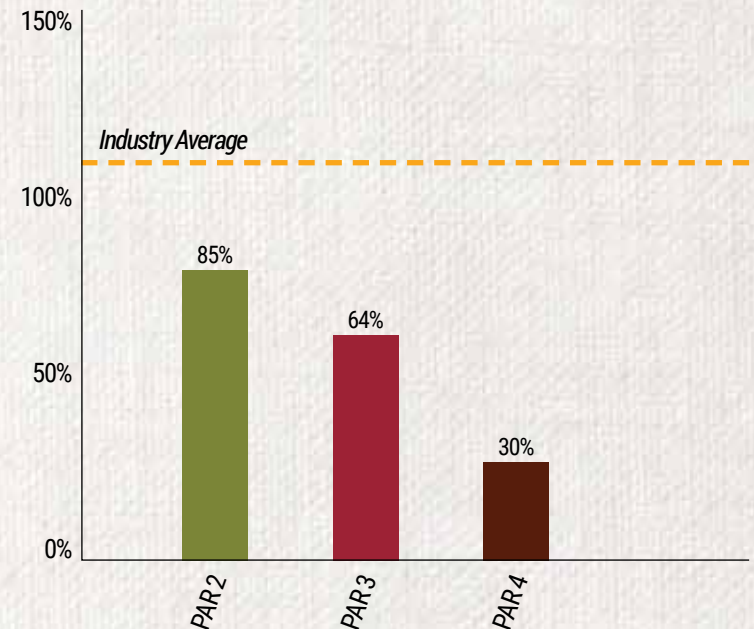
Employees are publicly recognized for their PAR level by the number of stars on their aprons.

Our PAR 4 employees are considered leaders within their store and are provided development opportunities and increasing leadership responsibilities. 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.

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.

In FY 2021, 32 percent of our store workforce had achieved PAR 4 status. 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.

FY 2021 EMPLOYEE TURNOVER PAR 2 AND ABOVE





Skills Training

Every Cracker Barrel store has a trainer who ensures that employees are well-equipped to perform their jobs and deliver a great guest experience. Recent training program events include:

- Our **Skill Trainer Academy** provided trainers with a blended approach of classroom training, eLearning courses, and interactive Trainer meetings;
- Our **award-winning “It’s Dinner Time” campaign** in FY 2020 used hands-on training across the entire store, gamification, role play and scripting, and sampling events to educate employees on new and innovative menu changes; and
- Our **Virtual District Manager Conference** brought district managers together to renew and reengage their enthusiasm after the challenges of COVID-19. The event focused on creating strong teamwork cultures, understanding metrics that drive success, and connecting store-level performance with key corporate strategic initiatives.

Fair Labor Performance

Indicator	Unit	FY 2019	FY 2020	FY 2021
Voluntary turnover rate for restaurant employees	Rate	78	80	82
Involuntary turnover rate for restaurant employees	Rate	22	20	19
Tipped Employees	Percent (%) of Restaurant Staff	45	42	46
<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	3	3	3
<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Tipped Employees	Not tracked		31
<i>Paid Above Minimum Wage</i>	Percent (%) of Tipped Employees	Not tracked		69
Non-Tipped Employees	Percent (%) of Restaurant Staff	55	58	54
<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	10	10	10
<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Non-Tipped Employees	Not tracked		2
<i>Paid Above Minimum Wage</i>	Percent (%) of Non-Tipped Employees	Not tracked		98

Giving BACK

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 comfort 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.

Throughout FY 2021, Cracker Barrel's team took a fresh look at the company's corporate giving and community engagement approach. At Cracker Barrel, we care for and connect people through food, and believe this should extend into the communities in which we operate. To further establish our brand as an advocate for American families facing hunger and food insecurity, in FY 2022, Cracker Barrel will introduce a new purpose platform, strategic partnerships, and various supporting initiatives. Focusing on hunger relief will allow the company to maximize its impact and help ensure more families and communities have access to comforting, homestyle food.



Maple Street Biscuit Company has always been a mission-driven company striving to Help People, Serve Others and Be a Part of the Community. In the fall of 2020, we held our first annual Day of Good, closing all of our company-owned Maple Street Biscuit Company stores an hour early to allow team members to go out into their individual communities and serve. In total, Maple Street volunteered 400 hours of service, excluding franchise stores.

Supporting Families

- Our main philanthropic focus is supporting families, with a special focus on military families in recent years. Cracker Barrel and the Cracker Barrel Old Country Store Foundation have supported several military-focused nonprofits and charitable initiatives, including Operation Homefront, USO, Fisher House Foundation, Special Operations Warrior Foundation and The Legion Fund, among others.
- In 2016, Cracker Barrel selected Operation Homefront as its flagship nonprofit military partner and has since donated more than \$1.6 million in financial support and goods to help make a real, lasting difference in the lives of military families.
- In FY 2021, Cracker Barrel and the Cracker Barrel Old Country Store Foundation each made a \$50,000 contribution to Operation Homefront—totaling \$100,000—to provide homestyle meals and resources to military families throughout the holiday season.

Supporting Our Employees

- 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 FY 2021, nearly 15,000 employees and our entire Board of Directors contributed to Cracker Barrel Cares. With those funds, Cracker Barrel Cares awarded more than \$400,000 in emergency grants to 331 deserving employees to assist with critical health events, including COVID-19, natural disasters, funeral arrangements, 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.
- In FY 2021, Cracker Barrel provided \$80,000 in scholarships to 32 Cracker Barrel employees and their children.

About THIS REPORT

Boundaries and Scope

Cracker Barrel issued its first Corporate Social Responsibility Report in 2019. This 2021 ESG Report significantly expands the scope of disclosures 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 2019, FY 2020 and FY 2021.
- 100% of Maple Street Biscuit Company owned stores (excludes franchise locations) and support/administrative facilities for FY 2021.

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

There are no updates or corrections from prior disclosures.

For More Information

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

Jessica Hazel
Head of Investor Relations
ESG@crackerbarrel.com

Cautionary Statement about Forward-Looking 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 8, 2021, and the Company undertakes no obligation to update it except as may be required under applicable law.

ESG Tearsheet

SASB Reference	Indicator	Unit	FY 2019	FY 2020	FY 2021
FB-RN-130a.1	Total energy consumed	Gigajoules (GJ)	3,647,490	3,209,330	3,248,869
	<i>Electricity</i>	Gigajoules (GJ)	2,216,669	1,977,038	1,993,835
	<i>Natural Gas</i>	Gigajoules (GJ)	1,367,133	1,173,998	1,197,514
	<i>Propane</i>	Gigajoules (GJ)	36,474	31,504	34,132
	<i>Gasoline</i>	Gigajoules (GJ)	27,214	26,790	23,389
	Percentage grid electricity	Percent (%)	100	100	100
	Percentage Renewable Energy	Percent (%)	0	0	0
	Energy intensity	Gigajoules (GJ) energy per square foot of store area	0.56	0.50	0.50
FB-RN-140a.1	Total water withdrawn	Thousand cubic meters (m3)	6,856	5,887	6,594
	<i>Percentage in regions with high baseline water stress</i>	Percent (%)	Not tracked		16.9
	Total water consumed	Thousand cubic meters (m3)	1,410	1,368	1,749
	<i>Percentage in regions with high baseline water stress</i>	Percent (%)	Not tracked		19.3
	Water efficiency	Cubic meters water withdrawn per square foot of store area (m3/ft2)	1.06	0.91	1.01
FB-RN-150a.1	Total amount of waste	Metric tons (t)	In FY 2021, we introduced a more consolidated waste tracking system and will begin reporting waste information in next year's ESG Report.		
	<i>Percentage food waste</i>	Percent (%)			
	<i>Percentage diverted</i>	Percent (%)			

SASB Reference	Indicator	Unit	FY 2019	FY 2020	FY 2021
FB-RN-150a.2	Total weight of packaging	Metric tons (t)	3,395	4,504	5,751
	<i>Percentage made from recycled and/or renewable materials</i>	Percent (%)	43	44	37
	<i>Percentage that is recyclable, reusable and/or compostable</i>	Percent (%)	87	86	86
FB-RN-250a.1	Percentage of restaurants inspected by a food safety oversight body	Percent (%)	92	89	80
FB-RN-250a.2	Number of recalls issued	Number (#)	0	0	0
	<i>Total amount of food recalled</i>	Metric tons (t)	0	0	0
FB-RN-250a.3	Number of confirmed foodborne illness outbreaks	Number (#)	1 ¹	0	0
	<i>Percentage resulting in a U.S. Centers for Disease Control and Prevention (CDC) investigation</i>	Percent (%)	1 ¹	0	0
FB-RN-260a.1	Percentage of meal options consistent with national dietary guidelines	Percent (%)	19	15	12
	Revenue from these options	Dollars (\$ USD)	188,341,587	143,354,707	160,490,677
FB-RN-260a.2	Percentage of children's meal options consistent with national dietary guidelines ²³⁴⁵	Percent (%)	21	21	25
	Revenue from these options ²³⁴⁵	Dollars (\$ USD)	11,759,822	8,385,601	9,193,370
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
FB-RN-310a.1	Voluntary turnover rate for restaurant employees	Rate	78	80	82
	Involuntary turnover rate for restaurant employees	Rate	22	20	19
FB-RN-310a.2	Average hourly wage - U.S. (not tipped)	Dollars (\$ USD)	10	10	10
	Percentage of restaurant employees earning minimum wage - U.S.	Percent (%)	Not tracked		85

SASB Reference	Indicator	Unit	FY 2019	FY 2020	FY 2021
	Tipped Employees	Percent (%) of Restaurant Staff	45	42	46
	<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	3	3	3
	<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Tipped Employees	Not tracked		31
	<i>Paid Above Minimum Wage</i>	Percent (%) of Tipped Employees	Not tracked		69
	Non-Tipped Employees	Percent (%) of Restaurant Staff	55	58	54
	<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	10	10	10
	<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Non-Tipped Employees	Not tracked		2
	<i>Paid Above Minimum Wage</i>	Percent (%) of Non-Tipped Employees	Not tracked		98
	Board of Directors	Number (#)	9	10	10
	<i>Women</i>	Percent (%)	22	20	40
	<i>Racial/Ethnic Minority</i>	Percent (%)	11	20	40
	Executive Team	Number (#)	6	7	8
	<i>Women</i>	Percent (%)	50	57	50
	<i>Racial/Ethnic Minority</i>	Percent (%)	0	14	13
	Professional Staff (includes Home Office and District <i>Managers</i>)	Number (#)	916	923	841
	<i>Women</i>	Percent (%)	54	56	58
	<i>Racial/Ethnic Minority</i>	Percent (%)	13	13	13
	Store-Level Management	Number (#)	3,843	3,476	3,315
	<i>Women</i>	Percent (%)	40	42	43
	<i>Racial/Ethnic Minority</i>	Percent (%)	22	22	23

SASB Reference	Indicator	Unit	FY 2019	FY 2020	FY 2021
	Hourly Staff	Number (#)	76,396	56,874	63,648
	<i>Women</i>	Percent (%)	69	69	68
	<i>Racial/Ethnic Minority</i>	Percent (%)	35	34	34
	Unionized Employees	Percent (%)	0	0	0
FB-RN-430a.1	Percent of food purchased that meets environmental and social sourcing standards	Percent (%) by cost	43	40	48
	<i>Aquaculture: BAP 1-star or better</i>	Percent (%) by aquaculture cost	44	29	62
	<i>Beef: National Cattlemen's Beef Association</i>	Percent (%) by beef cost	97	98	89
	<i>Eggs: United Egg Producers</i>	Percent (%) by egg cost	100	100	100
	<i>Chicken: National Chicken Council</i>	Percent (%) by chicken cost	97	97	100
	<i>Pork: National Pork Producers Council</i>	Percent (%) by pork cost	72	70	84
	<i>Dairy: Farmers Assuring Responsible Management (Dairy FARM program)</i>	Percent (%) by dairy cost	76	76	76
	<i>Turkey: National Turkey Federation</i>	Percent (%) by turkey cost	100	100	100
	<i>Total food purchased that meets environmental and/or social sourcing standards (categories above only):</i>	Percent (%) by cost	82	79	86
	Percent of food purchased that is certified to third-party environmental and/or social standards	Percent (%) by cost	0	0	0
FB-RN-430a.2	Percentage of eggs that originated from a cage-free environment	Percentage (%) by number	1	1	1
	Percentage of pork that was produced without the use of gestation crates	Percentage (%) by weight	<1	<1	<1
	Percentage of pork sows raised in group housing for the majority of the gestation cycle	Percentage (%) by weight	Not tracked	36	31

SASB Reference	Indicator	Unit	FY 2019	FY 2020	FY 2021
	Percentage of chicken protein sold that is produced without medically important antibiotics	Percentage (%) by weight	99	99	99
FB-RN-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and analysis	See pages 19 - 20		
FB-RN-000.A	Number of company-owned restaurants	Number (#)	660	663	701
	Number of franchise restaurants	Number (#)	0	0	7
FB-RN-000.B	Number of employees at company-owned restaurants	Number (#)	85,925	64,600	71,916
	Number of employees at franchise locations	Number (#)	N/A	N/A	Not tracked

¹ At the end of FY 2018, a recall was issued by a supplier for potentially contaminated eggs supplied to Cracker Barrel and dozens of other restaurant and grocery chains around the country. While the eggs were removed from our restaurants, seven Cracker Barrel restaurants were impacted in early FY 2019. The issue was resolved through thorough cleaning practices and an environmental sampling program.

² Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

³ 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.

⁴ 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.

⁵ 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.



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