

2022 ESG *Report*



CONTENTS

- Letter from the CEO** 3
- About Cracker Barrel** 4
 - Corporate Governance 5
 - Business Ethics 8
 - Spotlight on Cybersecurity 9
- Approach to ESG** 10
 - Materiality 11
- Green Operations** 12
 - Energy and Climate 13
 - Waste and Water 14
- Great Food and Retail** 15
 - Food Safety 16
 - Nutrition 18
 - Supply Chain Sustainability 19
 - Animal Welfare 22
- Amazing People** 23
 - Diversity, Equity, Inclusion and Belonging (DEIB) 24
 - Fair Labor 25
 - Giving Back 26
- About This Report** 28
- ESG Tearsheet** 29



Letter FROM THE CEO

I am pleased to present to our employees, our shareholders, our guests, and others interested in Cracker Barrel our ESG Report for 2022. This report expands on last year's effort, which was our first expanded ESG Report detailing our responsibility to a broad group of stakeholders. As we did last year, we have aligned our sustainability reporting efforts with the Sustainability Accounting Standards Board (SASB) Restaurant Industry Standard in the hope that it helps stakeholders to assess where we are on our ESG journey.

2022 presented historic challenges to Cracker Barrel and the entire restaurant industry. COVID variants and outbreaks impacted our employees and guests, historic inflation raised our costs and made visiting Cracker Barrel more challenging for some, high gas prices affected both travel plans and travel patterns, and a tight labor market pressured our hiring and staffing. Despite these challenges, however, our teams demonstrated why Cracker Barrel is such a beloved and successful brand, delivering a great employee and guest experience while furthering our commitments to environmental responsibility, food safety and quality, providing a great workplace for our team, and operating under the highest standards of corporate governance and business ethics.

As you read this report, you will see that we have expanded the scope and granularity of our environmental data tracking. I am happy to report that we completed our first carbon footprint, which was a significant undertaking across 600+ stores, covering Scope 1 and 2 emissions. We hope that these results will provide an additional level of clarity as we evaluate new efficiency and energy sourcing opportunities.

We also worked closely with waste vendors to get a clearer understanding of our current recycling and diversion practices, providing a baseline against which to measure future progress. Finally, we've also added more information about food safety, quality assurance, and supplier engagement to this report in response to stakeholder feedback.



“We hope that these results will provide an additional level of clarity as we evaluate new efficiency and energy sourcing opportunities.”

ESG in general, and sustainability, climate change, and climate risk, in particular, are ever more a focus for our investors and for regulators. In addition to ongoing dialogue with our shareholders and stakeholders, we continue to monitor the changing regulatory landscape as we plan for the future.

I hope you find this ESG Report to be both informative and reassuring of our commitment to key ESG pillars and initiatives, and we look forward to continuing our progress on a number of important fronts in 2023.

A handwritten signature in dark ink that reads "Sandra B Cochran".

Sandra Cochran

President and Chief Executive Officer
November 8, 2022

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 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, 2022

Employees
Cracker Barrel: 72,998
Maple Street Biscuit Company: 1,080

Stores
Cracker Barrel: 664 Stores in 45 states
Maple Street Biscuit Company: 51 stores in 9 states



CORPORATE GOVERNANCE

Cracker Barrel is led by a Board of Directors and four Board Committees 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 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.



BOARD OF DIRECTORS



Sandra B. Cochran
 Director, President and
 Chief Executive Officer



Tom Barr
 Independent
 Director



Carl Berquist
 Independent
 Director



Jody Bilney*
 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

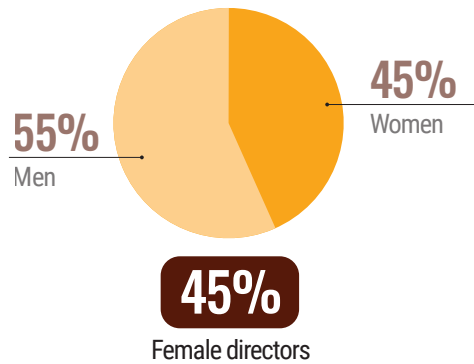


Andrea M. Weiss
 Independent
 Director

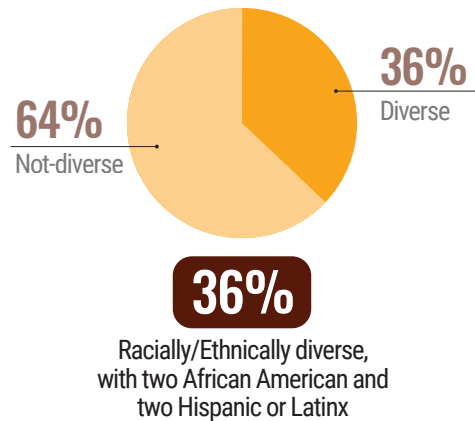
*On September 28, 2022, Jody Bilney joined our Board of Directors.

A DIVERSE, INDEPENDENT AND HIGHLY QUALIFIED BOARD

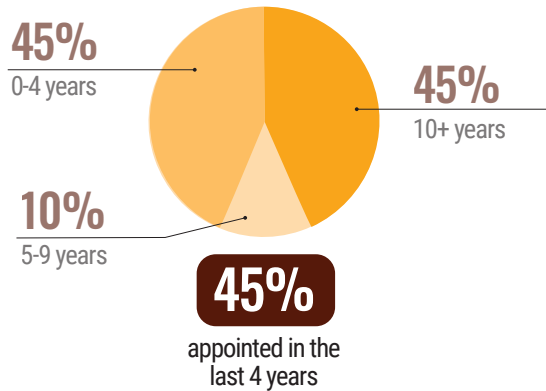
Female Representation



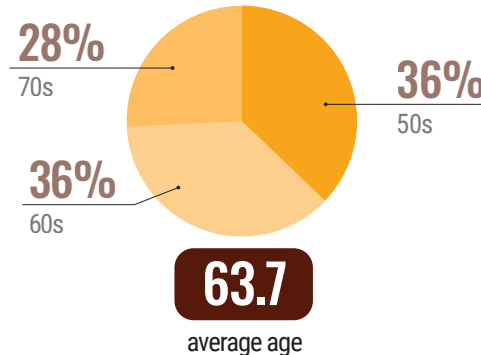
Racial and/or Ethnic Diversity



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.

We periodically update and review the Code of Business Conduct and Ethics to ensure that it addresses emerging issues and provides clear guidance and expectations for our employees and aligns. The latest version of the Code was published in October 2022.

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 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.

IMPLEMENTING BEST PRACTICES

In FY 2022, we continued to expand our security practice by partnering with an external Managed Security Service Provider, who provides 24x7 monitoring of Cracker Barrel systems. 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 was incorporated into our actions to further improve data privacy and security. This year's assessment found that we have continued to increase the maturity of Cracker Barrel's cybersecurity program with improvements in all categories in the NIST Cybersecurity Framework.



A SECURE-MINDED WORKFORCE

We believe that employees are critical to Cracker Barrel's success in keeping Cracker Barrel secure. In FY 2022, we continued to expand the education that we provide Cracker Barrel employees. Partnering with our internal Training department we developed custom Cybersecurity training. We also increased the frequency of messaging to our store employees, including videos created by our SVP of Operations discussing Cybersecurity best practices.

SECURING OUR CODE

Like many other companies, we have several teams that spend their time developing custom code for Cracker Barrel's needs. In FY 2022, we have expanded the security practices in our Software Development Lifecycle with a focus on protecting our Digital Store and our new mobile application. We use multiple techniques to

protect our code, including security analysis of our source code and dynamic application security testing of applications when they are running.

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.

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. In FY 2022, the PRC met three times, with 100% average attendance for calls and meetings.
- **Audit Committee:** Responsible for oversight of cybersecurity issues. In FY 2022, the Audit Committee met seven times, with 93% average attendance for calls and meetings.
- **Nominating and Governance Committee:** Responsible for oversight of governance matters, including Board composition. In FY 2022, the Nominating Committee met four times, with 100% average attendance for calls and meetings.

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:

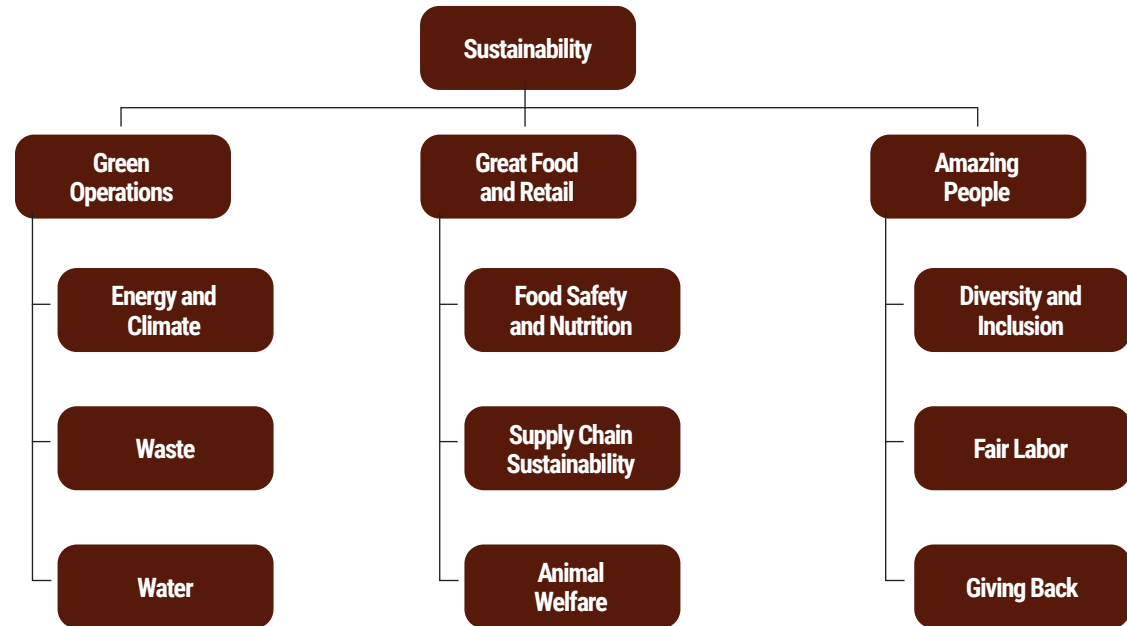
- Meets several times a year as a group, in addition to smaller team meetings on a project-by-project basis
- Reports to the ESG Steering Council

MATERIALITY

In FY 2021, we completed a 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.

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 29.



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 2022, more than 100 Cracker Barrel stores upgraded to high efficiency water heaters, and we finalized plans to implement energy saving devices for walk-in refrigerators in FY 2023.

CALCULATING OUR FIRST CARBON FOOTPRINT

This year we undertook our first carbon footprint calculations, focused on the greenhouse gas (GHG) emissions associated with our Scope 1 and Scope 2 impacts. The results show that, for Scope 1 and 2 emissions categories, our carbon footprint was driven primarily by the operation of our facilities, where 61 percent of our energy use and 77 percent of our emissions were related to electricity in FY 2022. This information will help inform our carbon mitigation strategy in the coming year.

ENERGY PERFORMANCE

| Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|---------------------------------------|--|-----------|-----------|-----------|
| Total energy consumed | Gigajoules (GJ) | 3,223,161 | 3,262,267 | 3,405,052 |
| <i>Electricity</i> | Gigajoules (GJ) | 1,979,238 | 1,999,121 | 2,079,927 |
| <i>Natural Gas</i> | Gigajoules (GJ) | 1,175,914 | 1,195,199 | 1,254,929 |
| <i>Propane</i> | Gigajoules (GJ) | 33,063 | 35,681 | 36,572 |
| <i>Gasoline</i> | Gigajoules (GJ) | 29,096 | 25,463 | 25,306 |
| <i>Diesel</i> | Gigajoules (GJ) | 182 | 116 | 152 |
| <i>Kerosene Jet Fuel</i> | Gigajoules (GJ) | 5,668 | 6,686 | 8,167 |
| Percent grid electricity | Percent (%) | 61 | 61 | 61 |
| Percent renewable energy ¹ | Percent (%) | 0 | 0 | 0 |
| Energy intensity | Gigajoules of energy per square foot of store area (GJ/ft ²) | 0.49 | 0.50 | 0.51 |
| Scope 1 emissions total | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 70,152 | 71,324 | 74,814 |
| Stationary | | | | |
| <i>Natural Gas</i> | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 59,199 | 60,170 | 63,117 |
| <i>Propane</i> | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 1,890 | 2,040 | 2,091 |
| Mobile | | | | |
| <i>Gasoline</i> | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 1,967 | 1,722 | 1,711 |
| <i>Diesel</i> | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 13 | 8 | 11 |
| <i>Kerosene Jet Fuel</i> ² | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 1,682 | 1,984 | 2,424 |
| Fugitive Emissions | | | | |
| <i>Refrigerants</i> ³ | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 16,659 | 16,659 | 16,659 |
| Scope 2 emissions total | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 267,237 | 269,179 | 280,141 |

¹ This row reflects renewable energy purchased above and beyond what is provided by the relevant electricity utility grids. In FY 2022, 13.2% of Cracker Barrel's electricity was generated from renewable sources.

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

³ Refrigerants were estimated based on HVAC equipment, associated refrigerant type, and estimated leakage rate.

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.

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, with another 23 locations slated to transition to single stream recycling in the fall of 2022.

IMPROVING OUR WASTE TRACKING

In FY 2022, Cracker Barrel worked closely with two of our largest solid waste vendors to better understand our waste streams and current diversion practices. We were able to analyze FY 2021 and FY 2022 data, covering 72% of our stores. We found that we

currently divert 26.3% of our solid waste from landfills. With this baseline understanding, our next step will be to identify additional opportunities for diversion at the store level.

WASTE PERFORMANCE

| Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|--|---|-------------|-------------|-------------|
| Total amount of waste | Metric tons (t) | Not tracked | 73,136 | 98,102 |
| Percentage food waste | Percent (%) | Not tracked | Not tracked | Not tracked |
| Percentage diverted | Percent (%) | Not tracked | 25.8 | 26.3 |
| Total water withdrawn | Thousands cubic meters (thousand m3) | 5,898 | 6,134 | 6,363 |
| <i>Percentage in regions with high baseline water stress</i> | Percent (%) | Not tracked | 17.9 | 17.1 |
| Total water consumed | Thousands cubic meters (thousand m3) | 1,220 | 1,191 | 1,232 |
| <i>Percentage in regions with high baseline water stress</i> | Percent (%) | Not tracked | 24.9 | 23.2 |
| Water efficiency | Cubic meters water withdrawn per square foot of store area (m3/ft2) | 0.90 | 0.93 | 0.96 |

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 team also works with a cross-functional team to ensure the action plan is carried out. In FY 2022, we added additional support for stores to identify and resolve critical risk factors. This focus on preventative action is expected to reduce the number of food safety findings during audits and ensure that all Cracker Barrel stores meet or exceed our expectations.

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).

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).⁴ 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 2020 | FY 2021 | FY 2022 |
|--|-----------------|---------|---------|----------------|
| Percentage of restaurants inspected by a food safety oversight body | Percent (%) | 89 | 80 | 85 |
| Number of recalls issued | Number (#) | 0 | 0 | 1 ⁵ |
| Total amount of food recalled | Metric tons (t) | 0 | 0 | 0.03 |
| 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 |

⁴ 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.

⁵ 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 guests, and their various 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.

NEW BREAKFAST MENU OPTIONS

This summer, we introduced new breakfast protein choices to the Cracker Barrel menu. Spicy chicken sausage and Impossible™ Sausage Made from Plants are available as a new choice for guests who wish to substitute for pork due to dietary restrictions

or preferences. With 15 grams of fat or less, both options are available as part of our "Build Your Own Breakfast" meal or as an a la carte side. Impossible™ Sausage Made from Plants is also available as a customization option with our biscuit sandwiches.

PERFORMANCE⁶⁷⁸⁹

| Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|--|---|-------------|-------------|-------------|
| Adult Meal Options Consistent with National Dietary Guidelines | Percent of Relevant Menu Items (%) | 15 | 12 | 12 |
| | Revenue from Relevant Menu Items (\$ USD) | 143,355,000 | 160,491,000 | 167,707,000 |
| Kid Meal Options Consistent with National Dietary Guidelines | Percent of Relevant Menu Items (%) | 21 | 25 | 25 |
| | Revenue from Relevant Menu Items (\$ USD) | 8,386,000 | 9,193,000 | 12,014,000 |
| 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 |

⁶ Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

⁷ 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.

⁸ 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.

⁹ 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 due to COVID-19 disruptions, 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, which QA sits on, to ensure that stores are given fair food cost credit. Recently, data trending and analysis around bacon suggested that one of the suppliers was struggling with slice thickness and defect rate. Direct work with the supplier, including a working visit with the plant team, resulted in improvement on both issues, as seen in our weekly product evaluations and reported KPI data. Cracker Barrel QA continues to monitor supplier data and take action as needed, particularly in the beef, poultry and seafood categories that can have high variability and a high impact on food cost.



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. When food packaging ends up in landfills, PFAS can contaminate water and soil. If the packaging is incinerated, PFAS can spread through the air.

Cracker Barrel 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, investigating alternative options and determining a timeline for phase-out to another PFAS-free option. We expect to deplete the current inventory in early calendar year 2023.

PACKAGING SUPPLIER MAKING PROGRESS

Cracker Barrel’s largest packaging supplier, Sabert, is committed to sustainability and has made significant progress on its environmental goals. For example:

- Sabert has committed to increasing its share of sales from sustainable products from 40% in 2018 to over 80% by 2025
- Sabert recently invested in a lighting retrofit in their Richmond facility which is expected to reduce energy spend by over 50% in 2022
- Between 2020 and 2021, Sabert reduced their absolute waste generation by 7% and landfill waste by 17%
- In 2021, 51% of ton-miles of freight were transported with EPA SmartWay carriers, who commit to improving the energy efficiency of freight transport



INGREDIENT AND PACKAGING PERFORMANCE¹¹

| Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|--|---------------------------------|---------|---------|---------|
| Percent of food purchased that meets environmental and/or social sourcing standards | Percent (%) by cost | 40 | 48 | 52 |
| <i>Aquaculture: BAP 1-star or better</i> | Percent (%) by aquaculture cost | 29 | 62 | 59 |
| <i>Beef: National Cattlemen's Beef Association</i> | Percent (%) by beef cost | 98 | 89 | 100 |
| <i>Eggs: United Egg Producers</i> | Percent (%) by egg cost | 100 | 100 | 100 |
| <i>Chicken: National Chicken Council</i> | Percent (%) by chicken cost | 97 | 100 | 96 |
| <i>Pork: National Pork Producers Council</i> | Percent (%) by pork cost | 70 | 84 | 89 |
| <i>Dairy: Farmers Assuring Responsible Management (Dairy FARM program)</i> | Percent (%) by dairy cost | 76 | 76 | 94 |
| <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 | 79 | 86 | 92 |
| 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) | 4,504 | 5,751 | 5,141 |
| <i>Percentage made from recycled and/or renewable materials</i> | Percent (%) | 44 | 37 | 38 |
| <i>Percentage that is recyclable, reusable and/or compostable</i> | Percent (%) | 86 | 86 | 90 |



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

ANIMAL WELFARE

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

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 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.

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](#).

¹² Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

OUR TRANSITION TO CAGE-FREE EGGS

We're 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

OUR WORK ON CRATE-FREE PORK

In 2012, Cracker Barrel announced that we would "begin formulating plans that provide for a pork supply system within Cracker Barrel that is free of gestation crates." We remain committed to working toward a pork supply chain that evolves away from the use of gestation crates and are encouraged by the increasing 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. We will continue to give purchasing preference to qualified suppliers who show progress on this issue and will continue to speak to this issue and the progress we are making in future ESG Reports. We plan to publish

ANIMAL WELFARE PERFORMANCE¹²

| Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|---|-----------------------|---------|---------|---------|
| Percentage of shell eggs that originated from a cage-free environment | Percent (%) by number | 1 | 1 | 3 |
| Percentage of liquid eggs that originated from a cage-free environment | Percent (%) by weight | <1 | <1 | 2 |
| 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 | 30 | 31 | 29 |
| Percentage of chicken protein sold that is produced without medically important antibiotics | Percent (%) by weight | 99 | 99 | 99 |

in our 2023 ESG report (or sooner) plans we intend to pursue to increase our percentages of crate-free and/or group-housed pork.

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.

In FY 2022, we reached out to all of our protein suppliers and, overall, 79 percent of suppliers positively engaged in the 2022 survey process, providing detailed information about their current practices and future plans. This is an increase of 5 percent over 2021 survey participation.

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, 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 2022, the Committee helped shape strategic direction and actively participated in Diversity Development Programs and 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 2022, the Advisory Board provided input on how best to engage field employees in Diversity initiatives, provided ongoing feedback on current initiatives, nominated field employees for the DELTA high performing development program, provided coaching and interacted with DELTA participants.

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 2022, the Council conducted field interviews and reviewed employee engagement survey results to better understand the

reasons for employee resignation rates amongst female and racially diverse employees and recommended strategies to improve employee retention.

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

The Business Resource Group leaders received 40 hours of training on business acumen, strategic planning and communication skills. Home Office and Field BRG teams reviewed Cracker Barrel scholarship applications and BRG leaders presented their recommendations to the Cracker Barrel Old Country Store Foundation's Board.

BUILDING REPRESENTATIVE TEAMS

Last year, we completed a deep dive into diversity data to explore how and where opportunities exist to be more strategic in building diverse teams. For example, in FY 2021, we identified 24 stores in racially diverse or majority non-white communities where we had more opportunities to diversify our management teams to better reflect the local community. This year, we improved the management diversity profile in 19 of these 24 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.

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 2022, that training was extended to field employees. We also implemented 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. 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 2022, our team visited four Historically Black Colleges and Universities (HBCUs) with specialized Hospitality programs to familiarize students with our brand values and to introduce students to career opportunities at Cracker Barrel. Our visits included 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 2020 | FY 2021 | FY 2022 |
|---|-------------|---------|---------|---------|
| Board of Directors | Number (#) | 10 | 10 | 10 |
| <i>Women</i> | Percent (%) | 20 | 40 | 40 |
| <i>Racial/Ethnic Minority</i> | Percent (%) | 20 | 40 | 40 |
| Executive Team | Number (#) | 7 | 8 | 9 |
| <i>Women</i> | Percent (%) | 57 | 50 | 55 |
| <i>Racial/Ethnic Minority</i> | Percent (%) | 14 | 13 | 22 |
| Professional Staff (includes Home Office and District <i>Managers</i>) | Number (#) | 923 | 841 | 954 |
| <i>Women</i> | Percent (%) | 56 | 58 | 52 |
| <i>Racial/Ethnic Minority</i> | Percent (%) | 13 | 13 | 15 |
| Store-Level Management | Number (#) | 3,476 | 3,315 | 3,269 |
| <i>Women</i> | Percent (%) | 42 | 43 | 47 |
| <i>Racial/Ethnic Minority</i> | Percent (%) | 22 | 23 | 24 |
| Hourly Staff | Number (#) | 56,874 | 63,648 | 69,846 |
| <i>Women</i> | Percent (%) | 69 | 68 | 68 |
| <i>Racial/Ethnic Minority</i> | Percent (%) | 34 | 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. Our Labor and Human Rights Policy outlines our commitments in more detail.

RECRUITING AND RETENTION DURING COVID

The restaurant industry has struggled to recruit and retain workers amidst the ongoing COVID-19 pandemic, and Cracker Barrel was no exception. We began FY 2022 with almost half of our stores understaffed and turnover climbing. With increased focus on store staffing and retention, along with the introduction of new talent acquisition processes and technology, we were able to staff our stores and stabilize turnover. Now 90 percent of our stores are appropriately staffed for servers and cooks (the most challenging roles to fill), and our rolling 12-month turnover came in under our earlier projections.



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 2022, 33 percent of our store workforce had achieved PAR 4 status.

Turnover by PAR:

- PAR 2: 116%
- PAR 3: 80%
- PAR 4: 37%

FAIR LABOR PERFORMANCE

| Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|--|-------------------------------------|-------------|---------|---------|
| Voluntary turnover rate for restaurant employees | Rate | 80 | 82 | 80 |
| Involuntary turnover rate for restaurant employees | Rate | 20 | 19 | 20 |
| Tipped Employees | Percent (%) of Restaurant Staff | 42 | 46 | 38 |
| <i>Average Hiring Rate</i> | Pay rate (\$ USD) per Hour | 3 | 3 | \$3.49 |
| <i>Paid at Federal/State Minimum Wage</i> | Percent (%) of Tipped Employees | Not tracked | 31 | 52 |
| <i>Paid Above Minimum Wage</i> | Percent (%) of Tipped Employees | Not tracked | 69 | 48 |
| Non-Tipped Employees | Percent (%) of Restaurant Staff | 58 | 54 | 62 |
| <i>Average Hiring Rate</i> | Pay rate (\$ USD) per Hour | 10 | 10 | \$12.04 |
| <i>Paid at Federal/State Minimum Wage</i> | Percent (%) of Non-Tipped Employees | Not tracked | 2 | 4 |
| <i>Paid Above Minimum Wage</i> | Percent (%) of Non-Tipped Employees | Not tracked | 98 | 96 |

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.

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. In 2021 we established Cracker Barrel Food for Families, a companywide platform that will enable us to care for our local communities in all new ways. The platform 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 families facing food insecurity outside of various urban centers.

- **FAMILY:** In FY 2022, through our donation of \$150,000 to Feeding America we helped provide access to 1.5 million meals for families facing food insecurity – starting with food banks in high-need rural and underserved communities as well as in Middle Tennessee.
- **COMMUNITY:** In response to the deadly tornado in Mayfield, Kentucky in December 2021, we made a donation to the local Feeding America member food bank to support impacted families. In FY 2023, we plan to establish local partnerships with high-need food banks in our communities to fund mobile food pantries and more.
- **ENVIRONMENT:** This year, we launched the environmental and food waste component of our initiative by introducing Feeding America’s MealConnect Food Donation program to a group of pilot stores. The test resulted in a donation of 2,876 meals from 3,451 pounds of food that would have otherwise gone to waste. The results of the pilot will help inform our expansion plan in FY 2023 until we are donating excess food systemwide.



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 FY 2022, over 11,000 employees contributed to Cracker Barrel Cares. With those funds, Cracker Barrel Cares awarded more than \$600,000 in emergency grants to 459 deserving employees to assist with critical health conditions, funeral assistance, natural disasters, and intimate partner violence.¹³

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 2022, we celebrated 75 deserving students by awarding \$86,400 in scholarship funding.



¹³ Cracker Barrel Cares operates on a calendar year basis, but for this report we have aligned data with Cracker Barrel’s fiscal year for consistency.

About THIS REPORT

BOUNDARIES AND SCOPE

Cracker Barrel issued its first Corporate Social Responsibility Report in 2019. This FY 2022 ESG Report is our third 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 2020, FY 2021 and FY 2022.

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 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

ACTIVITY METRICS

| Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|--|------------|---------|-------------|---------|
| Number of company-owned restaurants | Number (#) | 663 | 701 | 715 |
| Number of franchise restaurants | Number (#) | 0 | 7 | 0 |
| Number of employees at company-owned restaurants | Number (#) | 64,600 | 71,916 | 74,078 |
| Number of employees at franchise locations | Number (#) | N/A | Not tracked | 0 |

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

Between publication of the FY 2021 and FY 2022 ESG Reports, Cracker Barrel implemented a new data management system to track environmental activity metrics and support our carbon footprint calculations. This transition resulted in minor changes to the way we allocate monthly energy and water across utility bill service dates. We have updated FY 2020 and FY 2021 data accordingly to conform with our FY 2022 processes. As a result of a supplier misclassification in last year's report that has now been corrected, we have also updated pork-related animal welfare data for FY 2020.

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
Kaleb.Johannes@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 October 17, 2022, and the Company undertakes no obligation to update it except as may be required under applicable law.

ESG Tearsheet

| SASB Reference | Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|----------------|---------------------------------------|--|-----------|-----------|-----------|
| FB-RN-130a.1 | Total energy consumed | Gigajoules (GJ) | 3,223,161 | 3,262,267 | 3,405,052 |
| | <i>Electricity</i> | Gigajoules (GJ) | 1,979,238 | 1,999,121 | 2,079,927 |
| | <i>Natural Gas</i> | Gigajoules (GJ) | 1,175,914 | 1,195,199 | 1,254,929 |
| | <i>Propane</i> | Gigajoules (GJ) | 33,063 | 35,681 | 36,572 |
| | <i>Gasoline</i> | Gigajoules (GJ) | 29,096 | 25,463 | 25,306 |
| | <i>Diesel</i> | Gigajoules (GJ) | 182 | 116 | 152 |
| | <i>Kerosene Jet Fuel</i> | Gigajoules (GJ) | 5,668 | 6,686 | 8,167 |
| | Percent grid electricity | Percent (%) | 61 | 61 | 61 |
| | Percent renewable energy ¹ | Percent (%) | 0 | 0 | 0 |
| | Energy intensity | Gigajoules of energy per square foot of store area (GJ/ft ²) | 0.49 | 0.50 | 0.51 |
| | Scope 1 emissions total | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 70,152 | 71,324 | 74,814 |
| | Stationary | | | | |
| | <i>Natural Gas</i> | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 59,199 | 60,170 | 63,117 |
| | <i>Propane</i> | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 1,890 | 2,040 | 2,091 |
| | Mobile | | | | |
| | <i>Gasoline</i> | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 1,967 | 1,722 | 1,711 |
| | <i>Diesel</i> | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 13 | 8 | 11 |
| | <i>Kerosene Jet Fuel</i> ² | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 1,682 | 1,984 | 2,424 |
| | Fugitive Emissions | | | | |
| | <i>Refrigerants</i> ³ | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 16,659 | 16,659 | 16,659 |
| | Scope 2 emissions total | Metric tons of carbon dioxide equivalent (tCO ₂ e) | 267,237 | 269,179 | 280,141 |

¹ This row reflects renewable energy purchased above and beyond what is provided by the relevant electricity utility grids. In FY 2022, 13.2% of Cracker Barrel's electricity was generated from renewable sources.

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

³ Refrigerants were estimated based on HVAC equipment, associated refrigerant type, and estimated leakage rate.

| SASB Reference | Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|----------------|--|---|-------------|-------------|----------------|
| FB-RN-150a.1 | Total amount of waste | Metric tons (t) | Not tracked | 73,136 | 98,102 |
| | Percentage food waste | Percent (%) | Not tracked | Not tracked | Not tracked |
| | Percentage diverted | Percent (%) | Not tracked | 25.8 | 26.3 |
| FB-RN-140a.1 | Total water withdrawn | Thousands cubic meters (thousand m3) | 5,898 | 6,134 | 6,363 |
| | Percentage in regions with high baseline water stress | Percent (%) | Not tracked | 17.9 | 17.1 |
| | Total water consumed | Thousands cubic meters (thousand m3) | 1,220 | 1,191 | 1,232 |
| | Percentage in regions with high baseline water stress | Percent (%) | Not tracked | 24.9 | 23.2 |
| | Water efficiency | Cubic meters water withdrawn per square foot of store area (m3/ft2) | 0.90 | 0.93 | 0.96 |
| FB-RN-250a.1 | Percentage of restaurants inspected by a food safety oversight body | Percent (%) | 89 | 80 | 85 |
| FB-RN-250a.2 | Number of recalls issued | Number (#) | 0 | 0 | 1 ⁵ |
| | Total amount of food recalled | Metric tons (t) | 0 | 0 | 0.03 |
| 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 ⁶⁷⁸⁹ | Percent of Relevant Menu Items (%) | 15 | 12 | 12 |
| | | Revenue from Relevant Menu Items (\$ USD) | 143,355,000 | 160,491,000 | 167,707,000 |
| | Kid Meal Options Consistent with National Dietary Guidelines ⁶⁷⁸⁹ | Percent of Relevant Menu Items (%) | 21 | 25 | 25 |
| | | Revenue from Relevant Menu Items (\$ USD) | 8,386,000 | 9,193,000 | 12,014,000 |
| 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 |

⁵ 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.

⁶ Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

⁷ 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.

⁸ 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.

⁹ 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.

| SASB Reference | Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|----------------|--|---------------------------------|---------|---------|---------|
| FB-RN-430a.1 | Percent of food purchased that meets environmental and/or social sourcing standards ¹¹ | Percent (%) by cost | 40 | 48 | 52 |
| | <i>Aquaculture: BAP 1-star or better</i> | Percent (%) by aquaculture cost | 29 | 62 | 59 |
| | <i>Beef: National Cattlemen's Beef Association</i> | Percent (%) by beef cost | 98 | 89 | 100 |
| | <i>Eggs: United Egg Producers</i> | Percent (%) by egg cost | 100 | 100 | 100 |
| | <i>Chicken: National Chicken Council</i> | Percent (%) by chicken cost | 97 | 100 | 96 |
| | <i>Pork: National Pork Producers Council</i> | Percent (%) by pork cost | 70 | 84 | 89 |
| | <i>Dairy: Farmers Assuring Responsible Management (Dairy FARM program)</i> | Percent (%) by dairy cost | 76 | 76 | 94 |
| | <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 | 79 | 86 | 92 |
| | 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) | 4,504 | 5,751 | 5,141 |
| | <i>Percentage made from recycled and/or renewable materials</i> | Percent (%) | 44 | 37 | 38 |
| | <i>Percentage that is recyclable, reusable and/or compostable</i> | Percent (%) | 86 | 86 | 90 |
| FB-RN-430a.2 | Percentage of shell eggs that originated from a cage-free environment | Percent (%) by number | 1 | 1 | 3 |
| | Percentage of liquid eggs that originated from a cage-free environment | Percent (%) by weight | <1 | <1 | 2 |
| | 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 | 30 | 31 | 29 |
| | Percentage of chicken protein sold that is produced without medically important antibiotics | Percent (%) by weight | 99 | 99 | 99 |
| | Board of Directors | Number (#) | 10 | 10 | 10 |
| | <i>Women</i> | Percent (%) | 20 | 40 | 40 |
| | <i>Racial/Ethnic Minority</i> | Percent (%) | 20 | 40 | 40 |
| | Executive Team | Number (#) | 7 | 8 | 9 |
| | <i>Women</i> | Percent (%) | 57 | 50 | 55 |
| | <i>Racial/Ethnic Minority</i> | Percent (%) | 14 | 13 | 22 |

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

| SASB Reference | Indicator | Unit | FY 2020 | FY 2021 | FY 2022 |
|----------------|---|-------------------------------------|-----------------|-------------|---------|
| | Professional Staff (includes Home Office and District <i>Managers</i>) | Number (#) | 923 | 841 | 954 |
| | <i>Women</i> | Percent (%) | 56 | 58 | 52 |
| | <i>Racial/Ethnic Minority</i> | Percent (%) | 13 | 13 | 15 |
| | Store-Level Management | Number (#) | 3,476 | 3,315 | 3,269 |
| | <i>Women</i> | Percent (%) | 42 | 43 | 47 |
| | <i>Racial/Ethnic Minority</i> | Percent (%) | 22 | 23 | 24 |
| | Hourly Staff | Number (#) | 56,874 | 63,648 | 69,846 |
| | <i>Women</i> | Percent (%) | 69 | 68 | 68 |
| | <i>Racial/Ethnic Minority</i> | Percent (%) | 34 | 34 | 34 |
| | Voluntary turnover rate for restaurant employees | Rate | 80 | 82 | 80 |
| | Involuntary turnover rate for restaurant employees | Rate | 20 | 19 | 20 |
| | Tipped Employees | Percent (%) of Restaurant Staff | 42 | 46 | 38 |
| | <i>Average Hiring Rate</i> | Pay rate (\$ USD) per Hour | 3 | 3 | \$3.49 |
| | <i>Paid at Federal/State Minimum Wage</i> | Percent (%) of Tipped Employees | Not tracked | 31 | 52 |
| | <i>Paid Above Minimum Wage</i> | Percent (%) of Tipped Employees | Not tracked | 69 | 48 |
| | Non-Tipped Employees | Percent (%) of Restaurant Staff | 58 | 54 | 62 |
| | <i>Average Hiring Rate</i> | Pay rate (\$ USD) per Hour | 10 | 10 | \$12.04 |
| | <i>Paid at Federal/State Minimum Wage</i> | Percent (%) of Non-Tipped Employees | Not tracked | 2 | 4 |
| | <i>Paid Above Minimum Wage</i> | Percent (%) of Non-Tipped Employees | Not tracked | 98 | 96 |
| 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 19-22 | | |
| | Number of company-owned restaurants | Number (#) | 663 | 701 | 715 |
| | Number of franchise restaurants | Number (#) | 0 | 7 | 0 |
| | Number of employees at company-owned restaurants | Number (#) | 64,600 | 71,916 | 74,078 |
| | Number of employees at franchise locations | Number (#) | N/A | Not tracked | 0 |



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