

# 2024 ESG Report



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# Letter FROM THE CEO



I'm pleased to share the 2024 ESG Report for Cracker Barrel Old Country Store, Inc.

Cracker Barrel is one of the most iconic brands in American casual and family dining, with tremendous brand affinity, loyal guests, and a deep connection with the communities we serve. For 55 years, our employees have been focused on pleasing people and the goodness of country hospitality.

This past year has been transformative for the Company. We have done an intensive review of our strategy and brand positioning along with conducting extensive consumer feedback and research – all of it designed to give us a clear understanding of what guests love about Cracker Barrel, as well as what we could do better. The leadership team, with the Board's unanimous support, leveraged these important insights to develop a multi-year strategic transformation plan to drive relevance, deliver an experience guests love, and grow sales and profitability. Strategically, we'll get there by refining our brand strategy, enhancing our menu, improving our stores and guest experience, winning in digital and off-premise, and elevating our employee experience.

While our transformation will take time and we're in the early stages, we have reaffirmed our commitment to integrating ESG principles into the core of our strategy in a way that balances the needs

and expectations of all of our shareholders, while protecting our business for the long term. We will continue to innovate, collaborate with stakeholders, and set new benchmarks for responsible business practices.

We continued to make progress during the past year in a number of areas, including animal welfare efforts, supply chain engagement, energy optimization, community involvement, and human capital management. What you'll read in this report is the result of this collective work. It provides a detailed overview of our achievements, challenges, and aspirations. Your continued support and feedback are invaluable as we strive to create a positive impact in a rapidly changing world.

In my first full year with this beloved brand, I would like to share my sincere appreciation for the more than 70,000 employees at Cracker Barrel who have made me feel so welcome and for all you do on behalf of our 200 million guests per year. I would also like to thank you – our guests, vendors, stakeholders, and shareholders – for your continued support, confidence and partnership. We have a bright future ahead!

*Julie Masino*

Julie Masino  
President and Chief Executive Officer

**"WE CONTINUED TO MAKE PROGRESS DURING THE PAST YEAR IN A NUMBER OF AREAS,  
INCLUDING ANIMAL WELFARE EFFORTS, SUPPLY CHAIN ENGAGEMENT, ENERGY OPTIMIZATION,  
COMMUNITY INVOLVEMENT, AND HUMAN CAPITAL MANAGEMENT."**

# About CRACKER BARREL

For more than 55 years, Cracker Barrel has been on a mission to bring craveable, delicious homestyle food and unique retail products to all guests while serving up memorable, distinctive experiences that make everyone feel welcome. We believe in the goodness of country hospitality and are always serving up more than a meal.

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

## COMPANY AT A GLANCE

**Legal Name** Cracker Barrel Old Country Store, Inc.

**Legal Form** Publicly-traded C Corporation

**Headquarters** Lebanon, Tennessee, USA

**Stock Ticker** NASDAQ: CBRL

**Fiscal Year End** August 2, 2024

### Employees

Cracker Barrel: 71,544

Maple Street Biscuit Company: 1,123

### Stores

Cracker Barrel: 658 stores in 44 states

Maple Street Biscuit Company: 66 stores in 10 states



# CORPORATE GOVERNANCE

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

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



## OUR COMMITTEES

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

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

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

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

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



**Darryl "Chip" Wade**  
Independent Director



**Gisel Ruiz**  
Independent Director



**Julie Felss Masino**  
Director, President and Chief Executive Officer



**Cheryl Henry**  
Independent Director



**John Garratt**  
Independent Director



**Gilbert Dávila**  
Independent Director



**Meg G. Crofton**  
Independent Director



**Jody Bilney**  
Independent Director



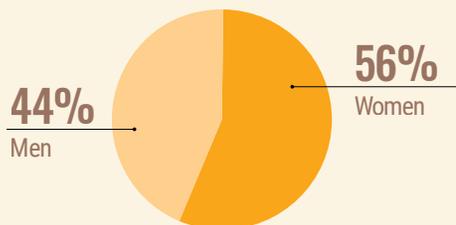
**Carl Berquist**  
Lead Independent Director

Tom Barr did not stand for reelection and has retired from the Cracker Barrel Board of Directors as of November 21, 2024. As a result, he is not shown above or included in any of the FY 2024 data tables or charts related to our Board of Directors.

Michael Goodwin was elected to the Board as of November 21, 2024, but is not included in the FY2024 data

## A DIVERSE, INDEPENDENT AND HIGHLY QUALIFIED BOARD

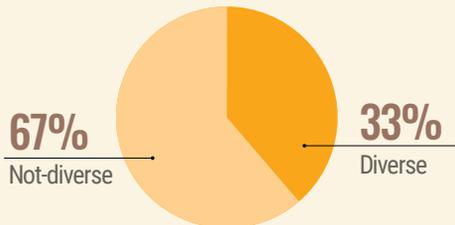
### Female Representation



**56%**

Female directors

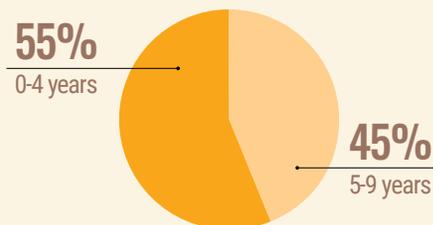
### Racial and/or Ethnic Diversity



**33%**

Racially/Ethnically diverse, with one African American and two Hispanic/Latino members

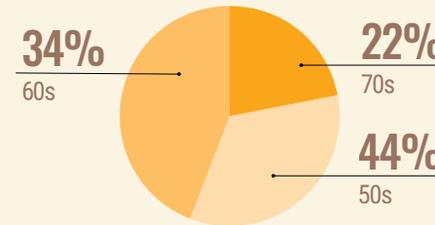
### Tenure



**70%**

appointed within the last 4 years

### Age



**60 Years**

average age

## BOARD SKILLS AND EXPERTISE

	Finance & Accounting	Human Resources	General Operations	Restaurant	Marketing	Retail
Carl Berquist	✓					
Jody Bilney				✓	✓	
Meg Crofton		✓	✓		✓	
Gilbert Dávila					✓	✓
John Garratt	✓			✓		✓
Cheryl Henry			✓	✓	✓	
Julie Masino			✓	✓	✓	✓
Gisel Ruiz		✓	✓			✓
Chip Wade		✓	✓	✓		

## BUSINESS ETHICS

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

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

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



# SPOTLIGHT ON CYBERSECURITY

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

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

## CONTINUAL IMPROVEMENT

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

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

## LOCKING DOWN LOYALTY

Over six million guests have enrolled in our Cracker Barrel Rewards program. As guests earn more points on their accounts, and we enable a more personalized experience, it's important that guests have the ability to keep their accounts secure. This year we launched the option for guests to enroll in Multi-Factor Authentication (MFA) for their accounts. MFA is an effective mechanism to protect accounts by requiring a guest to perform a second verification when they log in. Cracker Barrel is not aware of any large-scale attacks on guest accounts.

## STOP THE PHISH

Many guests rely on emails from Cracker Barrel to stay informed about our brand and any updates or promotions. It is important that when a guest receives an email from crackerbarrel.com, they

can trust it was sent by our teams and not someone pretending to be Cracker Barrel. This year we implemented technology that restricts who can send emails from crackerbarrel.com by publishing a Domain-based Message Authentication, Reporting, and Conformance (DMARC) record. If someone tries to send an email from crackerbarrel.com and isn't on the list, the email is marked as non-compliant and can be blocked by the recipient's email provider. This helps protect both Cracker Barrel guests and employees against fraud and phishing attacks.

## DATA PRIVACY AND SECURITY PERFORMANCE

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

- Mean Time to Detect and Respond to Cybersecurity Events
- Phishing Emails Reported by Users
- Percent of Employees Viewing Monthly Education
- Vulnerability Management Statistics
- 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 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, belonging and culture, animal welfare, and other social responsibility issues
- **Audit Committee:** Responsible for oversight of cybersecurity issues
- **Nominating and Governance Committee:** Responsible for oversight of governance matters, including Board composition

## ESG STEERING COUNCIL

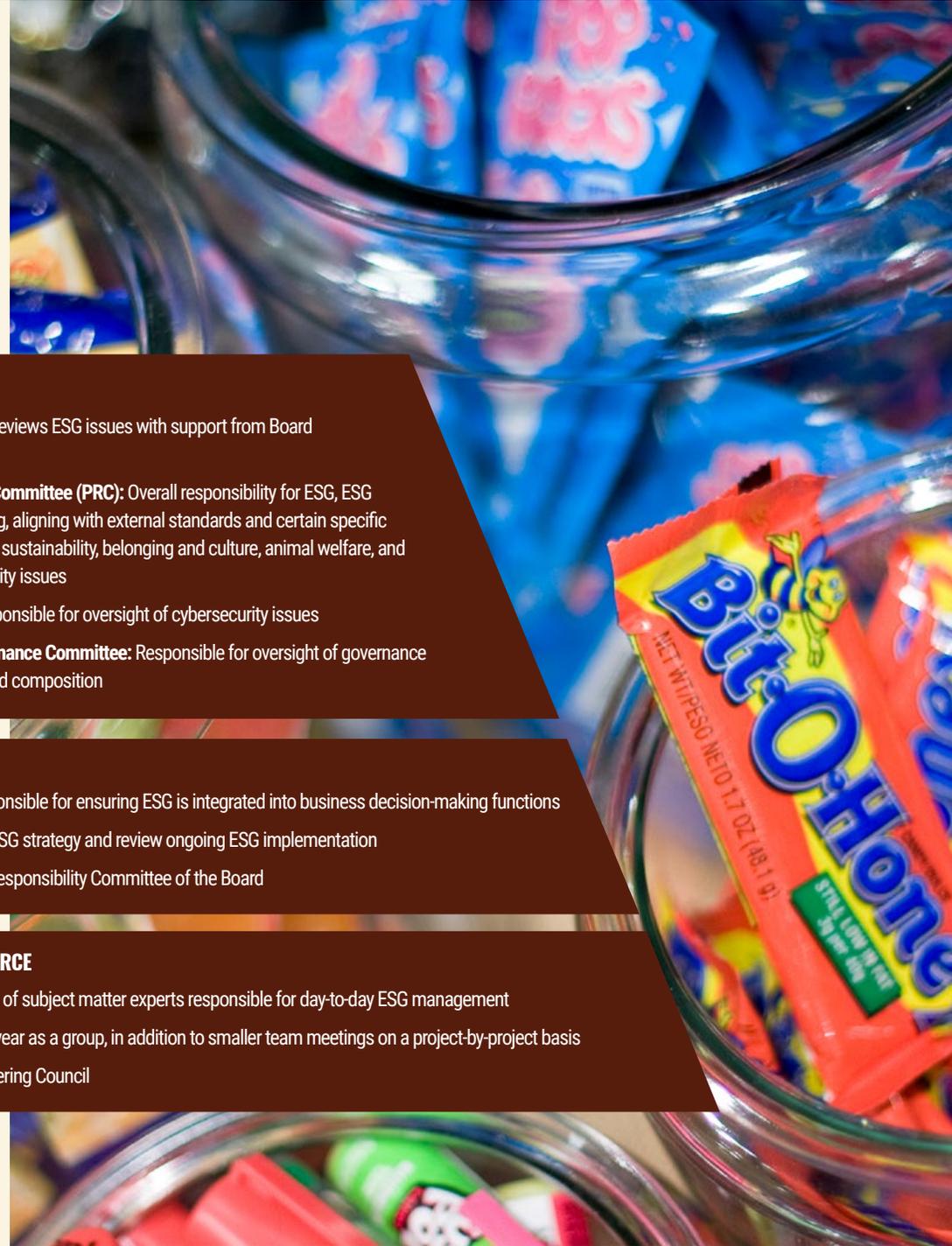
Senior executive team responsible for ensuring ESG is integrated into business decision-making functions

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

## SUSTAINABILITY TASKFORCE

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

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



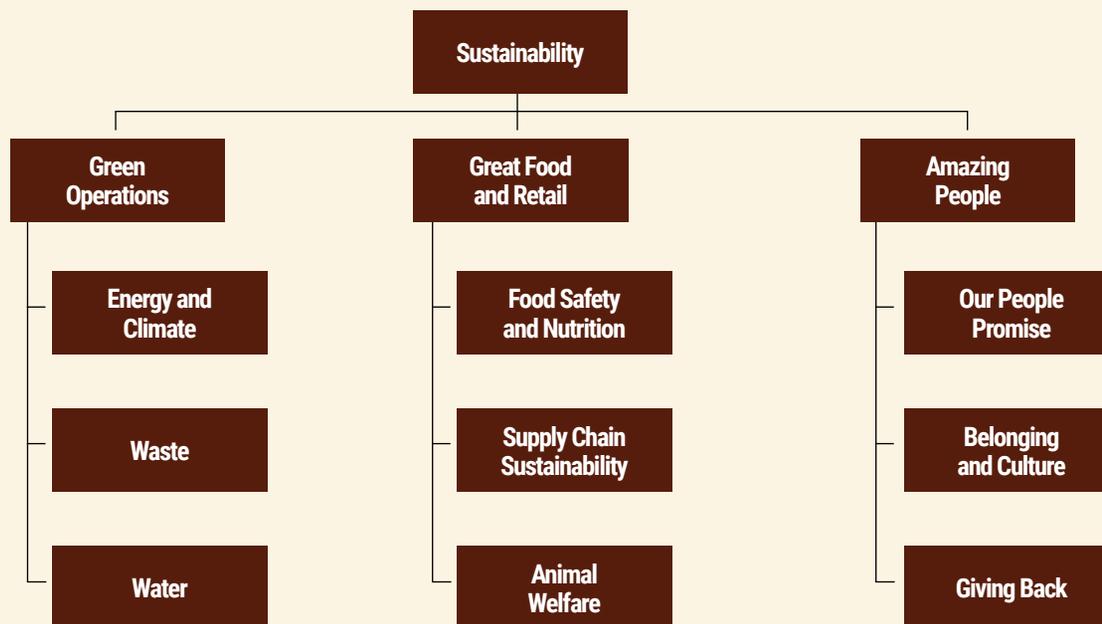
# MATERIALITY

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

With guidance from the Sustainability Accounting Standards Board (SASB), the Global Reporting Initiative (GRI), and the AccountAbility 1000 (AA1000) framework, our materiality assessment identified key topics, which we have organized into three workstreams: Green Operations, Great Food and Retail, and Amazing People.

Each year we refresh that analysis to ensure Cracker Barrel is effectively prioritizing and responding to pertinent ESG issues. In FY 2024, we modified two material topics under our "Amazing People" workstream. Fair Labor is now Our People Promise, reflecting more expansive disclosures around employee investments including in the areas of development and engagement. Diversity and Inclusion is now Belonging and Culture to emphasize our broader commitment to Cracker Barrel's special culture which is dedicated to creating a culture of hospitality that is welcoming, inclusive and respectful to all who walk through our door.

In this report, we have mapped our material topics against relevant 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 33.



# 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

In FY 2024, we completed our projects to convert conveyor toasters to pop-up toasters and glass coffee urns to thermal coffee carafes. Additionally, we completed two multi-year projects: converting standard efficiency water heaters to ultra-high-efficiency water heaters and converting gas powered open top fryers to electric powered open top fryers. We also began testing tankless water heaters in select markets to see if additional efficiencies can be gained. We completed our rollout of the new utility platform in Q1 of FY 2024 and will begin to fully leverage the platform in Q2 of FY 2025 once we have a full year's worth of data for evaluation. In FY 2025, we will be testing HVAC controls and smart thermostats to understand the potential benefits of those technologies.

## MANAGING OUR CARBON FOOTPRINT

Since our initial baseline calculations for FY 2019, we have measured our Scope 1 and Scope 2 emissions annually. This year, we made a significant investment to expand our tracking and reporting to cover Scope 3 upstream and downstream emissions. Disclosing all relevant emissions categories gives us and our stakeholders a transparent view into our total value chain impacts on the climate.

## ENERGY

Indicator	Unit	FY 2022	FY 2023	FY 2024
Total energy consumed	Gigajoules (GJ)	3,403,695	3,439,986	3,623,721
Percent grid electricity	Percent (%)	61	62	49
Percent renewable energy <sup>1</sup>	Percent (%)	0	0	0
Energy intensity	Gigajoules of energy per square foot of store area (GJ/ft <sup>2</sup> )	0.53	0.54	0.57

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

## GHG EMISSIONS PERFORMANCE (metric tons of carbon dioxide equivalent (tCO<sub>2</sub>e))

Indicator	FY 2022	FY 2023	FY 2024
Scope 1 emissions total	85,897	90,153	99,661
Stationary			
<i>Natural Gas</i>	63,177	63,524	72,989
<i>Propane</i>	2,091	1,860	2,208
Mobile			
<i>Gasoline</i>	1,711	1,541	1,796
<i>Diesel</i>	11	14	16
<i>Kerosene Jet Fuel</i>	2,392	2,071	1,616
Fugitive Emissions			
<i>Refrigerants</i>	16,516	21,143	21,036
Scope 2 emissions total	280,141	239,307	194,725
<i>Electricity</i>	280,141	239,307	194,725
Scope 3 emissions total	Not tracked		1,207,225
<i>Cat 1: purchased goods and services</i>	Not tracked		944,044
<i>Cat 2: capital goods</i>	Not tracked		27,894
<i>Cat 3: other fuel and energy</i>	Not tracked		72,894
<i>Cat 4: upstream transportation and logistics</i>	Not tracked		12,329
<i>Cat 5: waste generated in operations</i>	Not tracked		79,244
<i>Cat 6: business travel</i>	Not tracked		1,202
<i>Cat 7: employee commuting</i>	Not tracked		58,356
<i>Cat 9: downstream transportation and logistics</i>	Not tracked		9,240
<i>Cat 12: end of life treatment of sold products</i>	Not tracked		2,022

Note: See page 32 for more information about our carbon accounting methodology.

## ASSESSING BIODIVERSITY RISKS AS PART OF OUR CLIMATE STRATEGY

While not currently a top material ESG topic for Cracker Barrel, biodiversity is now recognized as an emerging ESG risk for companies in the food sector, or for those that heavily rely on food and agriculture in their value chain. Closely linked to climate risk and water risk, biodiversity risk assessment can provide another lens for robust ESG management.

## BIODIVERSITY RISKS

### A company may face physical risk if:

- Its sites are located in land- and seascapes that experience a decline in ecosystem services
- It is heavily dependent upon these ecosystem services or increase pressures on biodiversity with its activities

### A company may face regulatory risk if:

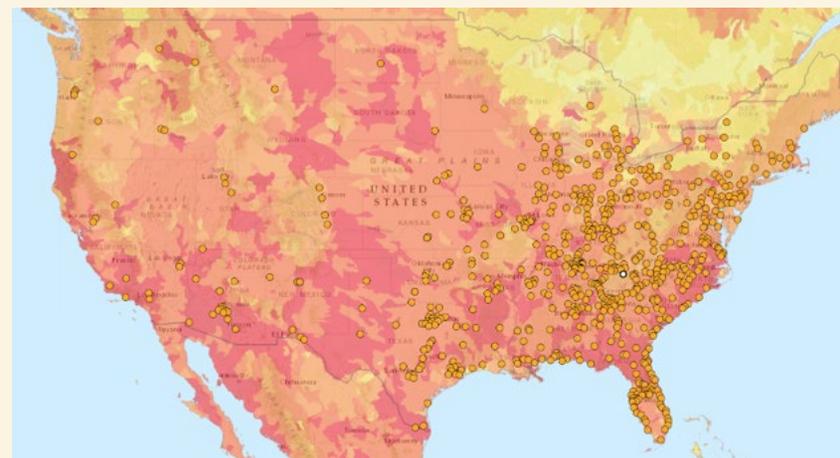
- It operates in an unstable, ineffective and poorly implemented regulatory environment
- It is not prepared for regulatory changes or experiencing restrictions and fines due to non-compliance with existing regulations

### A company may face reputational risk if:

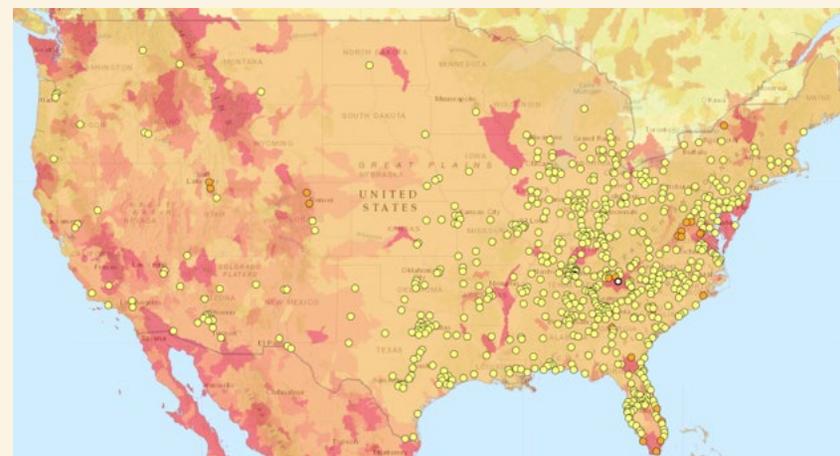
- Stakeholders and local communities perceive that it does not conduct business in a sustainable and responsible fashion with respect to biodiversity
- Certain pre-conditions in the land- and seascapes make reputational risk more likely to manifest (e.g., media scrutiny, conflict, protected areas)

To better understand our exposure to biodiversity risk, in early 2024 we used the WWF Biodiversity Risk Filter, a tool that enables companies to assess their physical and reputational biodiversity risk (regulatory risk assessment is under development). Uploading our portfolio of sites (stores and administrative buildings) and using the resulting heat maps, charts and tables, we were able to determine that none of our sites are in a “high risk” category for biodiversity-related physical or reputational risks. We are now exploring opportunities to extend this analysis to our supply chain in the future.

## PHYSICAL RISK



## REPUTATIONAL RISK



None of Cracker Barrel or Maple Street Biscuit Company stores or administrative facilities are located in areas of high biodiversity-related physical or reputational risk.

# WASTE AND WATER

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

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

At the end of FY 2023, we launched a new utility platform that helps target water usage reduction opportunities by store. Now that we have a complete year of data, we will begin to identify outliers to better understand opportunities for improved 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.

Over the last three years, we have undertaken a variety of measures to reduce our waste to landfill, including:

- Migrating to single stream recycling when it becomes available, adding plastics, metal and paper recycling to our standard cardboard recycling. Over the last three years, 31 stores have switched to single stream recycling.
- We now have 10 locations that participate in organics recycling. This waste is transferred to digestors that capture methane to create renewable energy such as electricity and heat.
- Consolidating waste vendors where possible, to have better aggregated data tracking. Beginning next year, we will have additional information to share on waste diversion, including food waste.

## WASTE AND WATER PERFORMANCE

Indicator	Unit	FY 2022	FY 2023	FY 2024
Total amount of waste	Metric tons (t)	134,386	153,714	157,090
Percentage food waste	Percent (%)	Not tracked	Not tracked	Not tracked
Percentage diverted	Percent (%)	26.3	17.2	16.4
Total water withdrawn	Thousands cubic meters (thousand m3)	6,363	8,052	4,864
Percentage in regions with high baseline water stress	Percent (%)	17.1	16.9	11.6
Water efficiency	Cubic meters water withdrawn per square foot of store area (m3/ft2)	0.96	1.22	0.75

Note: See page 32 for more information about our waste and water data methodology.

# GREAT *Food* AND RETAIL



# FOOD SAFETY

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



## FOOD SAFETY IN OUR RESTAURANTS

Our Quality Assurance team, overseen at our executive officer level, manages a comprehensive food safety assessment program that includes regular, unannounced visits to all stores several times per year, measuring them against FDA food safety standards as well as our own internal standards.

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

To ensure proper food handling procedures, we take a comprehensive approach to food safety training. In addition to food safety or food handling training required by local jurisdictions, all store employees take a Food Safety course that covers the basics of good personal hygiene, controlling time and temperature, preventing cross contamination, and cleaning and sanitation. We also require all Managers and Shift Leaders to achieve ServSafe certification, a food safety program created and maintained by the National Restaurant Association and accredited by The Conference for Food Protection (CFP) and the American National Standards Institute (ANSI).



## 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).<sup>2</sup> 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. In FY 2024 we upgraded our software platform for food safety, quality, and compliance based activities. This system enhances the supplier onboarding and management process and the automated solutions make managing recalls and withdrawals faster and easier.



## FOOD SAFETY PERFORMANCE

Indicator	Unit	FY 2022	FY 2023	FY 2024
Percentage of restaurants inspected by a food safety oversight body	Percent (%)	85	83	91
Number of recalls issued	Number (#)	1 <sup>3</sup>	0	0
Total amount of food recalled	Metric tons (t)	0.03	0	0
Number of confirmed foodborne illness outbreaks	Number (#)	0	0	1 <sup>4</sup>
Number of outbreaks resulting in a U.S. Centers for Disease Control and Prevention (CDC) investigation	Percent (%)	0	0	0

<sup>3</sup> 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.

<sup>4</sup> One Cracker Barrel restaurant was impacted in mid FY 2024. The issue was resolved through facilities upgrades, thorough cleaning practices and an environmental sampling program.

<sup>2</sup> 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.

# NUTRITION

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

## MAKING HEALTHY CHOICES

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

With our new innovation filters, our in-house team of strategists, chefs and nutritionist are continuously evaluating industry and consumer trends to identify products that both fit within our culinary strategy and enable us to appeal to existing and new target guests, and their variety of dietary and customization preferences. For example, our 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.



## NUTRITION AND ALLERGEN GUIDE

To accommodate our guests and help meet their dietary needs, guests can use an interactive nutrition and allergen guide through our QR code on the menus or directly on our website to customize their menu selection. Whether looking for menu items free from a major nine food allergy or finding a tasty alternative, guests now can easily search and customize a dish to meet their dietary

preferences. As we continue to assess nutrition opportunities, an in-depth review of current menu items will guide us to establish new goals. Whether it is to work towards sodium reduction, increase kid's menu offers, or improving ingredient quality, we will continue to provide our guests with the information they need to meet their specific dietary needs.

## NUTRITION PERFORMANCE <sup>5,6</sup>

Indicator	Unit	FY 2022	FY 2023	FY 2024
Adult Meal Options Consistent with National Dietary Guidelines	Percent of Relevant Menu Items (%)	12	16	12
	Revenue from Relevant Menu Items (\$ USD)	167,707,000	200,079,839	204,492,046
Kid Meal Options Consistent with National Dietary Guidelines	Percent of Relevant Menu Items (%)	25	33	40
	Revenue from Relevant Menu Items (\$ USD)	12,014,000	35,610,646	31,615,352
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

<sup>5</sup> Cracker Barrel Old Country Store, Inc. only, excludes Maple Street Biscuit Company stores.

<sup>6</sup> Cracker Barrel meals are highly customizable, with most meals including an entree (e.g. steak, pancakes, pork chop) and 1 or 2 sides (e.g. toast, hashbrown casserole, carrots, fried apples). Data in the table above reflect revenue from meals purchased where the entree meets dietary guidelines as follows: 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. The data above does not take into account whether a guest's entire meal as a whole (entree + sides) meets dietary guidelines, as the complexity of this data is beyond our current calculation capabilities. In addition, Cracker Barrel does not track which beverages are sold with individual meals. As a result, we have excluded beverage data.

# SUPPLY CHAIN SUSTAINABILITY

Ensuring that the right ingredients arrive in the right quantity at the right time is one of the biggest challenges in the restaurant industry. We are keenly aware of potential supply chain risks, including fluctuating food prices, labor challenges, changing weather patterns, increased costs associated with environmental, social and animal welfare regulations, and transportation delays. Our Supply Chain 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, accompanied by an onsite plant visit. For higher-risk categories, such as fresh produce, farm visits may also be conducted. Supplier visits include a facility review in which Cracker Barrel Quality Assurance physically walks the facility looking for any opportunities related to sanitation, pest control, facility structure and employee behaviors, including adherence to Good Manufacturing Practices (GMPs).

### DATA TRENDING & ANALYSIS

For brand-centric restaurant products, Cracker Barrel QA requires suppliers to upload to their online portal production KPI (Key Process Indicator) data on a weekly, biweekly, or monthly schedule, depending on production frequency. This data is fed into dashboards to monitor product and supplier performance to specification and used to work with suppliers when trending indicates the product may be drifting too far from the specified target. This data is also used by our Food Cost Team, in which QA participates, to ensure that stores are given fair food cost credit. In FY 2024, we upgraded our QA system to be faster and easier to use. Additional features that let us collaborate with suppliers gives us more control and speeds up response times.



## REDUCTION IN RECEIPT PAPER USE

In FY 2024, Cracker Barrel made an operational change by asking our guests whether they would like their receipt printed. This adjustment led to a decrease in usage of 82 metric tons which was a 40% decrease.



## PACKAGING SUPPLIER MAKING PROGRESS

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

### DART <sup>7</sup>

- By partnering with Position Green, Dart is tracking their full carbon footprint to enable them to commit to a science-based target reduction (“SBTi”). When they allocate their energy use to each pound of product produced, their energy intensity is down ~20% since 2017.
- Through a partnership with the Council of the Great Lakes Region, Dart supports funding for grant monies for companies and institutions in the Great Lakes Region to access drain screens to prevent land-based litter from entering the waterways.
- Dart accepts PP, PET, and EPS foam back from their customers for recycling through a program called Next Life Take Back Program.
- Dart sponsors composting and recycling programs at the Foodservice Packaging Institute. More than 21 million people have gained access to paper cup and container recycling through this work.

### SABERT <sup>7</sup>

- Sabert has committed to increasing unit sales from sustainable products to over 80% by 2025. In 2023, Sabert got closer to their goal with 72% of Sabert's unit sales coming from sustainable products.
- Sabert's manufacturing facilities are committed to energy conservation. In 2023, Sabert's manufacturing facilities saved over 3.1 million kWh of energy, which is equivalent to removing more than 492 cars from the road.
- Among total waste generated at all manufacturing facilities, 90% was recycled in 2023 with more than 99% of Sabert's secondary packaging waste, including cardboard, pallets, and plastics sacks, were reused or recycled.
- Sabert's Nuvida recycling facility in Monmouth Junction, New Jersey recycles bottle caps labels and produces resin from post-consumer and post-industrial waste.

<sup>7</sup> Information provided by suppliers and not independently verified by Cracker Barrel.



## INGREDIENT AND PACKAGING PERFORMANCE <sup>8</sup>

Indicator	Unit	FY 2022	FY 2023	FY 2024
Percent of food purchased that meets environmental and/or social sourcing standards	Percent (%) by cost	52	49	46
<i>Aquaculture: BAP 1-star or better</i>	Percent (%) by aquaculture cost	59	48	63
<i>Beef: National Cattlemen's Beef Association</i>	Percent (%) by beef cost	100	97	100
<i>Eggs: United Egg Producers</i>	Percent (%) by egg cost	100	100	100
<i>Chicken: National Chicken Council</i>	Percent (%) by chicken cost	96	98	100
<i>Pork: National Pork Producers Council</i>	Percent (%) by pork cost	89	88	88
<i>Dairy: Farmers Assuring Responsible Management (Dairy FARM program)</i>	Percent (%) by dairy cost	94	87	93
<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	92	89	94
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)	6,553	6,214	6,475
<i>Percentage made from recycled and/or renewable materials</i>	Percent (%)	45	42	47
<i>Percentage that is recyclable, reusable and/or compostable</i>	Percent (%)	93	90	93

<sup>8</sup> Cracker Barrel Old Country Store, Inc. only, excludes Maple Street Biscuit Company stores.

## ANIMAL WELFARE

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

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

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

### OUR ANIMAL WELFARE POLICY

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

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



### OUR TRANSITION TO CAGE-FREE EGGS<sup>9</sup>

We are committed to transitioning 100% of our egg supply to be cage-free by the end of calendar year 2026. We are pleased to report that we are on track to meet the first milestone in our glide path: by the end of December 2024, a minimum of 25% of our stores will source 100% cage-free eggs.

Our goal is to achieve 60% cage-free eggs by the end of 2025, and 100% by the end of 2026.

### OUR WORK ON CRATE-FREE PORK

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

<sup>9</sup> Our animal welfare disclosures on page 23 are based on our fiscal year performance. Our commitment to cage-free eggs is aligned to the calendar year. As a result, we have found it most helpful to both a) share the percentage of stores sourcing 100% cage-free eggs at each calendar year's end and b) also report the percentage of egg volume (percentage of liquid eggs by weight, percentage of shelled eggs by number) consumed across the fiscal year. Together, these numbers provide a better understanding of our progress over time.

To ensure that we're doing our part, in FY 2024 we:

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

## ENGAGING SUPPLIERS ON ANIMAL WELFARE

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

- Supplier readiness to meet new state animal welfare regulations 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 2024, we reached out to all of our protein suppliers and, overall, 86% of suppliers positively engaged in the assessment process, providing detailed information about their current practices and future plans.



## ANIMAL WELFARE PERFORMANCE <sup>10</sup>

Indicator	Unit	FY 2022	FY 2023	FY 2024
Percentage of shell eggs that originated from a cage-free environment	Percent (%) by number	3	3	6
Percentage of liquid eggs that originated from a cage-free environment	Percent (%) by weight	2	6	6
Percentage of pork produced without the use of gestation crates	Percent (%) by weight	<1	<1	1
Percentage of pork sows raised in group housing for the majority of the gestation cycle	Percent (%) by weight	29	29	27
Percentage of chicken protein sold that is produced without medically important antibiotics	Percent (%) by weight	99	98	100

<sup>10</sup> Cracker Barrel Old Country Store, Inc. only, excludes Maple Street Biscuit Company stores.

# AMAZING People



## OUR PEOPLE PROMISE

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.



### FAIR LABOR PERFORMANCE

Indicator	Unit	FY 2022	FY 2023	FY 2024
Voluntary turnover rate for restaurant employees	Rate	80	78	76
Involuntary turnover rate for restaurant employees	Rate	20	22	24
Tipped Employees	Percent (%) of Restaurant Staff	38	50	40
<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	3.49	3.66	3.64
<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Tipped Employees	52	63	81
<i>Paid Above Minimum Wage</i>	Percent (%) of Tipped Employees	48	27	19
Non-Tipped Employees	Percent (%) of Restaurant Staff	62	50	60
<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	12.04	13.64	14.02
<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Non-Tipped Employees	4	5	2
<i>Paid Above Minimum Wage</i>	Percent (%) of Non-Tipped Employees	96	95	98

## INVESTING IN OUR EMPLOYEES PAYS OFF

FY 2024 was an intense year of training and development for our teams. We introduced all new training for each of our store associate positions with an emphasis on increasing speed to proficiency within the first 90 days of employment. In order to validate competence, each employee must pass an exam before receiving a raise and promoting to the next level of PAR. Our Personal Achievement and Responsibility (PAR) program is our unique program for incentivizing and rewarding store associates for tenure and engagement. Once employees achieve PAR 3, they are invited to take additional development courses and apply to be a PAR 4, a special designation that comes with increased visibility and expectation. 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.

In late September/early October 2023, we held our first biennial managers' conference after a four-year hiatus. All of our General Managers, Retail Managers, District Managers and Regional Vice Presidents were invited to convene in Orlando, Florida for three days of intense training, development and business review. Key topics included delivering our People Promise through cultural leadership, leveraging our PAR 4 employee leaders, and operational excellence related to authentic selling, prime cost management and off-premise execution.

We provided in-person leadership development and multi-unit training to all of our District Managers. This effort began in FY 2023 and continued through FY 2024 to ensure every single DM received individualized attention through robust training at our Home Office, culminating in targeted business plans presented by DMs to their Regional Vice Presidents.

And finally, we made critical improvements to our hiring and training of new management talent. We closely tracked the success of our new hires with regular follow-ups and development through "Fireside Chats" held by our Regional Vice Presidents which allowed for deeper connection, mentoring and development.

These three initiatives (new store associate training, Managers' Conference, DM development) amounted to roughly \$7.5 million of investment, and additionally, we invested roughly \$14.8 million in training our 902 newly hired store managers in FY 2024. We believe all of these programs were foundational to our significantly improved employee and manager retention metrics and the turnaround in our guest experience scores.

### Turnover by PAR level (Rolling 12 month at FYE):

- PAR 2: 112%
- PAR 3: 80%
- PAR 4: 36%

Manager turnover (Rolling 12 month at FYE): 23%

## Our People Promise

### BELONGING

- We belong to a special group of people called the Cracker Barrel Family.
- We value what everyone brings to the table.

*We believe in Family. We care about your wellbeing and your success. We foster an atmosphere where employees care for each other like family. Our employees are encouraged to be themselves, and this means we accept and celebrate our differences.*

### RESPONSIBILITY

- We are all responsible for delivering extraordinary guest service.

*We are responsible for our actions and results. We focus on finding solutions, and we see our mistakes as learning opportunities. We do what's right, even when it isn't easy. We keep our promises and commitments.*

### TEAM

- Families work together. Pleasing People takes a team.

*We are a Team. We inspire each other to be our best selves, we encourage and support one another when we fall short, and we believe deeply in mutual respect. We look for ways to help each other, and we are not afraid to ask for help. Positive teamwork builds trust, reliance and cohesion.*

### MISSION

- If you aren't serving a guest, you should be serving someone who is.
- Treat everyone as you'd like to be treated yourself.

*We believe in Pleasing People. We exist to provide a sense of warmth and hospitality to every one of our guests. This means that our employees go out of their way to help each other and please our guests. We look for ways to inspire a smile and brighten someone's day.*



# BELONGING AND CULTURE

A Cracker Barrel dining room is a special place where the communities we serve can come together and feel at home. That sense of belonging we create for all our guests is an authentic extension of who we are at our core. At Cracker Barrel, Y'all means ALL.

In Fiscal Year 2024, the Diversity, Equity, Inclusion and Belonging (DEIB) department elevated its title to Culture, Belonging and Inclusion (CBI). This reframing allowed us to emphasize our commitment to Cracker Barrel's special culture which is creating a culture of hospitality that is welcoming, inclusive and respectful to all who walk through our door. Our CBI team is focused on drawing our circle even wider, finding ways to support a culture of belonging through education, leadership development, and opportunities for genuine connections. They do this through close partnerships with our Advisory Board, Council and BRGs.

**The CBI Advisory Board**, which includes our most senior field operators, meets quarterly to provide guidance to the CBI Leadership team on field issues and perspectives as well as champion initiatives. In FY 2024, the Advisory Board provided input on field and MIT education to include more leadership training featuring the first cultural pillar of our People Promise, "Belonging," and provided ongoing feedback on current initiatives.

**The CBI Council** is comprised of cross-functional field and home office employees who participate in our Business Resource Groups. The Council is the execution arm of our corporate initiatives and executes action plans to help cascade and amplify strategic initiatives within the field and home office. In FY 2024, the Council recommended a new BRG for people who are or have family members who are on the divergent spectrum (autism, ADHD, etc.).



They also provided suggestions on improving our externally facing career page and made recommendations on key topics to include in videos for field recruitment.

**Our Business Resource Groups (BRGs)** allow employees to come together in community around common interests, perspectives, and experiences. These employee-led organizations provide opportunities to network, develop leadership skills, and serve as cross-functional resources for our teams as they make decisions that impact our brand. In FY 2024, the popularity of our BRGs amongst our workforce spread, with membership increasing by 42%. Field Leaders were provided opportunities to join our BRGs and participated in a variety of our offerings - from local community events to professional development programs. Also in FY 2024, a new virtual community was launched within Cracker Barrel University's web site that expanded the reach of these groups to encourage our store associates to connect even more deeply with the brand and to provide them additional resources. Throughout FY 2024, BRG teams continued to partner with the CBI Council to identify and recommend strategies to attract and retain talent. BRG teams also reviewed Cracker Barrel scholarship applications and presented their recommendations to the Cracker Barrel Foundation's Board.

## LEADERSHIP TRAINING

In FY 2024, we expanded our Leadership Development Programs to include conversations on how to create an inclusive environment and the importance of individuation. Results from our engagement survey this year identified opportunities to coach leaders on creating welcoming environments and helping employees feel they belong. In our training programs, we review case studies to stimulate dialogue and encourage managers to ask real questions and talk about challenges honestly and openly.

## COLLABORATING WITH HBCUS

In FY 2024, our team focused on providing meals to the unhoused in partnership with Historically Black Colleges and Universities (HBCUs) and continued to conduct workshops to introduce students to career opportunities at Cracker Barrel during a three-hour skill development session teaching skills on applying for a job, resumé writing, and how to evaluate a job offer.

## DEMOGRAPHICS AND DIVERSITY PERFORMANCE

Indicator	Unit	FY 2022	FY 2023	FY 2024
Board of Directors	Number (#)	10	10	9
<i>Women</i>	Percent (%)	40	50	56
<i>Racial/Ethnic Minority</i>	Percent (%)	40	33	33
Executive Team	Number (#)	9	9	10
<i>Women</i>	Percent (%)	55	55	50
<i>Racial/Ethnic Minority</i>	Percent (%)	22	22	20
Professional Staff (includes Home Office and District Managers)	Number (#)	954	1,011	1,169
<i>Women</i>	Percent (%)	52	54	55
<i>Racial/Ethnic Minority</i>	Percent (%)	15	14	18
Store-Level Management	Number (#)	3,269	3,352	3,476
<i>Women</i>	Percent (%)	47	50	51
<i>Racial/Ethnic Minority</i>	Percent (%)	24	25	27
Hourly Staff	Number (#)	66,584	68,523	69,191
<i>Women</i>	Percent (%)	68	68	68
<i>Racial/Ethnic Minority</i>	Percent (%)	34	36	38



redirect unused food from our restaurants to local food banks. The platform focuses on three key areas: addressing food insecurity, supporting community needs, and reducing food waste.

- **FAMILY:** In FY 2024, through our donation of \$150,000 to Feeding America we helped provide access to 1.5 million meals for families facing food insecurity.
- **COMMUNITY:** Through our partnership with Second Harvest Food Bank of Middle Tennessee, Cracker Barrel Food for Families funded 160,000 meals through Second Harvest's Mobile Market and Neighbor Care programs. Both programs offer innovative solutions to addressing hunger across 46 counties in Middle and West Tennessee. We also donate \$10,000 to local food banks in communities where we opened new locations. This past year, the Food Bank of Northern Nevada received a \$10,000 donation to help provide 30,000 meals to food-insecure families in its local area.
- **ENVIRONMENT:** Our commitment to combat food waste through Feeding America's MealConnect Food Donation program is now in 39 locations. This program offers a more seamless donation approach to connect with local food banks to help alleviate food insecurity where we live and work. The results from this initiative produced 11,782 pounds of food, which is equivalent to 9,818 meals.

## GIVING BACK TO OUR COMMUNITIES

Since 1969, Pleasing People has been our mission. It drives our passion for serving and caring for people in the neighborhoods where we do business and inspires us to donate to worthy nonprofits that help provide care to those in need. The Cracker Barrel Old Country Store Foundation supports a number of nonprofit organizations and programs, awarding millions of dollars over more than 25 years. In addition, Cracker Barrel annually donates both monetary and in-kind goods to charitable organizations and community-enriching events across the nation. In 2021, we

established Cracker Barrel Food for Families, a company-wide platform that will enable us to care for our local communities in all new ways.

### PARTNERSHIP WITH FEEDING AMERICA

Restaurants in the United States generate an estimated 26 billion pounds of food waste each year. That is a waste problem, but also an opportunity to address hunger in our local communities. Our partnership with Feeding America® explores innovative ways to



## TO OUR TEAM MEMBERS CRACKER BARREL CARES

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

In calendar year 2024, more than 14,000 employees contributed to Cracker Barrel Cares. With those funds, Cracker Barrel Cares awarded more than \$560,000 in emergency grants to 329 deserving employees to assist with critical health conditions, funeral assistance, natural disasters, and intimate partner violence.

## SUPPORTING EDUCATION

The Cracker Barrel Old Country Store Foundation supports an annual employee scholarship program, which recognizes and rewards the accomplishments of Cracker Barrel employees and their children who excel in their studies and serve their communities. Since 2010, the Foundation has awarded over \$1 million in scholarship funding to assist over five hundred employees and their children with their educational goals; in FY 2024, we celebrated 75 deserving students by awarding them approximately \$85,000 in scholarship funding.

# About THIS REPORT

## BOUNDARIES AND SCOPE

Cracker Barrel issued its first Corporate Social Responsibility Report in 2019. This FY 2024 ESG Report is our fifth 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 2022, FY 2023 and FY 2024. Data is inclusive of all MSBC locations unless otherwise specified.

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

## ASSURANCE AND VERIFICATION

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

## UPDATES AND CORRECTIONS

Packaging data on page 22 has been updated to include additional products not included in prior ESG reports, and a change in methodology on how the percentages for recycled/renewable data are calculated. Previously, the percent of items made from recycled/renewable materials was reported, whereas we are now reporting the percent of total weight made from recycled/renewable materials.

This year, we discovered that our methodology for calculating water consumption (as a subset of water withdrawal) was inaccurately addressing stormwater discharges and overstating our water consumption totals. At this time, we do not have data capabilities to make a more accurate calculation, so we have removed water consumption totals from our disclosures. Water withdrawal totals continue to be disclosed.

## FOR MORE INFORMATION

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

### Adam Hanan

Director of Investor Relations  
Adam.Hanan@crackerbarrel.com

## CAUTIONARY STATEMENT ABOUT FORWARDLOOKING STATEMENTS

In this report, statements may be made regarding beliefs and expectations regarding the Company's future plans, disclosures, results or expected future events. These are known as forward-looking statements, which involve risks and uncertainties that in many cases are beyond management's control and may cause actual results to differ materially from expectations. We caution our readers in considering forward-looking statements and information. Many of the factors that could affect results are described in detail in our reports that we file with or furnish to the SEC. Finally, the information shared in this report is valid as of December 20, 2024, and the Company undertakes no obligation to update it except as may be required under applicable law.

## DATA AND METHODOLOGY NOTES

### ENERGY AND WATER NOTES

In FY 2024, we switched to a new utility management vendor. This vendor tracks our electricity, natural gas and water bills (consumption and costs), which we use for our energy, water and carbon calculations. Because of this change in data collection methodology, there are likely to be small shifts in the way that data was captured in comparison to previous years. As a result, there may be some small omissions and/or duplications between FY 2023 and FY 2024 data. We believe these conflicts are insignificant in the overall totals.

## WASTE NOTES

Cracker Barrel uses a variety of vendors to manage waste and recycling, only some of which provide quantitative measurements of waste volumes. As we move towards a more consolidated vendor approach, we have extrapolated for 100% of our Cracker Barrel Old Country Stores based on average per-store waste volumes and diversion percentages from available data. Maple Street Biscuit Company stores are excluded from this calculation due to lack of reliable data.

## CARBON EMISSIONS

Our carbon footprint methodology is aligned with the GHG Protocol and included an emissions identification process to determine the materiality of all relevant Scope 1, 2 and 3 emissions.

### SCOPE 1 AND 2 EMISSIONS

Cracker Barrel uses an operational control approach to carbon calculations, and all stores and administrative facilities were included in Scope 1 and 2 emissions calculations.

Refrigerants are estimated based on HVAC equipment, associated refrigerant type, and estimated leakage rate. The higher refrigerant emissions for FY 2023 and FY 2024 are a result of a more accurate HVAC asset list, not an increase in refrigerant use.

### SCOPE 3 EMISSIONS

- **Category 1: Purchased Goods and Services.** We used spend analysis (EEIO emissions factors) to estimate the emissions associated with our purchased goods and services, comprising 20+ spend categories and excluding costs related to payroll/benefits, legal fees, charitable contributions, bank-related charges and other categories unrelated to the purchase of goods and services.
- **Category 2: Capital Goods.** We used spend analysis (EEIO emissions factors) to estimate the upstream impacts associated with depreciable purchases made in FY 2024.
- **Category 3: Other Fuel and Energy.** We used spend analysis (EEIO emissions factors) to estimate the well-to-wheel upstream impacts associated with the use of energy consumed at our sites (Scope 1 and 2 energy).
- **Category 4: Upstream Transportation and Distribution.** These calculations include the transportation impacts of 1) food deliveries and 2) retail deliveries from our suppliers, using activity data and EPA Emissions Hub emissions factors (e.g. CO<sub>2</sub>e per ton-mile, CO<sub>2</sub>e per vehicle mile) according to transportation mode (ocean freight, truck, rail, etc.). Impacts associated with courier/messenger/postal service activities from internal operations are included in Scope 3, Category 1 (Purchased Goods and Services).
- **Category 5: Waste Generated in Operations.** These calculations were based on activity data (weight) for the following waste categories: Municipal Trash to Landfill, Cardboard to Recycle, Mixed Recycle, Organics, Glass, and Other.
- **Category 6: Business Travel.** This category included 1) air travel 2) ground travel and 3) hotel/lodging accommodations. EPA Emissions Hub emissions factors were used, and air emissions include a radiative forcing multiplier of 1.9, aligned with the Defra methodology for air travel.
- **Category 7: Employee Commuting.** Commuting impacts were determined using average-distance calculations for each employee, adjusted for the estimated number of commuting days per week. We assumed that all commuting was done in single-passenger vehicles.
- **Category 9: Downstream Transportation and Distribution.** This calculation includes both transportation impacts for 1) food deliveries to guests using 3rd party vendors (e.g. UberEats, Door Dash) and 2) take-out orders where guests picked up their food using their personal vehicles. EPA Emissions Hub emissions factors, were used with the assumption that all downstream transportation was done in a single-driver passenger vehicle.
- **Category 12: End of Life Treatment of Sold Products.** This category comprises menu items (food and packaging) ordered by a guest for offsite consumption. (Menu items consumed in store are calculated as part of Scope 3, Category 5: Waste Generated in Operations.) We assumed that all to-go packaging is disposed of, and that 10% of to-go food is thrown away. EPA Emissions Factor Hub emissions factors for waste by type and disposition method were then used to model end of life emissions.

The following Scope 3 categories were not included in Cracker Barrel's carbon footprint:

- Category 8: Upstream Leased Assets: All upstream leased facilities fall under Cracker Barrel's operational control and are therefore included in our Scope 1 and 2 emissions
- Category 10: Processing of Sold Products: Not relevant
- Category 11: Use of Sold Products: Not relevant
- Category 13: Downstream Leased Assets: Not relevant
- Category 14: Franchises: Not relevant
- Category 15: Investments: Not relevant

# ESG Tearsheet

SASB Reference	Indicator	Unit	FY 2022	FY 2023	FY 2024	
FB-RN-130a.1	Total energy consumed	Gigajoules (GJ)	3,403,695	3,439,986	3,623,721	
	Percent grid electricity	Percent (%)	61	62	49	
	Percent renewable energy <sup>11</sup>	Percent (%)	0	0	0	
	Energy intensity	Gigajoules of energy per square foot of store area (GJ/ft <sup>2</sup> )	0.53	0.54	0.57	
	Scope 1 emissions total	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	85,897	90,153	99,661	
	Stationary					
		<i>Natural Gas</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	63,177	63,524	72,989
		<i>Propane</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	2,091	1,860	2,208
	Mobile					
		<i>Gasoline</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	1,711	1,541	1,796
		<i>Diesel</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	11	14	16
		<i>Kerosene Jet Fuel</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	2,392	2,071	1,616
	Fugitive Emissions					
		<i>Refrigerants</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	16,516	21,143	21,036
	Scope 2 emissions total		Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	280,141	239,307	194,725
	<i>Electricity</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	280,141	239,307	194,725	
Scope 3 emissions total			Not tracked		1,207,225	
	<i>Cat 1: purchased goods and services</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	Not tracked		944,044	
	<i>Cat 2: capital goods</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	Not tracked		27,894	
	<i>Cat 3: other fuel and energy</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	Not tracked		72,894	
	<i>Cat 4: upstream transportation and logistics</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	Not tracked		12,329	
	<i>Cat 5: waste generated in operations</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	Not tracked		79,244	
	<i>Cat 6: business travel</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	Not tracked		1,202	
	<i>Cat 7: employee commuting</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	Not tracked		58,356	
	<i>Cat 9: downstream transportation and logistics</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	Not tracked		9,240	
	<i>Cat 12: end of life treatment of sold products</i>	Metric tons of carbon dioxide equivalent (tCO <sub>2</sub> e)	Not tracked		2,022	

<sup>11</sup> This row reflects renewable energy purchased above and beyond what is provided by the relevant electricity utility grids.

SASB Reference	Indicator	Unit	FY 2022	FY 2023	FY 2024
FB-RN-150a.1	Total amount of waste	Metric tons (t)	98,102	153,714	157,090
	Percentage food waste	Percent (%)	Not tracked	Not tracked	Not tracked
	Percentage diverted	Percent (%)	26.3	17.2	16.4
FB-RN-140a.1	Total water withdrawn	Thousands cubic meters (thousand m3)	6,363	8,052	4,864
	Percentage in regions with high baseline water stress	Percent (%)	17.1	16.9	11.6
	Water efficiency	Cubic meters water withdrawn per square foot of store area (m3/ft2)	0.96	1.22	0.75
FB-RN-250a.1	Percentage of restaurants inspected by a food safety oversight body	Percent (%)	85	83	91
FB-RN-250a.2	Number of recalls issued	Number (#)	1 <sup>12</sup>	0	0
	Total amount of food recalled	Metric tons (t)	0.03	0	0
FB-RN-250a.3	Number of confirmed foodborne illness outbreaks	Number (#)	0	0	1 <sup>13</sup>
	Number of outbreaks resulting in a U.S. Centers for Disease Control and Prevention (CDC) investigation	Percent (%)	0	0	0
FB-RN-260a.2 <sup>14</sup>	Adult Meal Options Consistent with National Dietary Guidelines	Percent of Relevant Menu Items (%)	12	16	10
		Revenue from Relevant Menu Items (\$ USD)	167,707,000	200,079,839	204,492,046
	Kid Meal Options Consistent with National Dietary Guidelines	Percent of Relevant Menu Items (%)	25	33	40
		Revenue from Relevant Menu Items (\$ USD)	12,014,000	35,610,646	31,615,352
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

<sup>12</sup> 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.

<sup>13</sup> One Cracker Barrel restaurant was impacted in mid FY2024. The issue was resolved through facilities upgrades, thorough cleaning practices and an environmental sampling program.

<sup>14</sup> Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

SASB Reference	Indicator	Unit	FY 2022	FY 2023	FY 2024
FB-RN-430a.1 <sup>15</sup>	Percent of food purchased that meets environmental and/or social sourcing standards	Percent (%) by cost	52	49	46
	<i>Aquaculture: BAP 1-star or better</i>	Percent (%) by aquaculture cost	59	48	63
	<i>Beef: National Cattlemen's Beef Association</i>	Percent (%) by beef cost	100	97	100
	<i>Eggs: United Egg Producers</i>	Percent (%) by egg cost	100	100	100
	<i>Chicken: National Chicken Council</i>	Percent (%) by chicken cost	96	98	100
	<i>Pork: National Pork Producers Council</i>	Percent (%) by pork cost	89	88	88
	<i>Dairy: Farmers Assuring Responsible Management (Dairy FARM program)</i>	Percent (%) by dairy cost	94	87	99
	<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	92	89	94
	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 <sup>15</sup>	Total weight of packaging	Metric tons (t)	6,553	6,214	6,475
	<i>Percentage made from recycled and/or renewable materials</i>	Percent (%)	45	42	47
	<i>Percentage that is recyclable, reusable and/or compostable</i>	Percent (%)	93	90	93
FB-RN-430a.2 <sup>15</sup>	Percentage of shell eggs that originated from a cage-free environment	Percent (%) by number	3	3	6
	Percentage of liquid eggs that originated from a cage-free environment	Percent (%) by weight	2	6	6
	Percentage of pork produced without the use of gestation crates	Percent (%) by weight	<1	<1	1
	Percentage of pork sows raised in group housing for the majority of the gestation cycle	Percent (%) by weight	29	29	27
	Percentage of chicken protein sold that is produced without medically important antibiotics	Percent (%) by weight	99	98	100
Board of Directors	Board of Directors	Number (#)	10	10	10
	<i>Women</i>	Percent (%)	40	50	50
	<i>Racial/Ethnic Minority</i>	Percent (%)	40	33	30
	Executive Team	Number (#)	9	9	9
	<i>Women</i>	Percent (%)	55	55	55
	<i>Racial/Ethnic Minority</i>	Percent (%)	22	22	11

<sup>15</sup> Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

SASB Reference	Indicator	Unit	FY 2022	FY 2023	FY 2024
	Professional Staff (includes Home Office and District <i>Managers</i> )	Number (#)	954	1,011	1,169
	<i>Women</i>	Percent (%)	52	54	55
	<i>Racial/Ethnic Minority</i>	Percent (%)	15	14	18
	Store-Level Management	Number (#)	3,269	3,352	3,476
	<i>Women</i>	Percent (%)	47	50	51
	<i>Racial/Ethnic Minority</i>	Percent (%)	24	25	27
	Hourly Staff	Number (#)	66,584	68,523	69,191
	<i>Women</i>	Percent (%)	68	68	68
	<i>Racial/Ethnic Minority</i>	Percent (%)	34	36	38
FB-RN-310a.1	Voluntary turnover rate for restaurant employees	Rate	80	78	76
	Involuntary turnover rate for restaurant employees	Rate	20	22	24
FB-RN-310a.2	Tipped Employees	Percent (%) of Restaurant Staff	38	50	40
	<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	3.49	3.66	3.64
	<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Tipped Employees	52	63	81
	<i>Paid Above Minimum Wage</i>	Percent (%) of Tipped Employees	48	27	19
	Non-Tipped Employees	Percent (%) of Restaurant Staff	62	50	60
	<i>Average Hiring Rate</i>	Pay rate (\$ USD) per Hour	12.04	13.64	14.02
	<i>Paid at Federal/State Minimum Wage</i>	Percent (%) of Non-Tipped Employees	4	5	2
	<i>Paid Above Minimum Wage</i>	Percent (%) of Non-Tipped Employees	96	95	98
FB-RB-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	See page 17-18 and 20-25		
FB-RN-000.A	Number of Company-owned restaurants	Number (#)	715	719	724
	Number of franchise restaurants	Number (#)	0	0	0
FB-RN-000.B	Number of employees at Company-owned restaurants	Number (#)	74,078	73,061	72,667
	Number of employees at franchise locations	Number (#)	0	0	0



**Cracker Barrel**  
Old Country Store