



## Annual Shareholder Meeting

November 21, 2019





**Bill McCarten**

Chairman, Board of Directors



**Rich Wolfson**

Senior Vice President,  
General Counsel and Corporate Secretary



**Bill McCarten**

Chairman, Board of Directors



**Sandy Cochran**

President and Chief Executive Officer

# Cautionary Note

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This Presentation and any commentary provided by the Company's management in connection herewith are qualified in their entirety by the provisions set forth in the Appendix to this Presentation, on the page entitled "Forward Looking Statements and Safe Harbor Treatment". *Please read that page carefully, as it provides important precautions about this Presentation and management's commentary.*



# Our management team

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Sandy Cochran



Doug Couvillion



Laura Daily



Jill Golder



Mike Hackney



Rich Wolfson



# Our Enhance, Expand, Extend strategy remains our roadmap to delivering continued shareholder returns

**ENHANCE**  
*The Core*

**EXPAND**  
*The Footprint*

**EXTEND**  
*The Brand*

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



AN **OUTSTANDING** EMPLOYEE EXPERIENCE



AN **OUTSTANDING** GUEST EXPERIENCE



**IMPROVED** SALES & TRAFFIC



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**ENHANCE**

*The Core*

**EXPAND**

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**EXTEND**

*The Brand*



We focused on introducing new and craveable food as we seek to satisfy guest preferences for variety and craveability



# The rollout of our Signature Fried Chicken platform was a major initiative in fiscal 2019



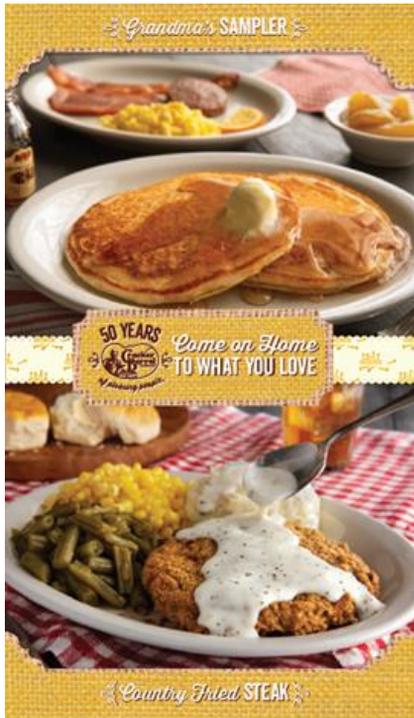
We continue to be pleased with the growth of our off-premise business, which is a major driver of topline growth



 DOORDASH



# We refined our marketing strategy to better highlight our unique, craveable food and our everyday value



We're participating in the Macy's Thanksgiving Day Parade to celebrate our 50<sup>th</sup> anniversary and the special connection Cracker Barrel has with Thanksgiving



As part of this campaign, our vintage red truck is making a road trip in which it will be pulling a “tiny store” and stopping at iconic U.S. landmarks and holiday events



# We continue to leverage our music program to build awareness and deliver brand impressions

HONORING COUNTRY MUSIC'S  
LEGENDARY LADIES *and* RISING STARS

50 YEARS  
Cracker Barrel  
FIVE DECADES  
ONE Voice

Watch exclusive performances at  
[CRACKERBARREL.COM/ONEVOICE](http://CRACKERBARREL.COM/ONEVOICE)

New Music Release

50 YEARS  
Cracker Barrel  
FIVE DECADES  
ONE Voice

HONORING COUNTRY MUSIC'S  
LEGENDARY LADIES *and* RISING STARS.

\*\$1.00\* of the sales price  
of this CD will be donated to  
She Is The Music.

SHE IS THE MUSIC

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SHOPCRACKERBARREL.COM



We continue to focus on providing unique merchandise at compelling values in our retail shop



# We have been focused on enhancing the employee experience to drive improvements to the guest experience



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**ENHANCE**

*The Core*

**EXPAND**

*The Footprint*

**EXTEND**

*The Brand*



# We opened eight Cracker Barrel stores in FY19



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**ENHANCE**

*The Core*

**EXPAND**

*The Footprint*

**EXTEND**

*The Brand*



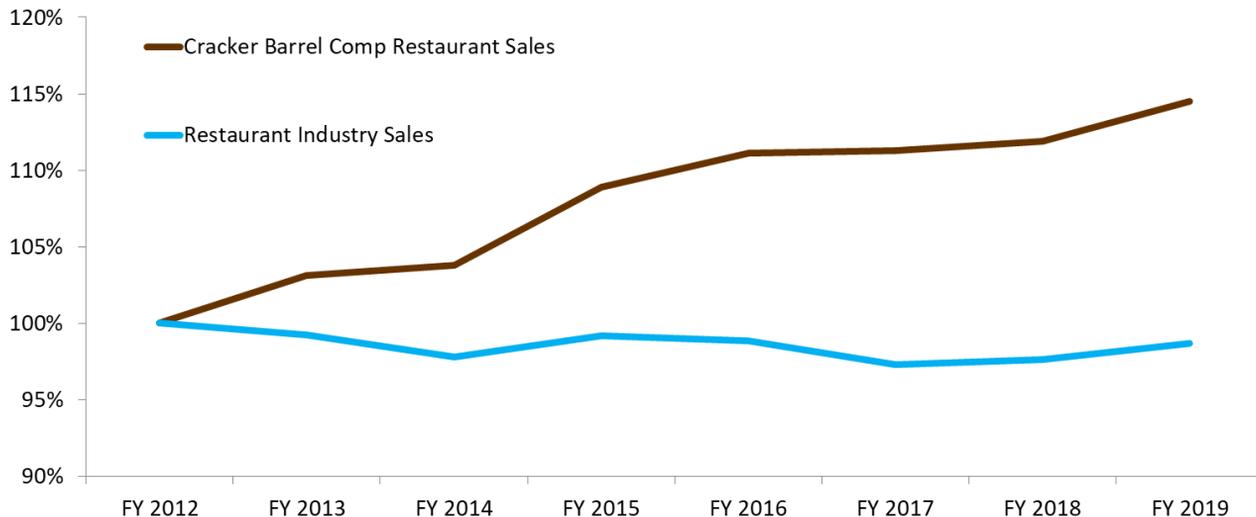
# We're excited about our strategic relationship with Punch Bowl Social



# We believe our acquisition of Maple Street Biscuit Company will also drive long-term value creation



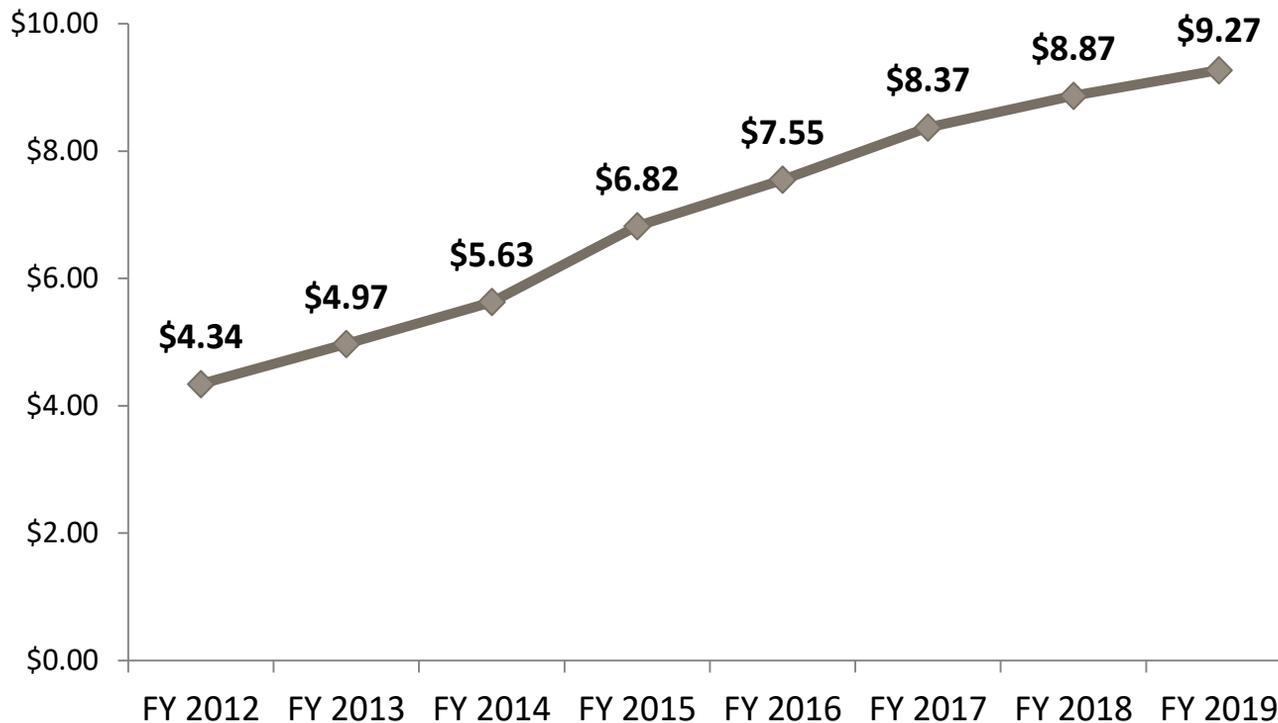
# Our sales performance has outperformed the restaurant industry



Industry Source: The Knapp Track Index



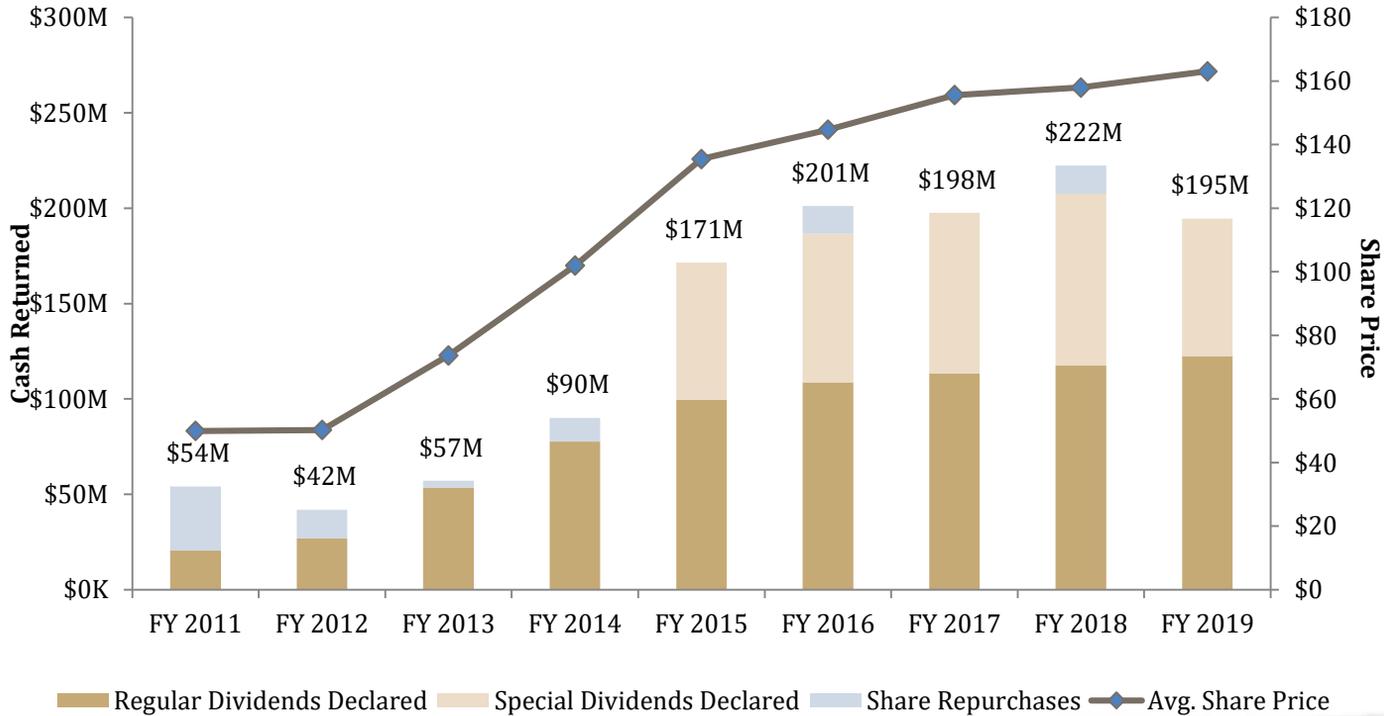
## We have continued to grow earnings per share



Note: As-Adjusted EPS. See reconciliation tables in Appendix



# We continue to deliver value to our shareholders



# ENHANCE

*The Core*

## EXPAND

*The Footprint*

## EXTEND

*The Brand*

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



AN OUTSTANDING  
EMPLOYEE EXPERIENCE



AN OUTSTANDING  
GUEST EXPERIENCE



IMPROVED  
SALES & TRAFFIC



50 YEARS



*of pleasing people*™

**Appendix**



# Forward Looking Statements and Safe Harbor Treatment

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

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

The Company's past results of operations do not necessarily indicate its future results, and the Company's future results may differ materially from the Company's past results and from the expectations and plans of the Company expressed in this Presentation and management's commentary due to various risks and uncertainties, including the risk factors discussed in the "Risk Factors" section of the Company's Annual Report on Form 10-K for the fiscal year 2018 filed on September 27, 2019, and other risk factors detailed from time to time in the Company's filings with the Securities and Exchange Commission.

This presentation and the forward-looking statements contained therein and in management's commentary speak only as of November 21, 2019. Except as otherwise required by applicable laws, the Company undertakes no obligation to publicly update or revise any forward-looking or other statements included in this Presentation or management's commentary, whether as a result of new information, future events, changed circumstances or any other reason.



## Reconciliation of GAAP basis operating results to adjusted non-GAAP operating results

(\$000s except EPS)	<u>Twelve months ended August 3, 2012</u>				<u>Twelve months ended August 2, 2013</u>			<u>Twelve months ended August 1, 2014</u>			
	As Reported	Adjust (1), (2)	53rd week	As Adjusted	As Reported	Adjust (1), (2), (3)	As Adjusted	As Reported	Adjust (1)	53rd week	As Adjusted
Store operating income	337,146	-	(11,093)	326,053	344,786	-	344,786	337,793	-		337,793
General and administrative expenses	146,171	(6,863)	(1,370)	137,938	143,262	(5,634)	137,628	129,387	(4,313)		125,074
Operating income	190,975	6,863	(9,723)	188,115	201,524	5,634	207,158	208,406	4,313		212,719
Interest Expense	44,687	-	(811)	43,876	35,742	-	35,742	17,557	-		17,557
Pretax income	146,288	6,863	(8,912)	144,239	165,782	5,634	171,416	190,849	4,313		195,162
Provision for income taxes	43,207	2,027	(2,632)	42,602	48,517	3,847	52,364	58,721	1,327		60,048
Net income	\$ 103,081	\$ 4,836	\$ (6,280)	\$ 101,637	\$ 117,265	\$ 1,787	\$ 119,052	\$ 132,128	\$ 2,986		\$ 135,114
Earning per share - Basic	\$ 4.47	\$ 0.21	\$ (0.27)	\$ 4.41	\$ 4.95	\$ 0.08	\$ 5.02	\$ 5.55	\$ 0.13		\$ 5.68
Earning per share - Diluted	\$ 4.40	\$ 0.21	\$ (0.27)	\$ 4.34	\$ 4.90	\$ 0.07	\$ 4.97	\$ 5.51	\$ 0.12		\$ 5.63

(\$000s except EPS)	<u>Twelve Months ended July 31, 2015</u>				<u>Twelve Months ended July 29, 2016</u>			<u>Twelve months ended August 3, 2018</u>			
	As Reported	Adjust (3), (4)	As Adjusted	As Reported	Adjust (3), (5)	As Adjusted	As Reported	Adjust (6)	53rd week	As Adjusted	
Store operating income	402,424	-	402,424	423,453	-	423,453	437,348		(13,309)	424,039	
General and administrative expenses	147,544	(3,519)	144,025	142,982	-	142,982	143,756		(2,071)	141,685	
Operating income	254,880	3,519	258,399	280,471	-	280,471	293,592		(11,238)	282,354	
Interest Expense	16,679	-	16,679	14,052	-	14,052	15,169		(323)	14,846	
Pretax income	238,201	3,519	241,720	266,419	-	266,419	278,423		(10,915)	267,508	
Provision for income taxes	74,298	3,417	77,715	77,120	7,604	84,724	30,803	25,596	(2,383)	54,016	
Net income	\$ 163,903	\$ 102	\$ 164,005	\$ 189,299	\$ (7,604)	\$ 181,695	\$ 247,620	\$ (25,596)	\$ (8,532)	\$ 213,492	
Earning per share - Basic	\$ 6.85	\$ 0.01	\$ 6.86	\$ 7.91	\$ (0.32)	\$ 7.59	\$ 10.31	\$ (1.06)	\$ (0.36)	\$ 8.89	
Earning per share - Diluted	\$ 6.82	\$ -	\$ 6.82	\$ 7.86	\$ (0.31)	\$ 7.55	\$ 10.29	\$ (1.06)	\$ (0.36)	\$ 8.87	

(1) Charges and tax effects of proxy contest(s) or special meeting of shareholders.

(2) Severance, other charges and tax effects related to organizational changes.

(3) Provision for taxes adjusted to exclude the prior year favorable effect of the retroactive reinstatement of the Work Opportunity Tax Credit.

(4) Accrued liability and tax effects related to the settlement of the Fair Labor Standards Act litigation.

(5) Provision for income taxes adjusted for reversal of certain provisions for uncertain tax positions.

(6) One-time non-cash revaluation of net deferred tax liability

