



FY 2025
Corporate
RESPONSIBILITY
REPORT

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Letter From THE CEO



Since 1969, Cracker Barrel has been a place where families and travelers alike feel at home. From the very beginning, our values have been simple: hard work, family, and homestyle food made with care. These values are what allow us to ensure that every plate served and every interaction with our guests reflects the care and quality we stand for. Put simply, they embody our mission of Pleasing People.

To continue delivering on our mission and providing the comfort, community, and country hospitality that keeps people coming through our doors year after year, we make serving high-quality homestyle food, providing a great guest experience, and taking care of our team members our top priorities. With the launch of our Employee Value

Proposition in 2025, “All in Good Company” we reaffirm that caring for our people is the foundation of delivering the hospitality our guests cherish—because when employees thrive, so does Cracker Barrel.

Throughout 2025 our Board of Directors and internal teams worked together to identify and take advantage of opportunities to further advance our mission of Pleasing People, which I am proud to present in the 2025 Corporate Responsibility Report. It reflects the impact we are making across many dimensions, including food safety and quality, resource efficiency and optimization, workplace culture, and community engagement. Whether you are a guest, an employee, a shareholder, or other Cracker Barrel stakeholder, we remain committed to meeting your expectations as we move into 2026—staying true to our heritage of authentic country-style cooking and making every meal feel just like home—and protecting the success of our business for the long term.

As always, thank you for your support and trust.

Julie Masino

Julie Masino
President and Chief Executive Officer



About CRACKER BARREL

Living **The Herschel Way** means carrying forward our long-standing mission in a new way. It is how we welcome guests like family.

For more than 56 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. At Cracker Barrel, we believe in the goodness of country hospitality and are always serving up more than a meal. This culture of country hospitality is reflected in “The Herschel Way.”

The Herschel Way is our standard for hospitality. Named for Uncle Herschel McCartney, a symbol of genuine care and country warmth, it reminds us that how we serve matters just as much as what we serve. The Herschel Way comes to life in four simple but powerful ways.

- I. Welcome with Warmth: We greet every guest with a sincere smile and a personal connection. Everyone deserves to feel seen and valued.
- II. Serve with a Story: We share the stories behind our food and retail and we also share our own stories with one another. These stories bring meaning to what we do and connect us in authentic ways.
- III. Make the Moment: We look for opportunities to go above and beyond for our guests.
- IV. Everyone Leaves Happy: We end every interaction with gratitude and care, making sure guests leave smiling and team members feel genuinely appreciated.



★ 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 1, 2025

EMPLOYEES

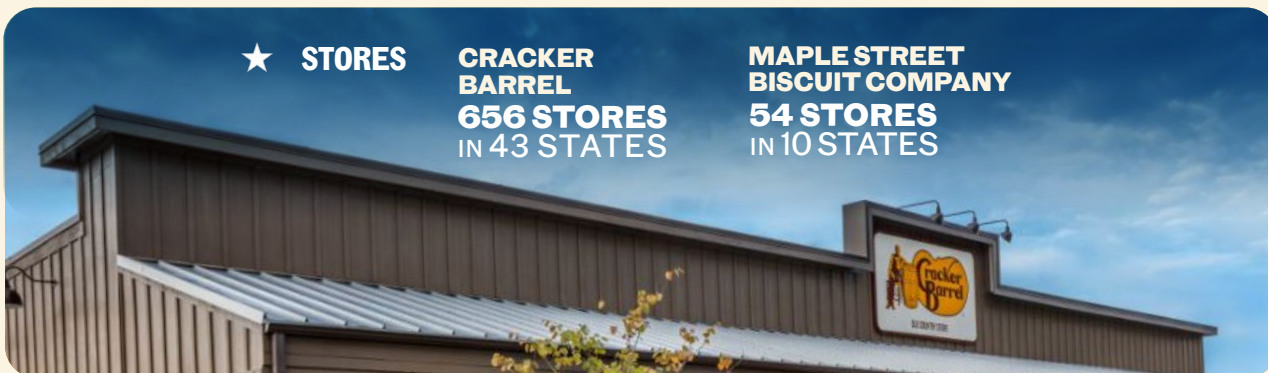
**CRACKER
BARREL**
75,099

**MAPLE STREET
BISCUIT
COMPANY**
1,088

★ STORES

**CRACKER
BARREL**
656 STORES
IN 43 STATES

**MAPLE STREET
BISCUIT COMPANY**
54 STORES
IN 10 STATES





OUR APPROACH TO CORPORATE RESPONSIBILITY

The Board of Directors of Cracker Barrel sets high standards for the Company's employees, officers, and directors, and oversees processes designed to ensure the Company's, and Company employees', compliance with applicable laws and regulations and the Company's Code of Business Conduct.

HOW WE MANAGE CORPORATE RESPONSIBILITY

PUBLIC RESPONSIBILITY COMMITTEE (PRC)

This Board committee has overall responsibility for our corporate responsibility strategy, including sustainability reporting and alignment with external standards.

CORPORATE RESPONSIBILITY STEERING COUNCIL

Senior executive team reporting to the PRC responsible for ensuring corporate responsibility and sustainability is integrated into business decision-making functions aligned to business priorities. Meets monthly to review sustainability strategy and ongoing sustainability implementation.

CORPORATE RESPONSIBILITY TASKFORCE

Cross-functional team of subject matter experts responsible for day-to-day management of corporate responsibility topics like food safety and charitable giving. Meets several times a year as a group, in addition to smaller team meetings on a project-by-project basis.

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](#).

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 expected to be familiar with and adhere to the Code and must review and acknowledge it upon joining Cracker Barrel. Store management and field leaders have a heightened responsibility to model ethical behavior and ensure their teams understand and uphold our values, policies, and legal obligations. As a part of this obligation, they are required to complete annual compliance training as well as ethics training.

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 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, cybersecurity is a top priority reviewed by our executive leadership, our Audit Committee, and our Board of Directors on a regular basis. Cybersecurity is a constantly evolving arena in which no company can declare victory or stop taking action.

While we are pleased with the progress we have made in this area, we recognize that 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, respond to, 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 a range of topics such as 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. Our most recent assessment found that we have continued to holistically increase the maturity of Cracker Barrel's Cybersecurity program.

SECURE AI USE

Cracker Barrel has implemented layered controls to ensure the secure and responsible use of Generative AI across its operations. This includes publishing an AI policy that mandates transparency,

bias mitigation, cybersecurity controls, and compliance with legal and regulatory standards. The Information Security and Legal teams jointly lead an AI Governance Board that reviews AI use cases and directs training for developers and business users. Risky tools are proactively blocked, and approved solutions are deployed with safeguards to protect company and guest data. Awareness campaigns, including video-based learning and Cybersecurity Awareness Month presentations, reinforce best practices and highlight emerging risks with AI.

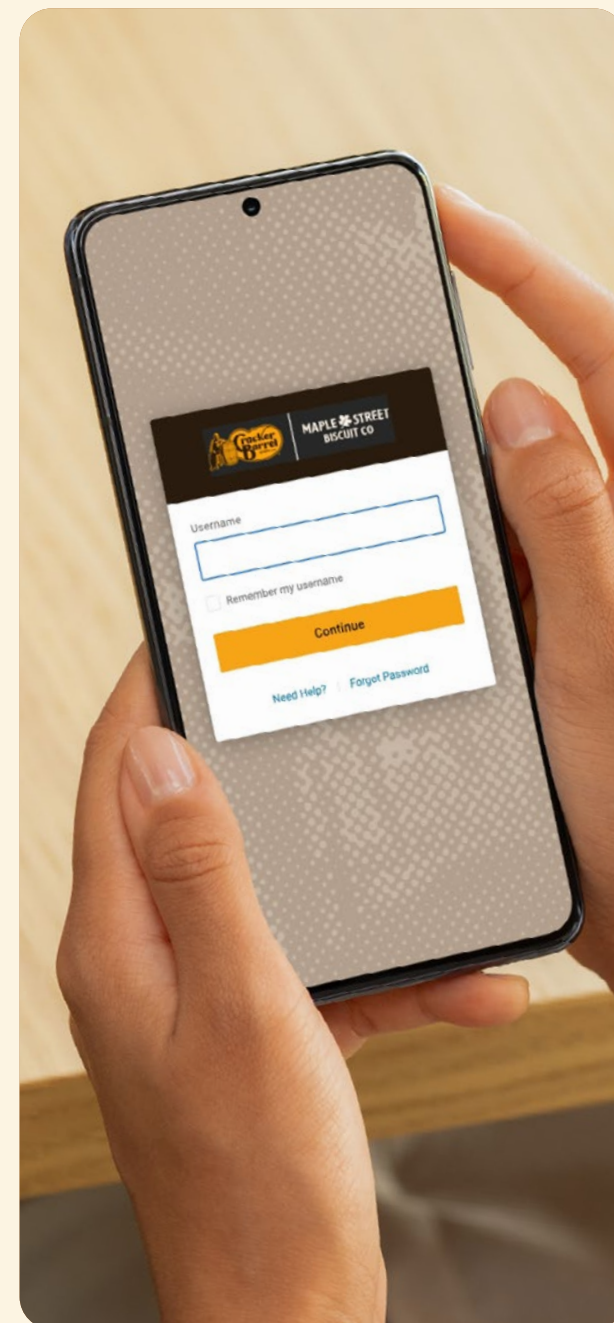
AUTOMATING ACCOUNT SECURITY

Cracker Barrel has strengthened its cybersecurity posture by automating employee account management and implementing layered protections to secure employee identities. Automated processes for creating, managing, and removing accounts reduce human error, accelerate onboarding and offboarding, and ensure timely access changes. These controls are reinforced by continuous monitoring, targeted training for IT administrators, and awareness campaigns that empower employees to recognize and report threats.

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



Efficient OPERATIONS



ENERGY & 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 essential to our long-term business resilience. Our [Environment, Health and Safety \(EHS\) Policy](#) commits us to reduce pollution and optimize energy use to drive business resiliency. Responsibility for implementing the policy is held by the Corporate Responsibility Steering Council.

FOCUS ON ENERGY EFFICIENCY

As part of our ongoing store improvement efforts, we are focused on reducing energy consumption through targeted upgrades and operational enhancements. In FY 2025, we began testing smart thermostats and will be expanding that pilot program to more locations in FY 2026. Additionally, we laid the groundwork for an HVAC optimization pilot and will begin installations and equipment upgrades for that program in the coming months. To enhance visibility and control over energy use, we are exploring the implementation of energy management systems (EMS) that allow for remote monitoring and adjustment of HVAC and lighting performance. Finally, we are assessing operational practices—such as staggered equipment startup times and staff training—to ensure energy is used only when needed, reinforcing our commitment to operational efficiency, reducing cost, and environmental stewardship.

MANAGING OUR CARBON FOOTPRINT

Since establishing our baseline in FY 2019, Cracker Barrel has measured Scope 1 and Scope 2 emissions annually and expanded our tracking to include Scope 3 upstream and downstream emissions. This comprehensive approach provides greater transparency into our total value chain climate impact and informs our optimization strategies. In FY 2025, we enabled the installation of electric vehicle infrastructure by launching our first Direct Current Fast Charging (DCFC) Level 3 charger bank in East Ridge, TN. With four additional installations already open and six more under construction, we are exploring opportunities to continue supporting EV infrastructure where it aligns with our guest needs and operational feasibility.

ENERGY

INDICATOR	UNIT	FY 2023	FY 2024	FY 2025
Total energy consumed	Gigajoules (GJ)	3,439,986	3,623,721	3,166,435
Percent grid electricity	Percent (%)	62	49	59
Percent renewable energy ¹	Percent (%)	0	0	0

¹ 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 (TCO₂e))

INDICATOR	FY 2023	FY 2024	FY 2025
Scope 1 emissions total	90,153	98,607	90,182
Stationary			
Natural Gas	63,524	72,989	64,541
Propane	1,860	2,208	1,943
Mobile			
Gasoline	1,541	1,796	1,788
Diesel	14	16	14
Kerosene Aviation Fuel	894	697	995
Fugitive Emissions			
Refrigerants	21,143	20,901	20,901
Scope 2 emissions total	239,307	194,725	193,066
Electricity	239,307	194,725	193,066
Scope 3 emissions total	Not tracked	1,196,093	1,059,614
Cat 1: purchased goods and services	Not tracked	944,044	813,427
Cat 2: capital goods	Not tracked	27,894	30,540
Cat 3: other fuel and energy	Not tracked	72,894	67,471
Cat 4: upstream transportation and logistics	Not tracked	12,291	13,186
Cat 5: waste generated in operations	Not tracked	68,077	65,436
Cat 6: business travel	Not tracked	1,202	2,620
Cat 7: employee commuting	Not tracked	58,356	54,737
Cat 9: downstream transportation and logistics	Not tracked	9,164	8,893
Cat 12: end of life treatment of sold products	Not tracked	2,151	3,302

WASTE & WATER

Although less so than businesses in other industries, restaurants create waste, including leftover food, packaging waste, used fryer oil, and everyday office waste. As we continue to grow and look for opportunities to improve the efficiency of our operations, we are focused on strategic sourcing to minimize over purchasing, we are examining our waste streams to identify additional opportunities for diversion and reuse that are also more cost-efficient.

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.

We continue to utilize the new utility platform launched at the end of FY 2023 to target water usage reduction opportunities at the store level. Early results show that most stores' water consumption is within a few percentage points of each other.



WASTE AND WATER PERFORMANCE

INDICATOR	UNIT	FY 2023	FY 2024	FY 2025
Total amount of waste	Metric tons (t)	153,714	127,781	119,317
Percentage diverted	Percent (%)	17.2	16.4	17.2
Total water withdrawn	Thousands cubic meters (thousand m ³)	8,052	4,956	4,697
Percentage in regions with high baseline water stress	Percent (%)	16.9	11.6	11.6

Note: See page 25 for more information about our waste and water data methodology.

RECYCLING EFFORTS

Over the past four years, Cracker Barrel Old Country Stores has made significant strides in recycling and reducing landfill waste. This journey began in FY 2021 with a comprehensive review of our waste management practices, which identified opportunities to increase recycling and diversion and highlighted areas where additional training was needed for proper sorting.

In the past year, we transitioned 69 stores from cardboard-only recycling to single-stream recycling and introduced single-stream programs at select locations that previously had no recycling. Looking ahead to FY 2026, as part of our ongoing sustainability initiatives, we plan to begin offering organics recycling at 15 stores, adding additional locations to single-stream recycling, and launch recycling programs at select stores that did not have recycling programs in the past.

Additionally, Cracker Barrel stores employ comprehensive grease management solutions for restaurants, collecting used frying oil from commercial kitchens to be processed into renewable fuels and other sustainable products. We continue to review new collection vat options to improve efficiency and ensure cleaner, safer handling.



Great food & RETAIL



FOOD SAFETY

From supply chain security to proper food handling procedures, food safety and quality 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, is responsible for ensuring teams consistently deliver on Cracker Barrel's commitment to food quality and 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. We continually improve our food safety and quality culture through a multi-layered strategy that integrates rigorous standards, proactive risk management, and employee empowerment.

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.

We promote a culture where food safety and quality is everyone's responsibility, where we work collaboratively with a cross-functional team to ensure the food safety program is executed and improvements are sustained and we utilize technology and data driven insights that enable more efficient oversight.

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). Store management and field leaders are required to reenroll in Food Safety training annually and stay informed about new rules and regulations. They are also responsible for sharing all new food safety updates with hourly employees.





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). 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. We use a dedicated quality assurance and food safety data management platform to carefully manage supplier compliance, food safety, and risk mitigation. This system centralizes documentation, tracks audit results, and automates recall workflows, enabling fast response to any serious food safety events. This system supports our goals by improving transparency, accountability, and continuous improvement across our supply chain.

FOOD SAFETY PERFORMANCE

INDICATOR	UNIT	FY2023	FY2024	FY2025
Percentage of restaurants inspected by a food safety oversight body	Percent (%)	83	91	92
Number of recalls issued	Number (#)	0	0	0
Total amount of food recalled	Metric tons (t)	0	0	0
Number of confirmed foodborne illness outbreaks	Number (#)	0	1 ²	2 ³
Number of outbreaks resulting in a U.S. Centers for Disease Control and Prevention (CDC) investigation	Number (#)	0	0	0

² One Cracker Barrel restaurant was impacted in mid FY2024. The issue was resolved through facilities upgrades, thorough cleaning practices, and an environmental sampling program.

³ One Cracker Barrel restaurant was impacted in mid FY2025 and the other was impacted in late FY2025. The issue in both stores was resolved through facilities upgrades, thorough cleaning practices, and an environmental sampling program.



NUTRITION

Whether you are craving a traditional breakfast, or homestyle, we like to think there is something for everyone at Cracker Barrel. We offer a robust menu with the capability to customize a meal to meet each guest's preferences.

GUEST CHOICES

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

With the implementation of Cracker Barrel's interactive nutrition and allergen guide, between November 2024, through August 2025, Cracker Barrel had a total of 74,216 diners visit the guide with a total of 950,912 diner interactions. The top five searches were for allergens, nutrients, included ingredients, excluded ingredients, and diets. Based on 6,952 nutrient searches, diners are interested in carbohydrates, fat, and protein while almost 40,000 allergen searches had wheat and dairy as the top allergen needs. Our interactive guide allows us to understand the top concerns around dietary needs and preferences of our guests, creating opportunities for menu innovation.

CASE STUDY

In April 2025, we surveyed our online community to gain insight into customers' health and wellness behaviors and understand how, if at all, they assess menus for healthy options. We gathered customers' perceptions of healthy menu options and identified ways Cracker Barrel can satisfy customers' preferences. Below are our key findings from survey participants:

General Dieting Habits: Half of customers are following or considering a self-driven diet. A common focus is on lowering sugar/ carbohydrate intake and increasing protein.

Menu Perceptions: Most customers look for healthy menu options at least some of the time, focusing on "high protein" or "no artificial preservatives or additives" claims. They also use nutrition facts, special menu sections, symbols, and terms (i.e. grilled vs. fried) to identify healthy options.

Opportunities for Improvement: While most customers are satisfied with Cracker Barrel's current selection of healthy options, some would appreciate additional grilled, seafood, and salad options.

This past year, Cracker Barrel focused on menu redesign, creating separate sections to highlight our grilled menu items as well as menu categories that allow the guest to easily navigate their dietary preferences. Exciting new dishes such as our Louisiana-style Shrimp Skillet, New York Strip Steak, and Slow-braised Pot Roast accommodate our guests' dietary habits for items high in protein and the request for more seafood. Cracker Barrel's nutrition focus for the upcoming year is to continue executing a nutrition strategy that aligns with the brand and customers' dietary preferences and goals.

SUPPLY CHAIN OPTIMIZATION

Supply Chain Optimization: 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 responsible. 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.



INGREDIENT AND PACKAGING PERFORMANCE ⁴

INDICATOR	UNIT	FY 2023	FY 2024	FY 2025
Percent of food purchased that meets environmental and/or social sourcing standards ⁵	Percent (%) by cost	49	46	52
Aquaculture: BAP 1-star or better	Percent (%) by aquaculture cost	48	63	73
Beef: National Cattlemen's Beef Association	Percent (%) by beef cost	97	100	100
Eggs: United Egg Producers	Percent (%) by egg cost	100	100	100
Chicken: National Chicken Council	Percent (%) by chicken cost	98	100	100
Pork: National Pork Producers Council	Percent (%) by pork cost	88	88	100
Dairy: Farmers Assuring Responsible Management (Dairy FARM program)	Percent (%) by dairy cost	87	93	91
Turkey: National Turkey Federation	Percent (%) by turkey cost	100	100	100
Total food purchased that meets environmental and/or social sourcing standards (categories above only)	Percent (%) by cost	89	94	96
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)	6,214	6,475	8,537
Percentage made from recycled and/or renewable materials	Percent (%)	42	47	34
Percentage that is recyclable, reusable and/or compostable	Percent (%)	90	93	96

⁴ Cracker Barrel Old Country Store, Inc. only, excludes Maple Street Biscuit Company stores.

⁵ Since vendor data is not in one centralized location, this metric consists of cost data from both food purchases and food sold with some figures including vendor markups.

ANIMAL WELFARE

Cracker Barrel sources all of its pork, poultry, dairy, egg, and beef products from suppliers who meet or exceed our standards for animal care, quality, and food safety. This allows visibility into our suppliers' animal welfare practices and ensures that the food we serve to guests is produced in compliance with U.S. laws and regulations and with appropriate agency oversight.

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.

The Public Responsibility Committee of our Board of Directors oversees this approach.

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 expectation 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 with a range of views and priorities, including animal welfare organizations, supply chain partners, governmental agencies, guests, employees, and shareholders. Read our full [Animal Welfare Policy](#).



CAGE-FREE EGGS

In FY 2025, Cracker Barrel increased its use of cage-free eggs throughout the system, doubling the rate of shell eggs and tripling the rate of liquid eggs from cage-free sources. By December 31, 2024, we reached our scheduled milestone, with 25% of Cracker Barrel stores sourcing 100% cage-free eggs. However, we were unable to meet our 2025 milestone due to market conditions, including avian influenza outbreaks, supply chain volatility, and inflation-driven cost increases, which created constraints in the egg supply chain.

As we move forward we will continue to pursue opportunities to expand cage-free sourcing as market conditions evolve and disclose our progress annually, consistent with our reporting practice since 2019. In our approach, we will balance multiple considerations such as guest feedback and priorities, the potential impact to menu pricing, industry progress, availability, supplier readiness, regulatory developments, and the ability to procure cage-free eggs at a reasonable cost from suppliers that meet our quality, safety, and animal welfare expectations.

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.

To ensure that we're doing our part, in FY 2025 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.
- Continued our RFP/RFQ and sourcing documentation requirements 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 2025, 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 ⁶

INDICATOR	UNIT	FY 2023	FY 2024	FY 2025
Percentage of shell eggs that originated from a cage-free environment	Percent (%) by number	3	6	13
Percentage of liquid eggs that originated from a cage-free environment	Percent (%) by weight	6	6	18
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	27	28
Percentage of chicken protein sold that is produced without medically important antibiotics	Percent (%) by weight	98	100	100

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



Amazing PEOPLE

OUR PEOPLE PROMISE

The goodness of country hospitality isn't just an idea—it's a feeling. One that our employees will deliver directly to our guests. We put this feeling 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 2023	FY 2024	FY 2025
Voluntary Turnover (restaurant employees)	Rate	78	76	84
Involuntary Turnover (restaurant employees)	Rate	22	24	16
Tipped Employees	Percent (%) of Restaurant Staff	50	40	40
Average Hiring Rate	Pay rate (\$ USD) per Hour	3.66	3.64	3.58
Paid at Federal/State Minimum Wage	Percent (%) of Tipped Employees	63	81	81
Paid Above Minimum Wage	Percent (%) of Tipped Employees	27	19	19
Non-Tipped Employees	Percent (%) of Restaurant Staff	50	60	60
Average Hiring Rate	Pay rate (\$ USD) per Hour	13.64	14.02	14.11
Paid at Federal/State Minimum Wage	Percent (%) of Non-Tipped Employees	5	2	5
Paid Above Minimum Wage	Percent (%) of Non-Tipped Employees	95	98	95

ALL IN GOOD COMPANY

They say you are the company you keep, and at Cracker Barrel we take that seriously. That is why during FY 2025, we built upon our “People Promise” and introduced our new Employee Value Proposition (EVP), “All in Good Company.”

“All in Good Company” reflects a guiding belief at Cracker Barrel: the guest experience should never outshine the employee experience, because how we care for our people defines how we serve our guests. The four pillars of our EVP are:

I. “Focus on You”

Pleasing our people is at the heart of everything we do. That’s why we’re focused on providing supportive experiences and fulfilling benefits designed with our employee’s well-being in mind.

II. “In It Together”

Our teams are rooted in real relationships and mutual respect here. Together, we create a culture of belonging where everyone feels supported and appreciated.

III. “Thrive Your Way”

The skills our employees learn, the people they meet, the opportunities they have, all help to get them from where they are, to where they want to be, no matter what journey they’re on.

IV. “You Make the Moment”

Our people make this place special and are welcomed to bring their warmth and authenticity to deliver exceptional service and create memorable moments for our guests. Because, even in the small moments, the goodness of country hospitality comes from our employees.

MERIT AND PERFORMANCE BASED LEADERSHIP DEVELOPMENT

Cracker Barrel’s commitment to leadership development is reflected in multiple programs across our employee’s career lifespan. Our hourly employees receive development via the PAR (Personal Achievement Responsibility) program. New managers hired externally or promoted internally participate in our Manager in Training (MIT) program, which prepares future leaders through hands-on experience and structured learning. We also provide on-going leadership development programs for field leaders from Associate Manager to Regional Vice President. Together, these initiatives build strong teams, enhance guest and employee experiences, and create long-term career opportunities.

PAR “PERSONAL ACHIEVEMENT RESPONSIBILITY” PROGRAM

Have you ever noticed the stars on a Cracker Barrel apron and wondered what they mean? They are part of Cracker Barrel’s Personal Achievement Responsibility (PAR) program, where employees can move through four levels/stars of skill development, which helps employees build skills and advance their careers. As team members gain experience, and advance through the program, they have the option to take on leadership responsibilities. The program recognizes our employees’ development and builds a sense of belonging and accountability to uphold our hospitality standards. The PAR program boosts employee retention, elevates guest experiences, and transforms everyday roles into meaningful, long-term careers.

TURNOVER BY PAR LEVEL (ROLLING 12 MONTH AT FYE):

- Rising Star: 157%
- PAR 1: 172%
- PAR 2: 85%
- PAR 3: 68%
- PAR 4: 31%

MANAGER IN TRAINING (MIT)

The Manager in Training (MIT) program at Cracker Barrel helps future managers succeed with hands-on experience and structured lessons. During MIT, participants learn about both restaurant and retail operations. The program also teaches Cracker Barrel’s hospitality standards, so managers can provide great guest and employee experiences. Trainees work side by side with experienced managers, getting guidance and support that helps them grow. The multi-week program blends practical knowledge with leadership training, so graduates are ready to deliver results, build strong teams, and support Cracker Barrel’s culture.

Cracker Barrel
UNIVERSITY

CRACKER BARREL UNIVERSITY

Cracker Barrel University (CBU) is the company’s main learning platform for all field and Store Support Center employees, from hourly staff to corporate leaders. It offers onboarding, job-specific training, and leadership development, both online and in person. CBU helps Cracker Barrel deliver consistent guest experiences, run more efficiently, and support employee growth by promoting company values and culture.



ASSOCIATE MANAGER (AM) DEVELOPMENT PROGRAM

Builds core skills for running excellent shifts through on-the-job coaching exercises plus managing food, labor, and supply costs effectively. Completed within one year of MIT graduation, it prepares managers to lead effectively.

SENIOR ASSOCIATE MANAGER (SAM) SEMINAR

Bridges the transition from Associate Manager to General Manager (GM). Participants strengthen leadership and business insight through field training, a week-long virtual seminar, and an Acting GM phase where participants lead a store for one to three months to demonstrate application of leadership skills before promotion decisions are made.

BIENNIAL LEADERSHIP CONFERENCES

Cracker Barrel's Biennial Leadership Conferences bring together General Managers, Retail Managers, District Managers, and Regional Vice Presidents for development, alignment, and celebration of achievements. These events have been a cornerstone of leadership growth for decades, offering keynote presentations that provide keen insights, introduce new tools and processes, and recognize standout performers. Breakout sessions provide deeper instruction and peer discussion, helping leaders strengthen skills and craft messages to share with their teams, while also uniting field leadership around company goals and strategies.



MASTERS OF CRACKER BARREL BUSINESS (MCBB) SEMINAR

Develops leadership capability and validates readiness at the multi-unit District Manager level. The seminar is designed to strengthen distance-based leadership skills and improve strategic planning through impactful store visit training. Provides practice in managing complex business challenges, simplifying them for the team and aligning priorities through clear communication cascade.

LEADERSHIP EXCELLENCE ACCELERATED DEVELOPMENT (LEAD) PROGRAM

Prepares multi-unit District Managers for the responsibility scope increase to the Regional Director level using mix of in-person and virtual training sessions. A one-year cohort where participants focus on their own brand of leadership, increase business acumen, learn how to drive vision and purpose across a larger scope of responsibility and find their unique voice and perspective to engage with the highest levels of leadership at our Store Support Center. Candidates are exposed to a global business perspective to stretch their ability to drive results from a position that balances stakeholders.



GIVING BACK

TO OUR COMMUNITIES

Since 1969, Pleasing People has been our mission. It drives our established Cracker Barrel Food for Families, a company-wide platform that supports our passion for serving and caring for people in the neighborhoods in which we do business and inspires us to donate in all new ways. 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.

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 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.

Through our partnership with Second Harvest Food Bank of Middle Tennessee, Cracker Barrel Food for Families funded 300,000 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 to local food banks in communities where we open new locations. As part of our new Central Park, Colorado store opening program this year, the Food Bank of the Rockies received \$30,000 donation to help provide 300,000 meals to food-insecure families in its local area.

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 11,000 employees contributed to Cracker Barrel Cares. In fiscal year 2025, Cracker Barrel Cares awarded more than \$990,000 in emergency grants to 953 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 2025, 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 2025 Corporate Responsibility Report is our sixth 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 2023, FY 2024, and FY 2025. 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. In addition, beginning in FY 2025 we have achieved third-party assurance for our Scope 1 and 2 greenhouse gas emissions.

UPDATES AND CORRECTIONS

In FY 2025, we continued to refine the accuracy and consistency of our carbon footprint methodology. As a result, we have made several restatements to FY 2024 disclosures focused on:

- Updated emissions factors for refrigerants, aviation fuel, gasoline passenger car, gasoline and diesel light-duty trucks, and methanol light-duty cars.
- Implemented unit conversion corrections for waste generation and end-of-life impacts.
- Eliminated minor double-counting for upstream and downstream transportation and logistics.
- Modified hotel/lodging calculations for more granularity, and added additional business travel activity data.

FOR MORE INFORMATION

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

Adam Hanan

Director of Investor Relations
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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 December 1, 2025, and the Company undertakes no obligation to update it except as may be required under applicable law.

DATA AND METHODOLOGY NOTES

ENERGY NOTES

The transition to a new utility management vendor in FY 2024 may have caused minor inconsistencies in electricity and natural-gas data between FY 2023 and FY 2024, but the overall energy totals remain materially unaffected.

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.

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.
- **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. CO₂e per ton-mile, CO₂e 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

DATA TABLES

SASB REFERENCE	INDICATOR	UNIT	FY 2023	FY 2024	FY 2025
FB-RN-130a.1	Total energy consumed	Gigajoules (GJ)	3,439,986	3,623,721	3,166,435
	Percent grid electricity	Percent (%)	62	49	59
	Percent renewable energy ⁷	Percent (%)	0	0	0
	Scope 1 emissions total	Metric tons of carbon dioxide equivalent (tCO ₂ e)	90,153	98,607	90,182
FB-RN-150a.1	Total amount of waste	Metric tons (t)	153,714	127,781	119,317
	Percentage diverted	Percent (%)	17.2	16.4	17.2
FB-RN-140a.1	Total water withdrawn	Thousands cubic meters (thousand m ³)	8,052	4,956	4,697
	Percentage in regions with high baseline water stress	Percent (%)	16.9	11.6	11.6
FB-RN-250a.1	Percentage of restaurants inspected by a food safety oversight body	Percent (%)	83	91	92
FB-RN-250a.2	Number of recalls issued	Number (#)	0	0	0
	Total amount of food recalled	Metric tons (t)	0	0	0
FB-RN-250a.3	Number of confirmed foodborne illness outbreaks	Number (#)	0	1 ⁸	2 ⁹
	Number of outbreaks resulting in a U.S. Centers for Disease Control and Prevention (CDC) investigation	Number (#)	0	0	0
FB-RN-260a.2 ¹⁰	Adult Meal Options Consistent with National Dietary Guidelines	On average, 12-16% of our adult meal options are consistent with National Dietary Guidelines.			
	Kid Meal Options Consistent with National Dietary Guidelines	On average, 25-40% of our kid meal options are consistent with National Dietary Guidelines.			
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

⁷ This row reflects renewable energy purchased above and beyond what is provided by the relevant electricity utility grids.

⁸ One Cracker Barrel restaurant was impacted in mid FY2024. The issue was resolved through facilities upgrades, thorough cleaning practices, and an environmental sampling program.

⁹ One Cracker Barrel restaurant was impacted in mid FY2025 and the other was impacted in late FY2025. The issue in both stores was resolved through facilities upgrades, thorough cleaning practices, and an environmental sampling program.

¹⁰ Cracker Barrel Old Country Stores only, excludes Maple Street Biscuit Company stores.

SASB REFERENCE	INDICATOR	UNIT	FY 2023	FY 2024	FY 2025
FB-RN-430a.1 ¹²	Percent of food purchased that meets environmental and/or social sourcing standards ¹¹	Percent (%) by cost	49	46	52
	Aquaculture: BAP 1-star or better	Percent (%) by aquaculture cost	48	63	73
	Beef: National Cattlemen's Beef Association	Percent (%) by beef cost	97	100	100
	Eggs: United Egg Producers	Percent (%) by egg cost	100	100	100
	Chicken: National Chicken Council	Percent (%) by chicken cost	98	100	100
	Pork: National Pork Producers Council	Percent (%) by pork cost	88	88	100
	Dairy: Farmers Assuring Responsible Management (Dairy FARM program)	Percent (%) by dairy cost	87	93	91
	Turkey: National Turkey Federation	Percent (%) by turkey cost	100	100	100
	Total food purchased that meets environmental and/or social sourcing standards (categories above only)	Percent (%) by cost	89	94	96
	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 ¹²	Total weight of packaging	Metric tons (t)	6,214	6,475	8,537
	Percentage made from recycled and/or renewable materials	Percent (%)	42	47	34
	Percentage that is recyclable, reusable and/or compostable	Percent (%)	90	93	96
FB-RN-430a.2 ¹²	Percentage of shell eggs that originated from a cage-free environment	Percent (%) by number	3	6	13
	Percentage of liquid eggs that originated from a cage-free environment	Percent (%) by weight	6	6	18
	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	27	28
	Percentage of chicken protein sold that is produced without medically important antibiotics	Percent (%) by weight	98	100	100

¹¹ Since vendor data is not in one centralized location, this metric consists of cost data from both food purchases and food sold with some figures including vendor markups.

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

SASB REFERENCE	INDICATOR	UNIT	FY 2023	FY 2024	FY 2025
FB-RN-310a.1	Voluntary turnover rate for restaurant employees	Rate	78	76	84
	Involuntary turnover rate for restaurant employees	Rate	22	24	16
FB-RN-310a.2	Tipped Employees	Percent (%) of Restaurant Staff	50	40	40
	Average Hiring Rate	Pay rate (\$ USD) per Hour	3.66	3.64	3.58
	Paid at Federal/State Minimum Wage	Percent (%) of Tipped Employees	63	81	81
	Paid Above Minimum Wage	Percent (%) of Tipped Employees	27	19	19
	Non-Tipped Employees	Percent (%) of Restaurant Staff	50	60	60
	Average Hiring Rate	Pay rate (\$ USD) per Hour	13.64	14.02	14.11
	Paid at Federal/State Minimum Wage	Percent (%) of Non-Tipped Employees	5	2	5
	Paid Above Minimum Wage	Percent (%) of Non-Tipped Employees	95	98	95
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 13 and 15-18		
FB-RN-000.A	Number of Company-owned restaurants	Number (#)	719	724	710
	Number of franchise restaurants	Number (#)	0	0	0
FB-RN-000.B	Number of employees at Company-owned restaurants	Number (#)	73,061	72,667	76,187
	Number of employees at franchise locations	Number (#)	0	0	0

EEO-1 REPORT	GENDER (%)		RACE AND ETHNICITY (%)						
	Male	Female	White	Black or African American	Asian	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races
Other managers	48	52	76	13	1	7	0	1	2
Executives	50	50	80	0	0	0	0	0	20
Total Employees	33	67	63	17	1	14	0	1	4

