



2020

Corporate Social Responsibility Progress Update



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David M. Gordon
PRESIDENT

Letter from Our President

For more than 40 years, The Cheesecake Factory has been considered an “impossible” restaurant concept. Our Founder and CEO, David Overton, says, “If you didn’t know how to run a restaurant, you could never run a Cheesecake Factory; and if you did, you wouldn’t want to.”

With one of the largest and broadest menus in the restaurant business and serving made-from-scratch food in more than 200 restaurants across the country, what we do is unbelievably complex. We have always believed that we excel in challenging environments. Then came 2020. We experienced the waves of COVID-19. The effects of the pandemic devastated our industry and placed countless restaurant companies, including ours, in difficult situations. Then, the country as a whole was forced to face the injustices of systemic racism. Many, including the global community, came together to protest the death of George Floyd and other black lives lost during encounters with police. We were forced to face our own individual and

collective roles in a system that targets some, while benefitting others.

I personally sat with those feelings for a long time. As a company, we grappled with the appropriate response in moments where it felt like nothing could truly convey what we each were feeling, and what I imagined many of our staff were feeling. We sent out a company-wide letter (which is published in full in this report) and we continued to try our best to align our values with welcoming and nurturing teammates and guests from all backgrounds and experiences. As such, we stand with those who seek fairness and systemic change for every person experiencing discrimination, oppression or injustice.

(Continued)



We encouraged any staff member who was feeling sadness, helplessness or anger, to talk to someone they trusted. Every voice in this company deserves to be heard. We further equipped our managers to facilitate tough and courageous conversations and we held listening sessions with our black staff.

The Cheesecake Factory tries to balance doing what's right for the company's

short- and long-term viability with taking exceptional care of our people. Despite the incredibly challenging business environment, we successfully navigated the ever-changing landscape. We continued to achieve strong business results in comparison to the casual dining market, received guest and industry recognition, and maintained our unique, caring workplace culture.

We're pleased to share the numerous bold acts of leadership, large and small, that demonstrate how we're creating a great workplace for all of our people through a strengthened dedication to our purpose - to nurture bodies, minds, hearts and spirits.

David M. Gordon
President



Spero G. Alex

SENIOR VICE PRESIDENT OF OPERATIONS

Letter from Our Senior Vice President of Operations

On Saturday, March 15, 2020, Ohio’s governor was the first to announce a statewide shutdown of restaurant dining rooms, which would take effect at 9:00 pm that night. Dozens of other states quickly followed suit, implementing restrictions going into effect during the next two days. By Saturday, March 21st, all of our restaurants were completely closed to dine-in business and were operating solely for takeout and delivery. In a matter of five days, our business model was dramatically altered. Prior to COVID-19, off-premise dining comprised less than 20% of our sales.

We were in completely uncharted territory.

For more than 40 years, we have dedicated ourselves to providing absolute guest satisfaction to the more than 100 million guests we serve each year. But what does guest satisfaction look like in the middle of a global pandemic?

Our priorities were clear: 1) keep safety as our ‘North Star’ with a focus on protecting our staff and guests, and 2) deliver the same delicious memorable

experiences to our guests dining at home that they would have previously experienced in our restaurants.

We provided personal protective equipment (masks, gloves, face shields) to our staff members. We updated packaging to enhance tamper resistance and even tailored our menu to bring back some classic comfort dishes. As our restaurants slowly reopened, we enhanced our cleaning and disinfecting protocols, we installed partitions and safety barriers, and we redesigned our restaurants to

adhere to social distancing guidelines. Our priority was for every guest and staff member to experience The Cheesecake Factory in a safe and enjoyable manner.

While 2020 was a year of challenges, it also demonstrated that we are a company that lives by its core values. Our staff demonstrated exactly how committed we are to absolute satisfaction and operational excellence. We took the disruptions as opportunities to reevaluate our practices and identify ways to continually improve.

But more than anything, we came together as a company. We supported our staff through extended benefits and grant opportunities. We provided over 10,000 meals to the frontline healthcare workers in our communities. And we continued to provide the same experience our guests have come to expect of The Cheesecake Factory - absolute satisfaction.

Spero G. Alex
Senior Vice President of Operations





David Overton

FOUNDER & CEO

Letter from Our Founder and CEO

In mid-March 2020, sit-down dining across the country disappeared nearly overnight as states and major cities came under sweeping restrictions. Indoor dining room shutdowns went into effect with very little advance notice. At times, operators had less than 12 hours to react to new ordinances. The closures were devastating to restaurants with table service, like ours, which saw widespread business and job losses.

To ensure our immediate and longer-term financial stability, we secured a \$200 million investment from Roark Capital. We sought an investor that aligned with our core values. In expressing their interest in The Cheesecake Factory, Roark Capital cited specifically our appreciation for our people and our focus on operational excellence.

Despite the deep decline in sales we experienced in March and April 2020, we retained our entire team of approximately 2,500 restaurant managers and preserved their salaries. Our restaurant managers' commitment to operational

excellence is a key reason why The Cheesecake Factory has been so successful for more than four decades.

As dining room closures extended, we knew these closures would have a severe impact on our hourly staff members, whose work hours would be drastically reduced. We also knew we'd be relying very heavily on our restaurant management team to keep our restaurants operating for off-premise sales.

(Continued)

Our managers' skills and leadership proved essential to caring for our staff, managing through off-premise only operating restrictions, and eventually relaunching our dining rooms. By keeping our field management team and corporate operations team intact and retaining their skills and talent, we believe we will be in the strongest position possible to continue to thrive as our industry fully recovers.

Overnight, approximately 350 staff members working in our corporate headquarters (Corporate Support Center) began working remotely due to the California "stay at home" orders. With our previous experiences responding to California wildfires, we were able to make this transition quite smoothly.

The effects of the pandemic also extended to our Corporate Support Center. We made the difficult decision to furlough a number of staff members and instituted temporary salary reductions at every level for our corporate staff. These were applied in a progressive manner, ranging from 10% for staff at and below manager levels and up to 20% for Vice Presidents and above, including our senior management and even our Board of Directors.

To explain our decision, I sent a letter to our corporate staff, saying, "as you know, COVID-19 is having a sudden, dramatic impact on our business. It's forcing us to make difficult decisions so we can navigate through this crisis and emerge on the other side... The path forward

will not be easy. But the number one priority for all of us is to ensure we still have a company for you to come home to. As much as it pains me, we can only accomplish this by making tough changes in the short term. It will require sacrifice from all of us... While we know this is difficult news, please know our leadership team is doing all we can to protect your job, your benefits and our Cheesecake family during this unprecedented time. We will get through this together." And as you'll see, that's exactly what we did. We got through 2020 by sticking together.

David Overton
Founder & CEO



Introduction

LEADERSHIP AT ALL LEVELS

In mid-March, as dining rooms closed and staff were learning of the impact on their employment, our restaurant managers were the glue that held their teams and restaurant operations together. The level of personal leadership they displayed was herculean. They listened empathetically to their staff members' worries and concerns, shared information about new support programs, helped them apply for assistance grants, and connected them with company-provided resources. At the same time, they were incorporating new safety and sanitation protocols, transitioning to a new off-premise only-business model, and taking on new roles that they may not have had prior.

Managers were also making time to check in with every furloughed staff member on a one-on-one basis at least once per week, either by phone or text message.

Throughout the course of the pandemic, as dining room regulations changed, our managers remained extremely flexible. Whenever a restaurant team needed support, managers from other nearby restaurants traveled there to help temporarily. They also shared their ideas for streamlining and improving our new operational processes by submitting ideas on our crowdsourcing site, CakeTalk, as well as to our new “Operational Ideas” email address. Both of these were monitored by our SVP of Operations and President, who read every single idea. Several of these ideas were implemented, including improvements to our kitchen technology and online ordering and payment systems.

ADJUSTING TO A NEW NORMAL

Our business recovery from the initial effects of COVID-19 began in May 2020, as we planned to reopen restaurant dining rooms in certain states. Throughout the spring and summer of 2020, we invited furloughed staff back to work in our restaurants with an overarching philosophy: any staff member who did not feel comfortable returning to work — for any reason — could remain on furlough and would not lose their job. As of the publishing of this report, nearly all of our staff members have returned to work in our restaurants.

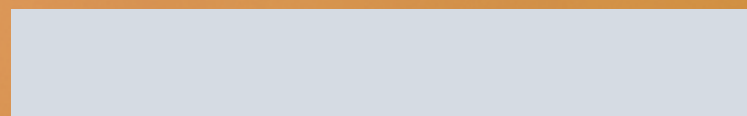
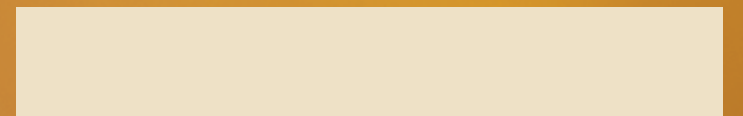
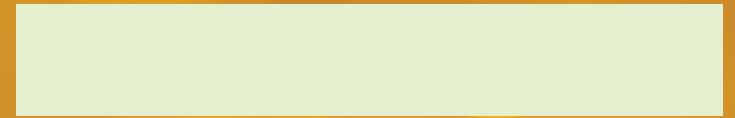
Depending on business need, a majority of corporate and field staff members on furlough returned to remote work between August and October 2020. The salary reductions that had been put in place in April 2020 were restored back to full salaries by September 2020.

When we reinstated full salaries, we started with our staff members at Manager and below. Directors, Senior Directors, Vice Presidents, Executives and our Board of Directors were the last to have their salaries restored.

We’re also continuing to protect benefits eligibility for any staff member already enrolled in our benefits programs. We’re waiving minimum hours requirements through August 2021 for any staff member who remains enrolled in our benefits plans, so they can keep their benefits even if they’re unable to work the required hours.

CHAPTER TWO

Caring for Our Staff



Caring for Our Staff

The COVID-19 pandemic and ensuing restaurant dining room closures were unlike anything we'd ever faced in more than 40 years of operation.

Our immediate concern was for our people. With dining rooms closed, work hours were eliminated or significantly reduced, and it wasn't clear when operating restrictions would be lifted. Because of this, we made the difficult decision to furlough 41,000 hourly staff.

Placing our staff on furlough allowed them to collect unemployment benefits and pandemic assistance payments while we protected their tenure and healthcare benefits. When the time came to invite them back to work, staff were not required to reapply for their jobs.

To support our staff through this incredibly difficult time, we activated our existing staff assistance fund (HELP Fund, as described below) and created several new programs within two weeks of staff furloughs going into effect. In conjunction with our strong culture, we believe these programs and benefits led to our being recognized on FORTUNE Magazine's "100 Best Companies to Work For®" list for the eighth* consecutive year in early 2021 in spite of the challenges we faced during 2020.

HARDSHIP AND EMERGENCY LIFELINE PROGRAM (HELP) FUND

In 2007, we created the HELP Fund, an employee relief and assistance program, so our staff members could help each other in times of need. Staff members, and others, contribute to the HELP Fund from which grants are made to eligible staff members with demonstrated serious financial hardships.

*We were also recognized in 2020 for the seventh year as one of the FORTUNE "100 Best Companies to Work For®"



From inception through 2020, the HELP Fund has provided more than \$1,500,000 in grants to our staff members. Specifically in 2020, the HELP Fund provided 206 grants totaling more than \$230,000.

COVID-19 ASSISTANCE PROGRAM

We created a COVID-19 staff member assistance program to provide qualified disaster payments of up to \$500 to our staff members to cover certain costs they incurred as a result of the pandemic. Funding was provided by The Cheesecake Factory Oscar and Evelyn Overton Charitable Foundation from contributions it received, including more than \$2 million from The Cheesecake Factory Incorporated, staff members, and the foundation itself, as well as additional funds from its executives, including Founder and CEO David Overton. The fund received thousands of applications and provided more than \$2 million in grants.



“This grant goes above and beyond my expectations. It’s extremely comforting to know that I work for a company that wants to help make sure I don’t lose my house, that I am able to feed my family, and that I am able to pay for medical expenses that come with having a new baby. This truly helps a lot. Thank you.”

- SHAHSTI, STAFF MEMBER

HEALTH BENEFITS

We have always sought to make health-care coverage accessible and affordable at all levels of our organization. During the COVID-19 pandemic, we continued to uphold these beliefs and values. To this end, we covered benefits premiums payments for all furloughed staff members through the end of June 2020. We wanted to make sure no hourly staff

member enrolled in benefits would lose their coverage because they couldn’t afford their premiums. In all, we covered premiums for approximately 9,000 staff members.

We also protected benefits eligibility by waiving hours-based eligibility requirements. Our hourly staff members typically must work at least 25 hours per week to qualify for our benefits program. In the wake of reduced hours and furloughs, we wanted to ensure our staff wouldn’t lose their benefits when they might need them most. Staff who remain enrolled in our benefits programs will be able to stay benefits-eligible through August 2021, even if they’re unable to work sufficient hours.

We immediately opened a dedicated COVID-19 hotline to handle staff questions and concerns so staff could get answers and personalized help at a time when answers were hard for them to find.



“I wanted to share my sincerest and most heartfelt gratitude to the company, for the decision to continue premiums and insurance benefits for a while, during this scary and weird time...This action speaks volumes about the character of the company, and its directors and leaders.... I cannot say thank you enough, this helps me and so many others tremendously.”

- ASHLEY, STAFF MEMBER IN LUBBOCK, TEXAS

PAID TIME OFF (PTO) POLICIES

To protect everyone’s health and safety, we instituted a “Temporary Special Sick Pay” (TSSP) program, which is available to all our staff. Actively employed staff who become physically ill with COVID-related symptoms or who need to quarantine due to COVID-19 exposure qualify for additional paid sick time to supplement their existing paid time off balance. We provide 14 days of paid sick time, so staff are able to avoid choosing between their health and earning their income. There’s no limit to the number of times a staff member may use TSSP – if staff test positive for COVID-19, need to quarantine, or are sick with any symptoms that could be contagious, they qualify for TSSP.

Throughout the pandemic, we allowed hourly staff with accrued paid time off to use it without limit. We removed limits on PTO so staff with accrued hours could use it to supplement their income, if they chose.





ABOVE SWEET POTATO ENCHILADAS

MENTAL HEALTH BENEFITS

In the summer of 2020, we made free mental health support available to all staff through our telemedicine vendor, Doctor on Demand. Staff can talk to a licensed counselor or psychiatrist through video chat, completely free of charge. This proved to be a widely utilized and valued benefit. Between September and December of 2020, our staff completed more than 1,400 appointments with licensed mental health professionals through this service.



“After three nights in a row with anxiety attacks, I knew I needed to do something about it before I lost sleep for the fourth night in a row. I logged [onto] Doctor on Demand and was quickly connected with Dr. Dean. Dr. Dean was professional and personable. She listened to my concerns and quickly found a solution to help me feel better. Her medical advice was backed up by research... and she was warm, empathetic and comforting. This telehealth visit met all of my needs plus left a positive impact on my health.”

- ANONYMOUS STAFF MEMBER, DOCTOR ON DEMAND FEEDBACK

We continued to provide our Employee Assistance Program (EAP) to offer confidential, short-term counseling from licensed mental health professionals for our staff members. The EAP provides services for a full range of personal issues and achieving a healthy work/life balance across one's life span. Emergency help is available 24/7 to address any crisis a staff member may be experiencing. The Cheesecake Factory covered the financial cost of these programs to ensure the services remained complimentary for all staff.

STAFF MEALS

While on shift, we provide a dedicated menu for our staff to enjoy a complimentary meal. Throughout the pandemic, we realized many of our staff members could be experiencing hardship. We modified our staff meal program to provide a complimentary daily meal for every staff member, regardless of whether they were working.



HOMEWORK ASSISTANCE

For our parents with children in school, we knew that juggling the demands of work and homeschooling was a particular strain. We implemented the Homework Connection service for our staff. This service provided complimentary on-demand, personalized online tutoring for any K-12 school subject. Staff also received unlimited access to on-demand study guides, practice tests, and other supplemental resources.

INTERIM JOB SEARCH ASSISTANCE

During furloughs, we provided staff with interim job search support. We partnered with national grocery store and delivery companies, who agreed to prioritize The Cheesecake Factory staff who wanted interim work during their furlough. Our corporate recruiting and hiring team also provided personalized support with finding local interim work and launched a website with lists of potential interim job opportunities. At the same time, we also reinforced our desire to bring back our furloughed staff members when COVID-19 restrictions were lifted and gave these staff members priority over new applicants.

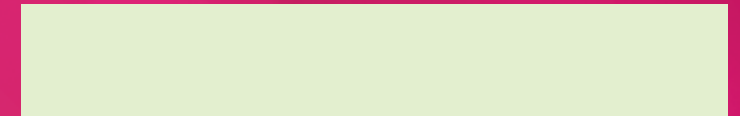
APPRECIATION, RECOGNITION AND CONNECTION

We recognized the heroic efforts our staff were making to care for our guests, our communities and each other, and we made extra effort to appreciate and recognize them, including sending all restaurants thank you notes from the Support Center team, and creating new Pandemic Positivity award certificates for teammates to appreciate one another.

At our Support Center, we realized the need to keep our culture strong and teammates connected while working remotely. In turn, we modified some of our cultural touchstones to better fit our new work environment. For example, we replaced our twice-weekly, in-person Alignments (15-minute stand-up meetings focused on our culture) with “The Alignment Show,” broadcast each week via video conference. The show gave our teammates an opportunity to gather virtually and enjoy a shared cultural experience.

CHAPTER THREE

Caring for Our Guests



Caring for Our Guests

Typically, once a jurisdiction reinstated dine-in service, we reopened our dining rooms about 7 to 14 days later. This gave us time to ensure all necessary sanitation and social distancing measures (supplies of personal protective equipment, daily health checks for all staff members, plexiglass barriers, floor decals, safety signage, hand sanitizer dispensers and more) were in place.

As part of re-opening dining rooms, we created a new full-time cleaner role in every restaurant, dedicated to cleaning and sanitizing surfaces at all times. We built an entirely new suite of training materials for our staff, to prepare them to protect their own health and our guests' safety while still providing the delicious, memorable food and warm service and hospitality we have always been known for.

HERE ARE SOME OF OUR COMMITMENTS TOWARD YOUR HEALTH & SAFETY



AIR PURIFICATION

This restaurant is equipped with an additional air purification system that can effectively reduce pathogens including SARS-CoV-2, the cause of COVID-19.



WELLNESS CHECKS

Checking in with all staff. Any symptoms means they cannot come into work.



GLOVES & MASKS



HANDWASHING

Frequent handwashing and hand sanitizer in every lobby.



MENU

Sanitizing menus after each use. Option to view online menu straight from your mobile device also available.



CLEANING & SANITIZING

Cleaning and sanitizing all surfaces that guests and staff may come in contact with.



SOCIAL DISTANCING



PACKAGING

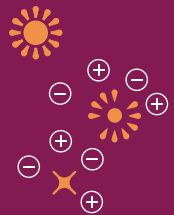
Sealed bags and no contact delivery.

OUR ENHANCED AIR FILTRATION SYSTEM

Among many safety precautions we have undertaken, our restaurants are equipped with an additional air purification system that uses Bi-Polar ionization which creates positive and negative ions to actively clean the air as it passes through the building's systems, killing bacteria and viruses and can effectively reduce pathogens including SARS-CoV-2, the cause of COVID-19.



IWAVE® PURIFIES AIR
PASSING THROUGH



IONS KILL SARS-CoV-2
& OTHER PATHOGENS



RESTAURANT GETS
CLEAN, IONIZED AIR

Implemented in 2021

We received recognition for these efforts in October 2020 from Nation's Restaurant News in their Consumer Picks survey. Among full-service restaurants, we ranked #1 in the sanitization category, based on the percentage of diners who

said we were sanitizing frequently and to the highest standard. We also achieved rankings of #1 for quality, #2 for service and #3 for ambience as we continued to fulfill our mission of absolute guest satisfaction.

While operating throughout 2020, we practiced the following COVID-19 safety precautions to protect staff and guests:

Physical Distancing - Where possible, we ensured at least six feet of physical distancing in our restaurants and directed and controlled the flow of guests.

Engineered Controls - We implemented the following measures for situations where we cannot maintain at least six feet between individuals:

- **Ventilation** - We maximized air quality through the use and maintenance of our HVAC system in all restaurants, regardless of social distancing limitations.
- **Physical Barriers** - We installed glass or plexiglass dividers at the bar, in front of cashiers, and between tables in many locations.
- **Rolling Partitions** - We installed rolling partitions in our bakery production facility.

HEALTH QUESTIONNAIRE AND TEMPERATURE CHECKS

All working staff members completed a brief Daily Health Questionnaire and had their temperature taken at the start of every shift. If they answered “yes” to a question (indicating possible COVID-19 exposure), or their temperature was out of the acceptable range, we followed the steps in the Health Questionnaire Response Guide and sent the staff member home. Any “yes” answer was also recorded in the Health Log.

SAFETY PROTOCOLS (RESTAURANTS & GUESTS)

We adopted changes to our service protocol to protect our guests that included the following:

- We discontinued use of check presenters; instead servers and cashiers laid checks directly on counter or table.
- Contactless electronic payment and digital menus were made available using QR codes.
- We adopted single-use cocktail and dessert menus, where required, as well as a designated space for menu cleaning.
- We sanitized high touch objects, such as pens and menus, by ensuring there were two containers labeled CLEAN and USED.
- We discontinued the use of uncovered pitchers in the dining rooms.
- Bottled condiments were no longer brought to guests upon request.
- We suspended napkin refolding when guests stepped away from their table.

Face Coverings

- All managers were required to wear face masks and ensure they were properly worn by staff. The company provided face masks for staff members who needed them. All requests to not wear a mask were treated as an “accommodation request” and went through a standard HR interactive process.

- Guests were required to wear appropriate face coverings in accordance with state and local requirements and/or Centers for Disease Control and Prevention (CDC) guidelines. Signage was posted at each entrance to the restaurant.

Gloves

- We created a dedicated space (Health Station) for glove changing and sanitizer refilling that included instructions for proper changing.

- Managers determined a central location for front-of-house (“FOH”) staff to obtain proper-sized gloves to be worn throughout the shift.



Cleaning and Disinfecting

- All restaurants underwent a nightly deep cleaning and sanitation by an independent cleaning company, in addition to the ongoing wipe down of surfaces throughout the shift. All cleaning was conducted using EPA certified cleaners formulated to kill the COVID-19 virus.
- We extended the use of PURE sanitizer throughout the FOH and kitchen to disinfect dining tables, menus, and equipment.
- We added a dedicated cleaner whose primary responsibility is to maintain safety and sanitation in the dining room and other guest-frequented areas.
- We added new safety and sanitation procedures to our third-party audit to ensure all standards were consistently followed.

(Continued)

LEFT KOREAN FRIED CHICKEN

- All staff were trained on proper cleaning and sanitation of their equipment.
- All staff were trained on proper hand-washing procedures. Reminders popped up on computer systems every 30 minutes to remind staff to wash their hands. Anyone who saw the reminder was expected to let other staff near them know it was time to wash their hands.
- We had hand sanitizer available for guests in our lobby, host area, point-of-sale stations, and guest and staff restrooms.

COVID-19 Case Management and Contact Tracing

- In the event that we had a staff member test positive in our workplace, the management team worked with our Corporate COVID-19 Positive Team to determine the cleaning plan and whether

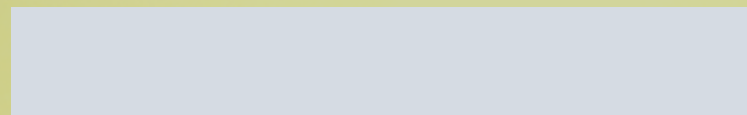
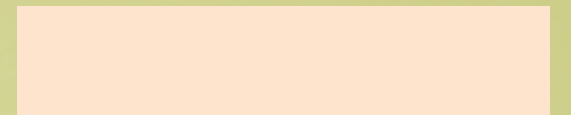
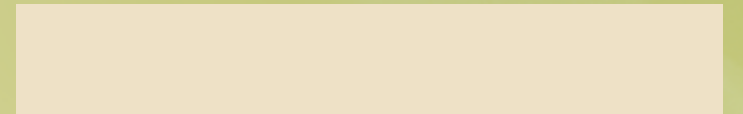
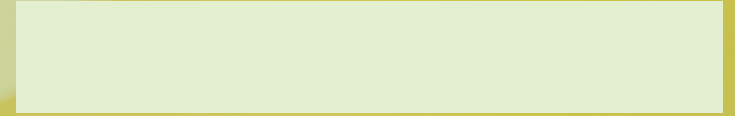
a temporary restaurant closure was needed. The plan depended on various factors, including how many days had passed since the positive COVID-19 staff member was last in the restaurant.

- In the event that we had a COVID-19 outbreak, we closed the restaurant and followed a specific cleaning protocol.
- The company conducted contact tracing by speaking directly with the suspected or confirmed COVID-19 positive individual. We also looked at staff schedules, daily health questionnaires, and video surveillance footage to review activities during the shift. This may have also included follow-up interviews with staff. We also reviewed the daily check-in process, which included temperature checks and questionnaires that recorded information related to symptoms, travel, activities (outside of work) and the possibility of potential exposure to COVID-19 outside the restaurant.



CHAPTER FOUR

Caring for Our Communities



Nurturing Our Communities

We are thankful to have been able to continue helping non-profits and feeding agencies that help those who are food insecure throughout 2020 during the COVID-19 pandemic. We're intent on nurturing our communities, as well as our people, to the best of our ability as demonstrated by the following programs.

NOURISH PROGRAM

Our Nourish Program, which takes excess food from our restaurants to local non-profits, donated more than 620,000 pounds of food in 2020. These donations also reduced more than 2.4 million pounds of greenhouse gas emissions (GHGs). During 2020, the program supported more than 500 non-profits and food banks, with donations going to recipients located within 7 miles of the restaurants, on average.

FRONTLINE HEALTHCARE MEALS

During the summer, several of our restaurants prepared and donated meals to front-line healthcare workers in addition to food banks. In all, over 60 restaurants across the country donated over 20,000 meals to healthcare workers and non-profit agencies in our communities throughout the country.



GIFT CARD DONATIONS

We regularly allocate budget for each restaurant to support their local community through the donation of The Cheesecake Factory gift cards. In 2020, we provided over \$225,000 in gift cards.

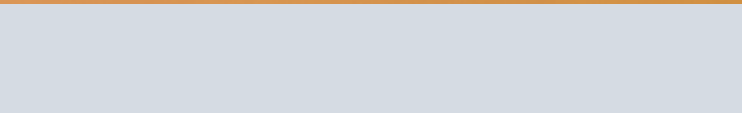
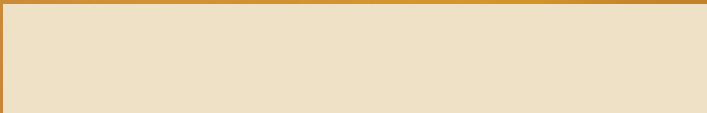
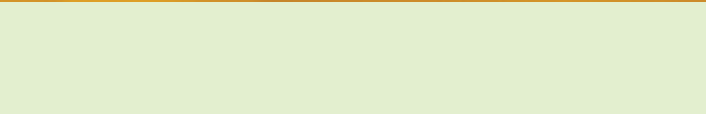
CHILDREN OF RESTAURANT EMPLOYEES (CORE) DONATION

In recognition of the holiday season, The Cheesecake Factory Oscar & Evelyn Overton Charitable Foundation donated \$50,000 to the non-profit organization CORE. CORE supports families of restaurant employees through grants to cover medical bills for children, gas cards, groceries, clothing, medical supplies and therapies, utilities, rent and mortgage, and other essential needs.



CHAPTER FIVE

Diversity, Equity, Inclusion & Belonging



Diversity, Equity, Inclusion and Belonging Programs

Events during the spring of 2020 were a catalyst for us to strengthen our commitment to fostering an inclusive environment with the formation of our Diversity, Equity, Inclusion and Belonging (“DEI&B”) Steering Committee. Following the deaths of Ahmaud Arbery, Breonna Taylor, George Floyd, and countless others, protests for social justice occurred in many of the communities we serve. On June 1, our President, David Gordon, sent this message to all of our staff members:



“The events of the past week weigh heavily on my mind and heart. I imagine this is also true for many of you as we witness the deeply held pain, frustration and anger felt by so many in our communities. The protests for justice are important and necessary; they call attention to inequality that has long persisted in our country...As a company that welcomes and nurtures teammates and guests from all backgrounds and experiences, we stand with those who seek fairness and

systemic change for every person experiencing discrimination, oppression or injustice.

Our values state our deep commitment to treating everyone with dignity and respect. Now, more than ever, we’re determined to work together so every individual we encounter feels safe, supported, included and valued as an equal.

Events of the past week show what can happen when people experiencing injustice don’t feel

heard, seen or valued. If you’re feeling sadness, helplessness or anger, I encourage you to talk to someone you trust, maybe a teammate or manager. Your voice deserves to be heard.

We have been living through a very difficult couple of months, but remember, we are all part of this family and here to support one another. We’re united by our purpose – to nurture bodies, minds, hearts and spirits for all. And we will get through this together.”



We began regular, bi-weekly meetings of our DEI&B Steering Committee, led by our Senior Vice President of Human Resources, to formalize our approach to creating an inclusive and equitable environment for all of our staff. While we have a great deal of work ahead of us, we formulated initiatives which were achieved by the end of 2020, including providing education to managers around how to lead inclusively, conducting listening sessions for our executives, enhancing opportunity for all by carefully examining equity within our hiring, development and promotion processes, and encouraging and enabling voting. We also identified four ongoing areas of focus with associated actions: fostering our inclusive culture, creating opportunity for all, telling our story and providing education. Furthermore, we believe in the importance of creating a sense of belonging for all staff members. In doing so, we strive to create an environment where everyone can bring their full self to work and be appreciated for their unique background and perspectives.

In 2020 we finalized our company diversity, equity, inclusion and belonging commitment statement, which is:

“For more than 40 years, The Cheesecake Factory has always strived to create a welcoming culture that fully respects and embraces the identities, ideas, perspectives and experiences of our staff and guests. We are committed to be a great place to work for ALL individuals in our diverse workforce — a place where every person can bring their entire self to work. Where they are seen, heard, represented and cared for. Where they are celebrated for their individuality and unique differences. Where their talents will be recognized, appreciated and developed. A place they truly belong, united by one shared Purpose — to nurture bodies, minds, hearts and spirits.”

We also implemented the following programs during 2020:

LISTENING SESSIONS

Our senior executives held sessions with our staff and managers with the intention to listen and increase our awareness before taking any steps or actions. We provide space and opportunity for team members to share their experiences, in their own words, from their own perspectives. We believe listening to be foundational to our efforts. We believe hearing directly from our staff about their personal experiences has a much greater impact and leads to appreciation of our collective need to do more.

LEADERS OF COLOR PROGRAM

Recognizing our desire to increase the diversity of our senior management, we designed a new Leaders of Color Program for a group of middle level managers. Conceptualized in 2020 (more formal launch has occurred in 2021), the Leaders of Color program provides targeted experiences and opportunities to restaurant leaders from diverse backgrounds to assist in their professional growth.

MENTORING PROGRAMS

We also recognize the importance of ensuring more female representation at all levels of our leadership. We implemented two programs: Lean-In Circles and the Female Kitchen Leaders Advisor Program (more formal launch has occurred in 2021). These programs provide resources and mentorship to our female staff members in our restaurants. By partnering the participating staff members with female mentors, we

hope to assist in their onboarding and expedite their advancement through the leadership process.

DE-ESCALATION TRAINING

A key element of our educational efforts is our commitment to giving our managers the knowledge, skills and leadership development they need to be effective in today's work environment, which can increasingly be affected by social unrest and political polarization. In 2020, we continued the "Leading Our Evolving Workforce" initiative we launched in 2019 by focusing on developing managers' skills for de-escalating emotionally tense situations.

We trained all of our managers on how to expand their perspectives, remain calm under pressure, and consciously choose responses rooted in kindness and empathy. It brought real-life situations (such as an angry, swearing guest or a staff member accusing others

of racism) to life through videos and anecdotes presented by some of our actual managers. Participants told us the training has helped them become more confident leaders in the face of difficult, emotionally fraught situations.



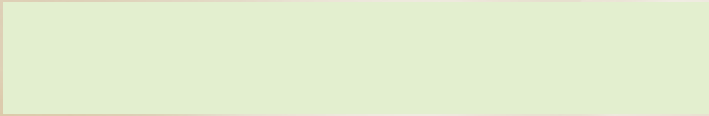
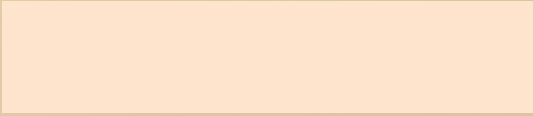
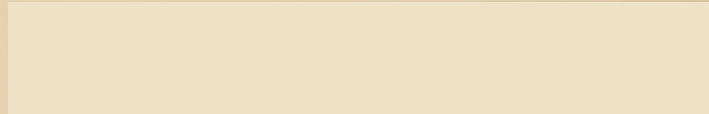
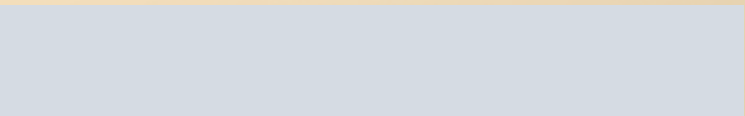
“Thank you for bringing this training to the field, making it relevant and doing so when managers really need it. Managers are trying to manage a lot to keep their restaurants open and their staff happy while they manage their own personal struggles... it’s great to see that we are taking a pro-active step to provide our managers with tools to consider as we continue to add more and more to their already full plates.”

**- STEPHANIE SHANNON, STAFF RELATIONS
MANAGER**

The training consisted of online modules, interactive webinars led by our Area Directors of Operations (ADOs), and one-on-one conversations between General Managers (GMs) and managers. This continued partnership and development with our ADOs and GMs allows for them to be champions of our efforts and we believe this has been key to its impact. All managers received specific training in the areas of social injustice, Black Lives Matter, social media, voting awareness, and de-escalation of tense situations.

CHAPTER SIX

Sustainability





There are three unique developments to the reporting of our environmental and sustainable sourcing data this year.

First, the unprecedented events of this past year created disruptions to our operational practices and supply chain. In some instances, these disruptions, such as restaurant closures, drove a temporary reduction in sustainability factors like energy and water use. Other changes, including for example supplier volume shortfalls and adapting menus to improve the off-premise dining experience for our guests, were more nuanced, impacting the mix of ingredients we normally source. Despite the disruptions to our business, we strived to provide the 2020 sustainability data contained in this report in a manner as comparable as possible to previous sustainability reports.

LEFT ALMOND-CRUSTED SALMON SALAD

The second unique aspect to our reporting this year is the inclusion of North Italia, which we fully acquired in late 2019. As a result, a number of additional restaurants and increased ingredient volumes are included in our 2020 environmental and supply reporting (as noted in the appendices included at the conclusion of this report), which should be considered when comparing to our previously disclosed performance. At present, Fox Restaurant Concepts, which was also acquired in late 2019, manages its restaurants and supply chain independently. Therefore, these restaurants and associated ingredient volumes are not included in our environmental and supply reporting at this point. We continue to expect any concepts or businesses acquired and operated by The Cheesecake Factory Incorporated after January 1, 2018 to incorporate and meet our Sustainable Sourcing Policy and the Sustainability Code of Conduct under the original timeline of eight years from the date of the full acquisition and operation by us.

Lastly, several of our Sustainable Sourcing Goals matured during 2020, including sourcing 100% cage-free eggs for our restaurants, eliminating pig gestation crates, and sourcing sustainably certified palm oil (RSPO). We are pleased to report that we achieved previously established cage-free egg and certified palm oil goals. While we did not achieve our goal to eliminate pig gestation crates due to sourcing challenges from the pandemic, the inclusion of new supply volume from North Italia, as well as continued slow adoption of gestation crate alternatives from the industry, we continue to make progress towards this goal. We provide further detail below (in the Environmental Data Summary and Sustainable Sourcing Update Appendices) on our current challenges and initiatives associated with this goal, as well as our Sustainable Sourcing goals which will mature in 2025.

RIGHT CHOCOLATE CARAMELICIOUS CHEESECAKE
MADE WITH SNICKERS®



Environment

Environmental concerns like climate change, water scarcity, deforestation, waste generation, and resource consumption are complex issues which impact us all. We remain committed to addressing our environmental impacts so that we can continue to serve our guests for generations to come and continue to implement improvements that reduce our GHG emissions, lower our energy and water consumption, and increase the waste diversion of our operations.

Additionally, we continue to augment the tracking and reporting of our environmental impact and have made several improvements since our last report, including the addition of North Italia to our reporting scope, updated GHG emission data from EPA eGRID, and expanded waste tracking from our two bakery facilities.

For additional details on our Environmental efforts, please see our 2019 Corporate Social Responsibility Report.

KEY HIGHLIGHTS

- Restaurant closures and limited operations certainly impacted reductions to our environmental footprint in 2020. However, we were already demonstrating a reduction in GHG emissions in 2019, a fully operational year. Before the pandemic, we saw an overall net reduction in our GHG emissions, as well as an improving GHG intensity on a per square foot basis (data provided in the Environmental Data Summary Appendix).
- We have continued to increase our landfill diversion rate every year since 2015, keeping over 71,000 cumulative metric tons out of landfill.
- Our energy and water intensity have continued to drop even while our business has continued grow.
- We expanded our supplier reporting process for key commodities (proteins, seafood, eggs, dairy, and produce) to include climate change reporting. Approximately 51% of these suppliers currently have a climate change reduction and/or management plan in place.

WHAT'S NEXT

We continue to further sharpen our focus on climate issues in 2021 and are working to better understand both our GHG inventory and the drivers behind our emissions, so as to develop an impactful climate change strategy. We are also working to monitor and assess our energy usage related to several health and safety improvements we made in our restaurants, including the installation of a new air filtration system in many restaurants.

Sourcing

While 2020 was certainly a difficult year and one where we could have decided to lower or pause our sustainable sourcing goals as some other companies did, we instead have remained as committed as ever to our Sustainable Sourcing Policy and goals. We have also expanded our reporting efforts (as seen in the Appendix – Sustainable Sourcing Update). These expansions include the inclusion of North Italia, increased information on animal transport, as well as the expansion of additional ingredients to our produce reporting.

Given the significant disruptions the pandemic had on supply chains, we were not able to make as much progress as we had planned to at the start of 2020.

Most often these disruptions were caused by a combination of several issues that collectively impacted our progress. **These issues include:**

Contracted vs. Substituted Product –

We had a number of instances where our contracted or planned ingredient sourcing was unavailable or “shorted” due to production, distribution, and delivery delays, thereby increasing the number of temporarily substituted ingredients to which we had lower visibility. Rather than remove this substituted volume from our reporting, which would improve our performance, we decided to include it so as to present a more comprehensive view of our sourcing challenges.

Product Mix – With an increased focus on off-premise dining during the pandemic, as well as several menu changes like the introduction of our “Timeless Classics”, our overall mix of products and ingredients changed. As a fresh, from-scratch operation with over 250 menu items, these changes impacted several areas, most notably our seafood, as several species of pelagic finfish were removed from our menu and from our sourcing in 2020.

Supplier Engagement – While our vendors and suppliers continue to be supportive of our sustainability efforts, they faced many of the same challenges over the past year. In some instances that reduced their capacity and resources which would have otherwise been put towards sustainable sourcing initiatives, reporting, and engagement.

Expanded Reporting - As our business operations continue to evolve and expand, so has our reporting. This year we have included the supply volume from North Italia in our reported sourcing percentages, which depending on the species or ingredient represents between 1%-18% of our total volume. In many instances, the volume from North Italia is not as advanced from a sustainability standpoint as we have only just begun to engage with their upstream supply chain. The result is that the performance for some of our Sustainable Sourcing Goals has been reduced, as the volume from North Italia lowered the impact, even though progress was made with our other supply volume.

For additional details on our Animal Welfare approach, governance, and efforts, please see our 2019 Corporate Social Responsibility Report.

KEY HIGHLIGHTS

- We joined the Global Coalition for Animal Welfare (GCAW) and its action-oriented and multi-stakeholder platform to advance animal welfare standards throughout our own supply chain and the global food supply chain.
- We continued to evaluate and identify the top priority produce ingredients based on our sustainability criteria and in addition to the 12 ingredients we reported on last year, we have added an additional 8 ingredients, now representing about 52% of our annual produce by volume.
- Having helped launch a pre-competitive project with Seafood Watch in 2019 related to our shrimp sourcing, the project was formally established in 2020 with over a dozen organizations joining and several successful pilot tests conducted.
- We were able to successfully transition to 100% cage-free eggs for our restaurants and West Coast Bakery with our contracted supply, which puts us ahead of our overall 2025 cage-free egg goal.
- For the third time, we were recognized by the Business Benchmark for Farm Animal Welfare (BBFAW) at a tier 3 level.

WHAT'S NEXT

Overall, we have seen strong progress in the areas of seafood and produce, as well as animal confinement, physical alterations, and growth hormones/promoters. But we also know the work is ongoing and ever changing. We will continue to develop and pursue pre-competitive collaborations, like our partnerships with Seafood Watch and the Global Coalition for Animal Welfare, as increasingly the change we need to enact to reach our goals requires broader industry engagement.



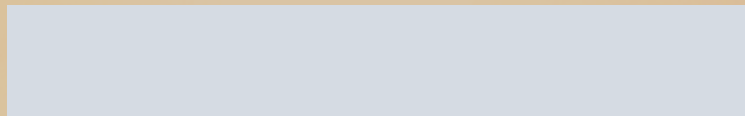
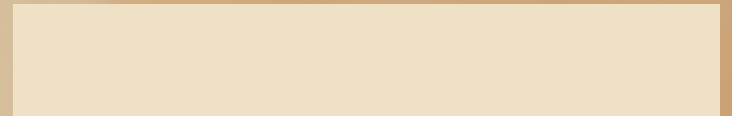
Conclusion

We believe that upholding our values and beliefs during the turbulent environment of 2020 is one of the reasons The Cheesecake Factory was named one of FORTUNE Magazine’s “100 Best Companies to Work For®” for an eighth consecutive year in early 2021. Striving to continually align our values with strong leadership has reinforced our position as an industry leader. Although we don’t know exactly what the future holds, we believe we are poised to weather any seemingly “impossible” conditions that may come our way with our values as our guide, so we can continue to live our Purpose: to nurture bodies, minds, hearts and spirits of our staff, guests, and communities.



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Appendices



Environmental Data Summary

INDICATOR	2015	2016	2017	2018	2019	2020
# of Restaurants	192	203	208	214	218	243
Energy						
Electrical Consumption (kWh)	277,429,808	290,945,039	298,213,251	301,309,768	301,765,832	281,038,096
Electricity from Renewable or non-Emitting Sources (%)	34%	36%	30%	38%	39%	39%
Natural Gas Consumption (kWh)	484,273,286	497,246,023	507,403,358	534,434,925	539,639,506	461,848,993
Other Energy Consumption (kWh)	4,109,575	3,717,490	3,243,251	3,414,883	2,898,718	5,957,225
Total Energy Consumption (kWh)	765,812,669	791,908,552	808,859,860	839,159,576	844,304,056	748,844,314
Restaurant Portfolio Energy Intensity (kWh/sq ft)	331	326	325	329	326	271
Water						
Water Consumption (kGal)	985,378	1,033,945	1,043,973	1,067,027	1,092,443	858,440
Water Consumption in Areas of High or Extremely High Baseline Water Stress (kGal)	163,098	175,173	186,139	179,572	191,804	150,211
% of Locations with High or Extremely High Baseline Water Stress	15%	15%	15%	15%	16%	17%
Restaurant Portfolio Water Intensity (kGal/sq ft)	0.425	0.425	0.420	0.418	0.422	0.310
Waste						
Landfill (metric tons)	65,812	68,451	72,153	73,952	72,394	62,529
Recycling (metric tons)	8,523	8,943	10,114	10,372	11,508	10,832
Organic Diversion (metric tons)	113	1,251	1,741	2,237	2,471	2,502
Food Donation (metric tons)	223	198	213	201	223	302
Total Volume Diverted from Landfill (metric tons)	8,859	10,392	12,067	12,810	14,202	13,636
Landfill Diversion Rate (metric tons)	12%	13%	14%	15%	16%	18%
Greenhouse Gas Emissions						
Scope 1 (metric tons CO2e)	90,808	92,879	95,309	99,237	100,239	88,939
Scope 2 (metric tons CO2e)	122,682	119,366	120,706	115,547	107,864	102,425
Scope 3 (metric tons CO2e)	48,723	50,440	52,486	54,090	53,486	45,618
Total Absolute Emissions (metric tons CO2e)	262,213	262,685	268,502	268,874	261,590	236,982
Restaurant Portfolio GHG Intensity (metric tons CO2e/sq ft)	0.1132	0.1081	0.1080	0.1053	0.1010	0.0857

Scope of environmental data: The data contained in the *Environmental Data Summary* chart includes The Cheesecake Factory, Grand Lux Cafe, RockSugar, Social Monk, and North Italia (starting in 2020) restaurants, as well as both bakery facilities, and corporate offices. Improvements to data access and quality have resulted in minor changes to 2015-2019 values. As we continue to monitor our environmental footprint in the future, we anticipate our data access and quality to continue to improve and we will update these numbers accordingly.

Sustainable Sourcing Update

Given the significant disruptions the pandemic had on supply chains, we were not able to make as much progress as we had anticipated to at the start of 2020. For a detailed discussion on the several issues that collectively impacted our progress please see our section on *Sourcing*.

-  Completed
  In-Progress
  Delayed


SEAFOOD

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	Working towards sourcing environmentally and socially responsible seafood as defined by industry programs (such as Monterey Bay Aquarium Seafood Watch).	<ul style="list-style-type: none"> At present 45% of our purchasing volume is rated as green or yellow per Monterey Bay Aquarium-Seafood Watch or eco-certified. A key component of this work has been several pre-competitive projects we have helped launch with the Seafood Watch team and our peers, particularly related to our shrimp and salmon sourcing. 	<ul style="list-style-type: none"> Seafood remains a challenging area, but one that we are continuing to make progress with a number of species most notably shrimp and salmon, with these efforts having now evolved into pre-competitive projects with Seafood Watch. For those species that remain a challenge for us, most notably squid and crab, we are pursuing a number of initiatives including potential Fishery Improvement Projects or alternative sourcing locations.


PALM OIL & DEFORESTATION

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	Sourcing sustainably certified palm oil (RSPO) by 2020 and establishing a buying preference for fully traceable palm oil that does not come from deforestation or clearing of high carbon stocks.	<ul style="list-style-type: none"> Our direct purchases of palm oil are RSPO certified, and from suppliers who have committed to no deforestation and no development on peat or high carbon stock forests. 	<ul style="list-style-type: none"> We continue to monitor and evaluate the palm oil sourcing practices of the ingredients we purchase where palm oil may be used as a sub-ingredient.






PALM OIL & DEFORESTATION (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Working towards zero deforestation particularly from the sourcing of our produce, cocoa, coffee, and tea.</p>	<ul style="list-style-type: none"> Based on our expanded review of our key produce ingredients, we estimate that approximately 50% is free from deforestation, with the remaining percentage currently unknown due to insufficient local level data. Additionally, we have made strong progress to combat deforestation related to our RSPO palm oil and are continuing to improve our ability to screen for deforestation related to cocoa, tea, and coffee. 	<ul style="list-style-type: none"> Globally, deforestation remains a challenge, due to often poor traceability and transparency of supply chains and ingredients. We are working to combat this by working directly with our suppliers on our high priority ingredients to ensure improved visibility to deforestation and biodiversity concerns.




PRODUCE

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Achieve a 15% reduction (from 2015 baseline) in the amount of water, synthetic pesticides, and synthetic fertilizers our suppliers use to grow our produce.</p>	<ul style="list-style-type: none"> Our produce partners employ best management practices to address the efficiency of their water, pesticide and fertilizer use. These practices include: <ul style="list-style-type: none"> 45% implemented water-saving technologies and practices including drip irrigation, soil moisture sensing, and consumption measurement. 50% implemented pesticide-reduction practices such as IPM plans. 24% implemented precision fertilizer practices. 	<ul style="list-style-type: none"> We continue to work with our suppliers to measure, monitor, and improve the efficiency of their water, pesticides, and fertilizer use. Given the varying sourcing locales and their subsequent unique climate and ecological conditions, we are continuing to evaluate the best means of aggregating our performance.



PRODUCE (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Eliminate pesticides classified as type 1a or 1b by the World Health Organization or pesticides that are banned according to national, regional, or local laws.</p>	<ul style="list-style-type: none"> 19% of our produce partners do not use pesticides that are listed as World Health Organization (WHO) Classes 1a or 1b. 	<ul style="list-style-type: none"> We respect that plant protection is a complex science, and we continue to look to experts in the field for emerging information about pesticide toxicity and appropriate use. We are also working to learn more from our suppliers who have been able to successfully transition to no use of WHO Class 1a and 1b pesticides.
	<p>Encouraging produce suppliers to submit and implement annual integrated pest management plans.</p>	<ul style="list-style-type: none"> 50% of produce partners have IPM plans and practices in place. 	<ul style="list-style-type: none"> We continue to see strong adoption and implementation of integrated pest management plans, which is encouraging given the interconnectedness with our other goals including pesticide and water reduction, as well as protecting biodiversity.
	<p>Creating biodiversity action plans which detail suppliers planned efforts to conserve natural habitat, protect wildlife, and promote biodiversity adjacent to production areas.</p>	<ul style="list-style-type: none"> 37% of produce partners have a biodiversity plan in place and/or have conducted biodiversity projects, such as creating riparian buffers, crop rotations, and invasive species management. 	<ul style="list-style-type: none"> The overall drop in our performance is mainly attributable to an update in our methodology, whereby we are now being more selective as to what constitutes a biodiversity or pollinator action plan. We continue to work to identify biodiversity hotspots located near our sourcing locations, and to be able to identify the appropriate conservation measures.
	<p>Create and implement a pollinator and beneficial insect conservation plan as a part of the larger biodiversity action plan.</p>	<ul style="list-style-type: none"> 33% of produce partners have a pollinator plan in place and/or have conducted projects that benefit pollinators, including habitat building and staff training. 	
	<p>Working to source certain unique produce ingredients which have traditionally gone to waste as unusable and/or unsellable.</p>	<ul style="list-style-type: none"> A number of unique produce items have been collectively evaluated by our Purchasing, Sustainability, and Culinary teams to determine applicability to our operations and restaurant concepts. 	<ul style="list-style-type: none"> We continue to evaluate potential opportunities and partnerships to allow us to address logistical and transportation challenges to sourcing unique produce.




DAIRY COWS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free dairy, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> When antibiotics are to be provided due to ill health, then strict withdrawal periods must be met to ensure no traces of the medicine remain in the milk. While over 91% of our dairy suppliers have committed to responsible use of antibiotics with veterinary oversight, we are continuing to work with our suppliers to further reduce antibiotic usage in alignment with our animal welfare goals. 	<ul style="list-style-type: none"> While we continue to see reductions in the use of antibiotics and overall more responsible management, progress towards a NAE supply remains challenging. Since our collective purchasing power is not yet large enough to sway larger producers and suppliers to pursue NAE if they are not already doing so, our market options remain limited. To address this, we are actively partnering with our producers and suppliers to build a phased approach around their commitments to phase out medically important antibiotics and actively establish a pathway to NAE production in alignment with our goals.
	<p>Phasing out physical alterations as a preventive measure, including for dairy cows: tail docking, dehorning, disbudding, and ear notching. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> Tail Docking <ul style="list-style-type: none"> >88% of our supply is free from tail docking Dehorning & Disbudding <ul style="list-style-type: none"> While the majority of our supply is subject to dehorning or disbudding, 69% of our supply is provided pain relief and/or veterinary care during the procedure. Ear Notching <ul style="list-style-type: none"> 74% of our supply is free from ear notching. 	<ul style="list-style-type: none"> We are continuing to work with our suppliers to evaluate potential alternatives to dehorning and disbudding, such as polled genetics, as well as establishing best practices for when the procedures are performed.
	<p>Ensuring our dairy comes from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.</p>	<ul style="list-style-type: none"> 88% of our supply is raised with a high quality and holistic feed. 	<ul style="list-style-type: none"> Given a wide range of feed practices from our suppliers, based on local conditions and product specifications, we are continuing to work with our suppliers to ensure their specific feed formulations and standards utilize high quality and holistic feed, and are working to verify the specific feed types being provided.




DAIRY COWS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing dairy and dairy products free from rBST/rBGH.</p>	<ul style="list-style-type: none"> 87% of our supply is produced without the use of rBST/rBGH. 	<ul style="list-style-type: none"> As our core suppliers have made strong progress reducing or eliminating their use of rBST/rBGH, we are now focusing on our suppliers who may not be in direct control of their own dairy sourcing.
	<p>Ensuring dairy cows have adequate space to move freely and eliminating the practice of tethering of cattle (except during milking or veterinary care).</p>	<ul style="list-style-type: none"> 88% of our sourced dairy products come from suppliers who adhere to the National Dairy Program - Farmers Assuring Responsible Management (FARM) program, helping to ensure that throughout their life, dairy cows are able to stand up, lie down, adopt normal resting postures and have visual contact with other animals, without risk of injury. 24% of our supply comes from cows not tethered (except during milking or veterinary care). 	<ul style="list-style-type: none"> We are continuing to partner with our suppliers to better understand challenges related to weather and seasonality and to develop strategies for improved space requirements and tethering.



PIGS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free pork, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> • 96% of our pork suppliers are practicing responsible use of antibiotics with veterinary oversight. • Almost 5% of our pork suppliers are currently practicing no antibiotics ever (NAE). 	<ul style="list-style-type: none"> • See the challenges discussed on Page 43 as a part of our NAE sourcing for Dairy Cows.
	<p>Phasing out physical alterations as a preventive measure, including for pigs; tail docking, castration, teeth clipping, and ear notching. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> • Tail Docking <ul style="list-style-type: none"> ○ 72% of our supply is subjected to tail docking at <7 days of age. ○ 18% of our supply that is subjected to tail docking is provided pain relief during the procedure. • Castration <ul style="list-style-type: none"> ○ 72% of our supply is castrated at < 5 days of age. ○ 4% of our total supply is provided pain relief during the procedure. • Ear Notching & Teeth Clipping <ul style="list-style-type: none"> ○ 70% of our supply is free from ear notching or teeth clipping. 	<ul style="list-style-type: none"> • Overall, we continue to see strong adoption of improved practices related to tail docking and castration, but the use of pain relief during the procedures continues to remain limited across the industry. We are working in tandem with our suppliers and pre-competitively with peers to better understand current and emerging best practices, particularly around approved types of pain relief and proactive management strategies to help reduce or eliminate the need for physical alterations. • We updated our reporting with regards to the age at which piglets are castrated from three days to five days, so as to better align to industry reporting standards and best practices, as well as animal welfare certifications.
	<p>Sourcing pigs free from added growth hormones and growth promoters.</p>	<ul style="list-style-type: none"> • At present, 57% of our supply is raised without growth hormones and promoters. 	<ul style="list-style-type: none"> • The use of growth promoters, particularly beta-agonists like ractopamine, have continued to decrease and appear to be on a positive trajectory for our 2025 goals.




PIGS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Eliminating pig gestation crates from our supply chain by 2020.</p>	<ul style="list-style-type: none"> • <1% of our supply is raised without the use of gestation crates at all. • 30% of our supply is raised in gestation crates for < 28 days. • 5% of our supply is raised in gestation crates for <45 days. 	<ul style="list-style-type: none"> • Over the past year we have begun to see more suppliers phasing out gestation crates in favor of group housing, but fewer are pursuing a complete elimination of gestation crates, due to demonstrated animal welfare benefits when used for a short period during the initial critical stages of gestation. We are continuing to work with our suppliers and others in the industry to better understand the best animal welfare outcomes related to the number of days of gestation crate use. • A challenge we continue to encounter is that there is not a commonly applied definition of gestation crate free or group housed in the industry or amongst our peers. We continue to see producers and peer companies define 30-60+ days of sow confinement as “gestation crate free” or as “group sow housing”.
	<p>Ensuring all pigs are housed in a group pen setting from birth as appropriate and are provided environmental enrichments.</p>	<ul style="list-style-type: none"> • At present, the majority of our suppliers house pigs in group housing. • Farrowing <ul style="list-style-type: none"> ○ 95% of our supply is housed in farrowing crates for on average 21 days. • Environmental Enrichments <ul style="list-style-type: none"> ○ 4% of our supply is provided enrichments including hanging toys, ropes, chains, bar-mounts, movable objects, and straw. 	<ul style="list-style-type: none"> • Similar to the slow adoption and investment in stall free/limited production systems, we continue to see only a small portion of the industry actively pursuing new infrastructure improvements (retrofits or new construction) for items like farrowing pens or environmental enrichments.
	<p>Ensuring our pigs come from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.</p>	<ul style="list-style-type: none"> • 24% of our supply is raised with a high quality and holistic feed. 	<ul style="list-style-type: none"> • We are continuing to work with our suppliers to ensure high quality and holistic feed and are working to further understand and verify the specific feed types provided.




PIGS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Ensuring that during transport, pigs are handled by trained staff using low stress handling techniques and that there is adequate space and thermal comfort for animals. Any sick, or injured animals, or animals that may have difficulty withstanding transport may not be transported without veterinary treatment.</p>	<ul style="list-style-type: none"> We understand live animal transport creates stress for the animals, and so we ask our suppliers to implement training and programs (Pork Quality Assurance (PQA+), Transport Quality Assurance (TQA), Pork Avenue, etc.). 77% of our supply is transported under these programs. 71% of our supply is transported to slaughter in under 8 hours. 	<ul style="list-style-type: none"> We are continuing to partner with our suppliers to gain visibility into the transportation process, and to work with them on strategies and practices that lower stress levels and improve comfort for animals being transported to processing facilities.
	<p>Ensuring humane practices, such as controlled atmosphere stunning (CAS) or controlled atmosphere killing (CAK), are utilized prior to harvest, and support tools such as live video monitoring to ensure humane processing.</p>	<ul style="list-style-type: none"> Animals harvested by our suppliers and vendors are required to be rendered unconscious prior to slaughter in order for them to be insensible to pain and distress until death, with 96% of our supply confirmed to be compliant with this standard. 11% of our supply comes from CAS (CO2 stunning) facilities, with >77% under North American Meat Institute (NAMI) guidelines. 	<ul style="list-style-type: none"> We are continuing to encourage our suppliers to utilize and invest in controlled atmosphere stunning (CAS) and are encouraging the continued adoption and use of third-party remote video monitoring for both sow farms and processing facilities.




BEEF CATTLE

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free cattle, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> • >93% of our suppliers for cattle are practicing responsible use of antibiotics with veterinary oversight. • We are continuing to work with our suppliers to source no antibiotics ever (NAE). 	<ul style="list-style-type: none"> • See the challenges discussed on Page 43 as a part of our NAE sourcing for Dairy Cows.
	<p>Phasing out physical alterations as a preventive measure, including for beef cattle: dehorning, disbudding, ear notching, and castration. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> • Dehorning/Disbudding & Castration <ul style="list-style-type: none"> ○ 29% of our supply is not subject to dehorning or disbudding. • Tail Docking and Ear Notching <ul style="list-style-type: none"> ○ 88% of our supply is free from tail docking or ear notching. 	<ul style="list-style-type: none"> • Similar to dairy cows we continue to see improvements related to dehorning and disbudding, but the use of pain relief remains limited, particularly for practices such as castration.
	<p>Sourcing beef cattle free from added growth hormones and growth promoters.</p>	<ul style="list-style-type: none"> • 21% of our supply is raised without use of growth hormones or promoters. 	<ul style="list-style-type: none"> • Overall, the beef industry has been slow to eliminate growth hormones/promoters as a standard practice, but we have started to see a handful of operations begin to pursue alternatives, though broader adoption still remains limited.



BEEF CATTLE (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Ensuring our cattle come from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.</p>	<ul style="list-style-type: none"> 92% of our supply is raised with a high quality and holistic feed. 	<ul style="list-style-type: none"> We are continuing to work with our suppliers to ensure high quality and holistic feed and are working to verify the specific feed types provided.
	<p>Ensuring that during transport, animals are handled by trained staff using low stress handling techniques and there is adequate space and thermal comfort for animals. Any sick, or injured animals, or animals that may have difficulty withstanding transport may not be transported without veterinary treatment.</p>	<ul style="list-style-type: none"> Over 88% of our beef suppliers adhere to North American Meat Institute (NAMI) as well as the Beef Quality Assurance (BQA) standards, National Cattlemen’s Beef Association (NCBA) certification program and others that train staff in handling, care, and transport. 38% of our supply is transported to slaughter in under 8 hours. 	<ul style="list-style-type: none"> As the travel times to slaughter are generally higher for beef cattle than other species, and combined with the travel restrictions and/or plant closures due to COVID-19, we saw an increase in the journey times in 2020. This will likely remain a challenge, so we are continuing to partner with our suppliers to gain visibility into the transportation process.
	<p>Ensuring humane practices, such as controlled atmosphere stunning (CAS) or controlled atmosphere killing (CAK), are utilized prior to harvest, and support tools such as live video monitoring to ensure humane processing.</p>	<ul style="list-style-type: none"> Animals including both beef cattle and dairy cows harvested for us by our suppliers and vendors are required to be rendered unconscious prior to slaughter so that they are insensible to pain and distress before death, with 93% of our supply confirmed to be compliant with this standard. 	<ul style="list-style-type: none"> We are working to better understand new research and best practices related to humane processing and are encouraging the continued adoption and use of third-party remote video auditing across the industry.




LAYING HENS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free eggs, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> • 94% of our egg suppliers are practicing responsible use of antibiotics with veterinary oversight. • Approximately 1% of our supply is confirmed to have never been administered antibiotics. 	<ul style="list-style-type: none"> • See the challenges discussed on Page 43 as a part of our NAE sourcing for Dairy Cows.
	<p>Phasing out physical alterations as a preventive measure, including for laying hens: beak trimming, dubbing, de-spurring, and de-toeing. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> • At present 98% of our egg supply comes from hens that are beak trimmed, generally with infra-red at 1-day of age or precision trimming at 9 days. 	<ul style="list-style-type: none"> • We are working with our suppliers to better understand strategies that can be taken to reduce the need for beak trimming such as genetic selection, environmental enrichments, and housing conditions such as lighting.
	<p>Sourcing 100% cage-free eggs for restaurant operations by 2020, and for bakery operations by 2025.</p>	<ul style="list-style-type: none"> • As of publication date, we have met our 100% cage free egg goal for our restaurants, and have also transitioned one of our two bakeries to cage-free eggs. This brings our total percentage of contracted eggs (shell and liquid) to 51% cage free. • Additionally, a number of suppliers have also switched to cage-free eggs for products where eggs are a sub-ingredient. 	<ul style="list-style-type: none"> • While we have successfully transitioned our restaurants to cage-free eggs, we continue to experience supply disruptions from COVID-19, which at times has limited our ability to source cage-free eggs. We are continuing to work on these issues as they arise.






LAYING HENS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Offering environmental enrichments (such as perches, litter, and pecking objects) for egg laying hens.</p>	<ul style="list-style-type: none"> • 20% of our supply is provided with enrichments, such as perches, litter, hanging alfalfa, and nest pads, all of which are provided at 1 day of age (except nest pads). • 18% of our supply is provided with natural light. 	<ul style="list-style-type: none"> • We are continuing to work with our suppliers and partners to better determine the most effective enrichments as well as the best flock age to introduce enrichments.
	<p>Ensuring our eggs from laying hens come from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.</p>	<ul style="list-style-type: none"> • 88% of our supply is raised with a high quality and holistic feed. 	<ul style="list-style-type: none"> • Our suppliers currently provide a nutritious diet specifically designed to meet each hen's age-related needs, and we are further working with them to ensure high quality and holistic feed.

BROILER CHICKENS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free broiler chickens, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> • 99% of our suppliers for broiler chickens are practicing responsible use of antibiotics with veterinary oversight. • ~1% of our suppliers source no antibiotics ever (NAE). 	<ul style="list-style-type: none"> • See the challenges discussed on Page 43 as a part of our NAE sourcing for Dairy Cows.
	<p>Phasing out physical alterations as a preventive measure including: beak trimming, dubbing, caponization, de-spurring, and de-toeing. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> • Beak Modifications <ul style="list-style-type: none"> ○ 92% of our supply has no beak modifications nor other physical alterations performed. 	<ul style="list-style-type: none"> • While physical alterations are not often performed by our suppliers, we are continuing to assess the potential implications for increased physical alterations as a result of slower growing breeds.
	<p>Ensuring that during transport, animals are handled by trained staff using low stress handling techniques and there is adequate space and thermal comfort for animals. Any sick or injured animals or animals that may have difficulty withstanding transport may not be transported without veterinary treatment.</p>	<ul style="list-style-type: none"> • We ask suppliers to ensure staff responsible for transportation and transport equipment be trained in the proper handling of birds when catching, loading, unloading, and while in transit. Additionally, several of our suppliers have implemented third-party remote video auditing (RVA) programs to help monitor live bird handling. • 92% of our supply is transported to slaughter in under 8 hours. 	<ul style="list-style-type: none"> • In 2020 we further expanded our data collection efforts related to our supplier's transportation procedures and found that the majority of our broiler chickens are transported in under 8 hours to slaughter.

BROILER CHICKENS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Ensuring our broiler chickens come from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.</p>	<ul style="list-style-type: none"> 73% of our supply is raised with a high quality and holistic feed. 	<ul style="list-style-type: none"> Our suppliers currently provide a nutritious diet specifically designed to meet each birds age-related needs, and we are continuing to work with them to ensure high quality and holistic feed.
<p><i>In alignment with Global Animal Partnership (GAP) 5-Step™ Animal Welfare Rating Standards for Chickens Raised for Meat v2.0, we are committed to:</i></p>			
	<p>Purchasing broiler chickens raised without the use of fast-growing practices or breeds.</p>	<ul style="list-style-type: none"> Breeds <ul style="list-style-type: none"> 34% of our supply comes from slower growth breeds and/or practices. 	<ul style="list-style-type: none"> As new peer-reviewed research has continued to be conducted and published on what constitutes slower growing breeds and practices, we have continued to review our performance. Additionally, we are working with pre-competitive working groups, to better define and understand slower growing breeds and practices for the industry as a whole.
	<p>Lowering the maximum stocking density for broiler chickens to be equal to or less than 6 pounds per square foot within supplier’s operations.</p>	<ul style="list-style-type: none"> Density <ul style="list-style-type: none"> 34% of our supply is stocked at a density of <6 lbs. per sq. ft. 	
	<p>Offering environmental enrichments (such as lighting, perches, litter, and pecking objects) for broiler chickens.</p>	<ul style="list-style-type: none"> 18% of our supply is provided with environmental enrichments, with these enrichments generally provided within the first week. 	<ul style="list-style-type: none"> Several of our suppliers are conducting pilot programs to better determine the most effective enrichments, such as ramps, tunnels, and perches, as well as the best flock age to introduce enrichments.
	<p>Expanding humane slaughter practices of CAS/CAK to include the elimination of live shackling or live dumping.</p>	<ul style="list-style-type: none"> Animals harvested by our suppliers and vendors are required to be rendered unconscious prior to slaughter in order for them to be insensible to pain and distress before death with 99% of our supply confirmed to be compliant with this standard. <1% of our supply comes from CAS (CO2 stunning) facilities. 	<ul style="list-style-type: none"> The broader industry adoption of CAS while growing is still slow and at present we have not seen a significant increase in our percent of supply coming from CAS facilities.

VEAL CALVES

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Eliminating the use of confinement crates for veal calves by 2017.</p>	<ul style="list-style-type: none"> At present, we do not source veal or veal products. However, we understand that as an innovative company, we are constantly updating and evolving our menu. Should we source veal or veal product in the future, we will source from producers that do not utilize confinement crates. 	

Sustainable Accounting Standards Board (SASB) Index

SASB is an independent, private sector standards-setting organization dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. The table below cross-references the applicable SASB accounting metrics for The Cheesecake Factory Incorporated and where that information can be found in our 2020 Corporate Social Responsibility Progress Report or as otherwise noted.

FOOD & BEVERAGE - RESTAURANTS					
TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
Energy Management	(1) Total energy consumed (2) percentage grid electricity (3) percentage renewable	Quantitative	Kilowatt Hours (kWh) Percentage (%)	FB-RN-130a.1	Environmental Data Summary (page 39)
Water Management	(1) Total water withdrawn (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Kilogallons (kGal), Percentage (%)	FB-RN-140a.1	Environmental Data Summary (page 39)
Food & Packaging Waste Management	(1) Total amount of waste (2) percentage food waste (3) percentage diverted	Quantitative	Metric tons (mt), Percentage (%)	FB-RN-150a.1	Environmental Data Summary (page 39)
	(1) Total weight of packaging (2) percentage made from recycled and/or renewable materials (3) percentage that is recyclable, reusable, and/or compostable	Quantitative	Metric tons (mt), Percentage (%)	FB-RN-150a.2	2019 Corporate Social Responsibility Report - Food Quality & Safety (page 98)

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
Food Safety	(1) Percentage of restaurants inspected by a food safety oversight body (2) percentage receiving critical violations	Quantitative	Percentage (%)	FB-RN-130a.1	100% of our restaurants are inspected by a regulatory body and 100% are inspected by a 3rd party auditing company on a monthly basis. For additional information see 2019 Corporate Social Responsibility Report - Food Quality & Safety (page 98)
	(1) Number of recalls issued and (2) total amount of food product recalled	Quantitative	Number, Metric tons (mt)	FB-RN-140a.1	When we learn about illnesses that may be linked to the sourcing or preparation of an ingredient we take swift action. In FY20, we had nine recalls. We use an automated system to initiate and document all product recall and require our restaurants to take action and complete a Certificate of Destruction (COD) within 2 hours.
	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Quantitative	Number, Percentage (%)	FB-RN-150a.1	In FY20, the company had no confirmed foodborne illness outbreaks.
Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	Quantitative	Percentage (%), Reporting currency	FB-RN-260a.1	The Cheesecake Factory follows federal and local regulations as they pertain to nutritional requirements for restaurant chains with 20 or more locations and sodium warnings. We partner with an accredited laboratory company to manage our nutritional information and have a team to ensure we have the most accurate and up to date specification and nutritional information for our more than 700+ food products that go in to making 250+ menu items. We post calories on our menus next to our food and drink options, and we also provide a supplemental nutritional guide for our guests to view complete nutritional information.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
Nutritional Content	(1) Percentage of children's meal options consistent with national dietary guidelines and (2) revenue from these options	Quantitative	Percentage (%), Reporting currency	FB-RN-260a.2	Our kids' menu is in compliance with dietary guidelines per region. Several cities and local jurisdictions have requirements to ensure kids have healthy choices when eating out. We have several healthy options for kids, which include vegetables and non-sugary drinks.
	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Quantitative	Number, Percentage (%)	FB-RN-260a.3	Promotional and marketing efforts are not targeted towards children.
Labor Practices	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Quantitative	Rate	FB-RN-310a.1	2019 Corporate Social Responsibility Report - Food Quality & Safety (page 98)
	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	Quantitative	Number, Percentage (%)	FB-RN-310a.2	2019 Corporate Social Responsibility Report - Food Quality & Safety (page 98)
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	Quantitative	Reporting currency	FB-RN-310a.3	2020 10-K

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
Supply Chain Management & Food Sourcing	Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third party environmental and/or social standards	Quantitative	Percentage (%) by cost	FB-RN-430a.1	Sustainable Sourcing Update (page 41); the percentage provided is by volume, as we have found this to be a more accurate and consistent metric than by cost.
	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	Quantitative	Percentage (%) by number, Percentage (%) by weight	FB-RN-430a.2	Sustainable Sourcing Update (page 40)
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	n/a	FB-RN-430a.3	2019 Corporate Social Responsibility Report - Sourcing (page 56)
	Number of (1) company-owned and (2) franchise restaurants	Quantitative	Number	FB-RN-000.A	2020 10-K
	Number of employees at (1) company-owned and (2) franchise locations	Quantitative	Number	FB-RN-000.B	2020 10-K



The
Cheesecake Factory[®]
2020