

Corporate Social Responsibility
Progress Update

2022



The
Cheesecake
Factory®

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Letter from Our President



David M. Gordon

PRESIDENT

Over the last 45 years, The Cheesecake Factory has become synonymous with delicious food, celebration, and a very extensive menu. Throughout my career, one of my favorite conversations with

guests, and even strangers while traveling the country, has been to ask what they love about our restaurants. Many speak about specific dishes, like our Avocado Eggrolls or Miso Salmon. Others speak about the celebration of a milestone or life achievement that happened at one of our restaurants. And almost all mention one of our more than 30 amazing cheesecakes. When I have that same conversation with our managers and staff, the topics often turn to different subjects.

Internally, when I ask what our people love about the company, I hear stories of how we are so much more than food — how we are a great company, how we are a community or family that supports each other, how we are a fun and engaging place to work, and how we are the safety net in times of need. I've heard

detailed accounts of how proud a restaurant is to donate excess food to their local shelter or food bank. Staff share how empowered they felt in earning a degree or completing a certificate program we offered or helped them attend. Staff who are parents told me how supported they felt through programs like Homework Assistance and complimentary access to mental health care services. I've heard stories of how our staff assistance programs have literally changed lives — providing small grants used for everything from assistance with paying rent in times of need to covering insurance deductibles after the devastation of natural disasters. My children told me how proud they were when we first started our sustainability programs and then again last year when we made a Net-Zero greenhouse gas commitment.

We are a great restaurant company with the highest standards and execution on both the food we serve and the experience that we provide. And we are also a stellar company. We are the only full-service restaurant to be ranked on the *Fortune* 100 Best Companies to Work For® list and we have maintained that recognition for the last 10 consecutive years. Over 90% of our staff believe they are treated equitably across all classifications of demographics and identities. We've distributed more than 7.3 million pounds of food to more than 700 local non-profits while also donating more than \$6 million to Feeding America® since 2008. We outperformed many of our sustainable sourcing goals — including transitioning our bakeries to cage-free eggs three years prior to our stated goal.

We've taken our responsibility to climate change seriously through restaurant-level programs that have reduced our GHG intensity 22% per square foot since 2015, but also through strategic and long-term commitments like our Net-Zero by 2050 goal.

I've spent the better part of my career with The Cheesecake Factory. And when I tell people what I do, I love the response and hearing about how they love our restaurants. But when I look at the numbers, I must admit that we are so much more than just great restaurants — we are a great company that also happens to be in the business of running great restaurants.

David M. Gordon

President

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The Cheesecake Factory has always been **more** than just the food on the plate

SOURCING



ENVIRONMENT



STAFF & DEI&B



COMMUNITY



Data and restaurants included in the report represent The Cheesecake Factory, North Italia, Grand Lux Cafe, and Social Monk Asian Kitchen unless noted otherwise.

*Does not include North Italia or Social Monk Asian Kitchen.

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Caring for Our Staff

Caring for Our Staff

INTRODUCTION

Our Purpose — to nurture bodies, minds, hearts, and spirits — underscores our philosophy for caring for our staff and managers. We strive to provide policies, programs and benefits that support our team members' physical, mental, emotional, and financial well-being; and to provide equitable and convenient access for those who participate in these programs. Furthermore, our development and engagement programs are designed to provide accessible opportunities for managers and staff to pursue their personal and professional aspirations.

HIRING PRACTICES

We believe that our ability to attract and retain highly motivated staff members is key to running successful restaurants and maintaining our strong culture. In response to the competitive labor environment in 2022, we undertook two key actions to enhance our ability to hire and retain top talent:

- We updated our attraction strategy to better highlight the most unique and rewarding aspects of working for The Cheesecake Factory.
- We provided The Cheesecake Factory (CCF), Grand Lux Cafe (GLC), and North Italia (NI) managers with interview training that included values and behavior-based interviewing techniques. We believe that hiring staff who are aligned with our culture and values can strengthen staff engagement and retention.

UPDATING OUR ATTRACTION STRATEGY

Our analysis of survey data from applicants and current staff members revealed several key points of differentiation that draw applicants to The Cheesecake Factory:

- Extensive training programs and career opportunities
- Flexible and consistent work schedules
- Competitive pay and benefits
- A sense of pride and purpose in the work
- A caring, inclusive culture

These themes were reflected throughout the year in recruitment marketing campaigns.

INTERVIEW TRAINING

The interview training program developed in 2022 is designed to enhance hiring managers' skills in the following areas:

- Using behavioral interviewing techniques to evaluate applicants
- Forming strong relationships with promising applicants

Managers were trained to conduct behavior-based interviews for assessing how closely an applicant's knowledge, skills, and behaviors meet our job expectations and cultural values. They were also taught to use an interview guide designed to provide consistency to applicant experience and selection, mitigate effects of an interviewer's potential unconscious bias, and create a warm and welcoming experience for every applicant, so they feel able to

bring their whole selves to the interview. Ninety-three percent of all managers completed the training in 2022, which we believe will help create consistency in quality of new hires nationwide.

OUTCOMES

We believe these enhanced practices significantly improved our ability to attract talent, even in a challenging hiring environment. In 2022, we received 1.04 million applications for hourly positions across our concepts. In comparison, prior to the pandemic we averaged 630,000 hourly applicants annually. The Cheesecake Factory restaurants have industry-leading retention rates, which have consistently been in or near the top tenth percentile of the upscale casual dining industry with respect to both restaurant management and hourly staff.



WHOLE HEALTH (PHYSICAL, MENTAL, EMOTIONAL & FINANCIAL)

Demonstrating our care for our team members has always been one of our highest priorities. Genuine concern and care for our staff are at the forefront of our policies and practices, and we strive to support the whole person—physically, mentally, emotionally, and financially—and to nurture their bodies, minds, hearts, and spirits. The following are descriptions of programs we've implemented to support our team members' well-being.

Access to Healthcare

One of the most tangible ways we care for our people is providing equitable access to affordable and high-quality healthcare to our staff by keeping both costs and hours requirements low. Since 2021, we have not increased medical, dental, or vision plan premiums, even as healthcare costs continued to rise. In addition, we introduced a new medical plan option in 2022 that costs as little

as \$5 per pay period after non-tobacco and wellness program credits. This plan offers convenient and robust features, including healthcare visits via telemedicine.

To keep healthcare accessible to as many staff members as possible, we continue to offer benefits eligibility beginning at just 25 hours worked per week, which is fewer than required by the Affordable Care Act.

Free Mental Health Support

To support our teammates' mental and emotional health, we've made free mental health counseling sessions available to all staff and managers. Staff can talk to a licensed counselor or psychiatrist through video chat, completely free of charge. During 2022, staff completed 2,518 mental health telemedicine visits.

Care for Alcohol and Opioid Addiction

Eligible staff members who are facing alcohol or opioid drug addiction can

receive support — without judgment and free of charge — through an innovative, completely confidential program called Quit Genius. It's designed to treat substance abuse from the comfort of home and provides participants with one-on-one virtual coaching with a personal, expert counselor, and optional access to medication to help reduce cravings for alcohol or opioids. The program allows staff enrolled in a company medical plan to receive treatment without going to an in-patient or out-patient facility, which makes receiving help less disruptive to their lives. Eligible staff may also seek help for dependents ages 18 and older. Between its launch in May and the end of 2022, nearly 100 staff members confidentially registered for the program.

Innovative Condition Management

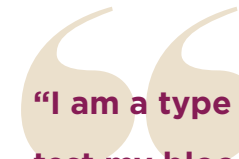
We have added innovative programs to help our staff manage their health conditions in more convenient, accessible ways. For example, staff who are enrolled in a company medical plan

have access to a digital clinic for joint and muscle pain. The service is designed to help staff seeking relief from a muscular or joint issue to access physical therapy services from the comfort of home. One of our staff members described their experience with this service as follows:



“I’ve had neck and shoulder pain and stiffness for years and have tried various treatments with limited success. When the email came out about the program, I signed right up. I can’t begin to tell you how much I appreciate the tools and the team behind it. Having a structured program holding me accountable and a personal coach for support whenever needed has made a significant impact on my neck and shoulder pain and overall health... I’m really impressed and just wanted to take a moment to thank you for including this option in our benefits package.” - ANONYMOUS STAFF MEMBER

We also offer a program to assist staff members in managing diabetes and hypertension. This program provides access to personalized insights and health monitoring equipment such as blood pressure and blood glucose monitors and test strips. One of our staff members described their experience with this program as follows:



“I am a type 1 diabetic and I have to test my blood sugar a minimum of 4 times a day... The Cheesecake Factory partnered up with Livongo (a company that provides glucose monitors) in order to provide me with a free glucose monitor, test strips and lancets for my disease. These items can become very expensive and I now get them free of charge along with refills when I run out!” - ANONYMOUS STAFF MEMBER



In addition to caring for our staff and managers' physical, mental, and emotional health, we provided new resources as well as programs to support their financial well-being.

EARNED WAGE ACCESS

Our earned wage access program allows participating staff to receive up to 50 percent of their earned pay following each workday. With earned wage access, eligible staff members don't have to wait for a bi-weekly payday to receive money they've already earned, which can help reduce financial stress. For hourly staff, earned wage access can help provide more evenly distributed cash flow when their work schedules vary from week to week. If they need to bridge gaps between paydays, staff may be able to avoid resorting to payday lenders or other financing that comes with very high interest rates.

COMPLIMENTARY SHIFT MEALS FOR KITCHEN STAFF

In addition, we've updated our complimentary shift meal program

to include all hourly kitchen staff members, to demonstrate our care and appreciation for them. Previously, kitchen staff in some workgroups (such as dishwashers and prep cooks) paid a small fee to receive a freshly cooked meal before or after their shift. We've re-evaluated this approach and, in the interest of care and equity, have expanded the program to allow all kitchen team members to receive one meal per shift, free of charge.

HELP FUND

When staff experience a catastrophic event, they can reach out to our Hardship and Emergency Lifeline Program (HELP) Fund to apply for a financial grant to cover basic needs, a housing disaster, or the death of a family member, no repayment required. In 2022, we improved access to our online HELP Fund application, making it available at an easy-to-remember URL (helpfundgrants.org). During the year, we fulfilled 369 grants for a total of \$422,250.

Here are examples of situations where the HELP Fund assisted staff members during times of great need:

- A staff member experienced severe flooding in her home as a result of Hurricane Ian. During the storm, she spent the night on top of her dresser in an attempt to stay dry. After the water receded, her clothes were ruined, her food had spoiled, and her car was damaged. The HELP Fund's grant helped offset some of the cost of restoring her residence and belongings.
- A family with five children found themselves falling behind on bills due to extraordinary circumstances. One child was in need of a bone marrow transplant out-of-state. Our staff member had to take a leave of absence to care for the other four children while his wife was away with the child for treatment. The HELP Fund provided a grant to supplement his lost income.

Some of our staff members have shared the impact these programs and our culture of care have had on their lives:



“Managers genuinely do care and will accommodate... their employees’ mental health when necessary and it’s very appreciated.” - ANONYMOUS STAFF MEMBER

“I recently received funds from the HELP Fund after going through many difficulties after a surgery I had. That was something I was surprised and very grateful to receive.” - ANONYMOUS STAFF MEMBER



“The company offers so many benefits and resources [that] you can tell they care about the overall well being of their employees. That’s why I love working here, because I know my hard work doesn’t go unnoticed and the company has my best interests in mind...”

- ANONYMOUS STAFF MEMBER

LEARNING AND DEVELOPMENT

Our mission is to “create an environment where absolute guest satisfaction is our highest priority.” We strive to consistently exceed the expectations of our guests in all aspects of their experiences in our restaurants. One of the most important aspects of delivering a consistent and dependable level of service is by providing extensive training and development opportunities to our people. As an example, we strive to provide our staff with career advancement opportunities, and our internal management promotion rate for 2022 was 53%.

In keeping with our Purpose—to nurture bodies, minds, hearts, and spirits—we also support staff and managers who wish to continue their formal educations through our Diploma and Degree, tuition reimbursement, and other educational programs.

Developing Our Managers

To foster our managers’ business acumen and leadership development,

we conducted Cheesecake Factory Institute (CFI) sessions throughout 2022. During the first part of the year, learning sessions were offered virtually. During the final quarter of the year, we held three in-person CFI events at our Support Center in Calabasas Hills, CA.

Each onsite CFI event brought together approximately 100 managers from across the country. The sessions provided managers with the opportunity to learn directly from our executives and top leaders, build connections with fellow managers, and to be inspired and re-engage with our culture.

“I greatly appreciate the bonds we were able to make with other managers across the country. They have motivated me and given me valuable input to take home to my restaurant.” - CFI PARTICIPANT

“The connections I made and reinforcement of my firm belief that Cheesecake absolutely puts the most thought into their systems and restaurants were just the push I needed to keep me on track with my development and the development of my staff.”

- CFI PARTICIPANT

“I feel more confident in certain areas and more focused on where I can improve to make an impact on my restaurant. I have the potential to be so much more and now I have all the tools to get to that level.” - CFI PARTICIPANT



General Managers' Conference

After a four-year hiatus, we held our General Managers' (GMs) Conference in September, where GMs from across the country gathered in Las Vegas, NV. It was an inspiring and productive week of learning and development through informative programs, panels, speaker-led trainings, and leadership seminars. Key topics included leading in a world that's volatile, uncertain, complex, and ambiguous; leading as a "multiplier" rather than "diminisher" (presented by researcher and author Liz Wiseman), and how to lead with intention in an uncertain world (presented by leadership expert Carla Harris). The conference also focused on supporting our GM's well-being. Author and performance expert Andrew Deutscher reminded leaders of the importance of caring for themselves and renewing their energy. GMs learned techniques for taking intentional breaks, handling feelings of being overwhelmed and other tips for remaining resilient through demanding situations.

Importantly, we were able to recognize our outstanding field leadership for their unwavering dedication and hard work amid unprecedented challenges, while continuing to uphold our deepest values along the way. The events and activities served to re-energize and motivate our GMs and provide them with additional insights and tools to take back to their restaurants to celebrate wins, improve operations and the staff and manager experience, and develop their people.

Diploma and Degree Program

When it comes to caring for the entire person, we know that providing access to education and career development opportunities can help contribute to an individual's sense of purpose and aspirations for the future. This is why in 2022 we expanded eligibility for our Diploma and Degree program to all hourly staff members. Our Diploma and Degree program allows staff members to earn their GED and/or Associate's Degree at no cost to them. Previously,

only staff members who worked in our kitchens were able to participate in the program, and staff who worked in front-of-house positions (such as hosts, servers, and bartenders) could only participate in the Diploma and Degree program if they also worked at least one shift per week in our kitchens. We removed this requirement to make this benefit more inclusive and equitable. This resulted in a 45 percent increase in GED enrollments in 2022, compared with 2021, as well as a 34 percent increase in the number of staff who earned their GED.

Tuition Reimbursement

We support managers and Support Center staff who wish to pursue job-related certifications or post-secondary education through our tuition reimbursement program. Eligible participants can receive reimbursement of up to \$2,500 per calendar year for expenses related to tuition, books and materials, and other related fees.

FOSTERING APPRECIATION, RECOGNITION, CELEBRATION, AND CAMARADERIE

We believe that part of what makes The Cheesecake Factory such a special workplace is our warm, caring atmosphere that values celebration, appreciation, and fun.

Many people in the restaurant industry — where serving others is at the heart of what we do — believe that building interpersonal connections is a core need. During the pandemic, dining room closures and social distancing requirements made it extremely difficult for us to hold the signature cultural events that helped spark fun and camaraderie and help our staff feel energized and rewarded at work.

We were excited to once again hold our traditional events and celebrations in 2022 to demonstrate our appreciation of our people.

APPRECIATION EVENTS

New Menu Rollout All-Staff Meetings

The New Menu Rollout All-Staff Meeting is a uniquely “Cheesecake” event that combines training, fun, connection, and appreciation. These resumed, after a two-year pause, to give our restaurant staff and managers a chance to celebrate, learn, and create festive memories together.

Twice each year, when we update our menu, each restaurant holds a New Menu Rollout event to teach staff about our newest dishes, drinks, and desserts. Our cooks get the opportunity to practice prepping and cooking the dishes, while our servers get the opportunity to taste and experience the new dishes in a setting that’s more party-like (complete with themes and costume contests) than a traditional training class. The restaurant’s management team and field leaders all band together to run the meeting and put on a fun, fast-paced event for their staff.



During the meetings, staff are introduced to each new dish through experiential learning. The kitchen staff and managers prepare the new dishes for the front of house (FOH) staff to taste. Working in teams, our FOH staff participate in high-spirited friendly competition to prove who has the best knowledge of our new dishes. Staff members sample all the new menu items and answer trivia-style questions or compete to give the most accurate, mouthwatering description of a dish. Teams earn points for correct answers and enthusiasm. These meetings end on a high note, with staff feeling energized and pumped up, and receiving thanks, appreciation, and recognition.

Team Appreciation Celebrations

During 2022, each restaurant held a week-long team appreciation celebration to give staff and managers the chance to enjoy treats, contests and fun. We made these celebrations extra special by sending every restaurant a goodie

box filled with The Cheesecake Factory branded merchandise, such as stickers, patches, water bottles, embroidered keychains, t-shirts, and more, for use as gifts and prizes for contests and drawings. We also sent every restaurant a set of custom The Cheesecake Factory-branded photo props so they could snap and share pictures of the fun they were having.

Support Center “Homecoming”

After more than two years of remote work, we were excited to bring our Support Center staff members back to the office at the end of May 2022, on a hybrid basis. To celebrate and encourage togetherness, we held a week-long celebration full of treats, surprises, recognition, and entertainment.

Live Your Purpose Program

Our “Live Your Purpose” program allows restaurant staff and managers with at least five years of service with the

company to apply for an opportunity to receive three-weeks of paid time off and a stipend of \$5,000 to pursue educational, charitable, artistic, and intellectual interests. We select winners based on their responses to a few simple questions:

1) What would you do for your “Live Your Purpose” sabbatical?

2) How will this sabbatical have a lasting impact on your life?

3) What’s prevented you from undertaking this experience so far?

After thoughtful review of the inspiring submissions, we selected these winners:

Amanda Kluge | Server, CCF The Grove

Amanda is passionate about nonprofit organization RedRover and their Purple Leash Project, which helps survivors of domestic violence and their pets. Amanda told us that many domestic violence survivors are faced with the challenge of finding shelter for themselves, their children, and their pets. Many shelters don't have the means to house pets, and sadly, many survivors will stay in abusive homes rather than leave their pet behind. Amanda plans to become a certified RedRover volunteer so she can help make domestic violence shelters pet-friendly and spread awareness of life-saving resources for survivors and their companion animals.

Felicia Mayo | SR II Manager, CCF Virginia Beach

Felicia will combine two of her passions: addressing food insecurity and nurturing families and children in need. She'll volunteer with two non-profits: The

Birthday Party Project, which holds parties for homeless children, and Feeding America®, which supports local food banks. Felicia also plans to build a network of various non-profits and governmental and community resources so she can continue to help those in need well after her Live Your Purpose experience.

Ivan Zavala | Bartender, CCF San Antonio

For many years, Ivan has dreamed of completing a branch of the Camino de Santiago pilgrimage, which is a cultural trek through Spain. Ivan will embark on one of the most legendary hikes in the world, exploring its historical, natural and cultural significance. He explains, "The Camino is a uniquely individual experience, but it also lets you be a part of a larger community. People that you walk with for a day can end up being your friend for the rest of your life, and that really resonates with me and the person I am." We're excited to support Ivan as he nurtures his body, mind, heart and spirit in this unique way.

Kelly Hall | Server, CCF Kansas City

Kelly describes herself as an advocate for the environment, people, community, and conservation of native species. She'll work on improving conditions for each of these areas by studying regenerative farming practices. Through shadowing her mentor, Kelly will participate in and learn from innovative agricultural projects. She hopes to gain a wealth of knowledge that she'll be able to use to strengthen communities, increase biodiversity, and improve the health and quality of people's lives.

Kiana Kaai-Brandt | Server, CCF Honolulu

Ever since she was little, Kiana has dreamed of flying an airplane, inspired by her grandfather, a retired airline pilot. Now that she has dedicated time to spend, she'll take steps toward earning a private pilot's license by immersing herself in flight school. There, she'll participate in classroom education, simulator work and flying lessons.



RECOGNITION PROGRAMS

Staff Appreciation

Commitment to Excellence Awards

In our Commitment to Excellence (CTE) awards program, we select one person in each of our 12 restaurant workgroups as the most outstanding representative of our Mission, Vision, and Values companywide. Winners are chosen following a rigorous nomination and selection process and are honored over several days of special events during our General Managers' Conference in Las Vegas. They're treated like VIPs, chauffeured and pampered during their all-expenses-paid trip. CTE winners participate in exclusive, winners-only

photo shoot sessions and outings such as day trips to the Grand Canyon, where they're taken by helicopter and enjoy panoramic views of the canyon. The recognition culminates with a gala dinner, where each winner's GM gives a touching, heartfelt speech to praise the staff member, with examples of how special they are as professionals and as individuals. Winners also receive a crystal trophy and coveted pin to wear on their work attire. Afterwards, our Commitment to Excellence winners are commemorated on our "Wall of Fame" at our Support Center, so that everyone in the office can learn about and appreciate their contributions to our success.

Our 2022 Commitment to Excellence winners are:

Arthur Jenkins - Dish/Cleaner, CCF Dadeland

Brittany Gautier - Bake/Cash/Curbside, CCF Short Hills

Diana Murcia Quigua - Host, CCF Annapolis

Douglas Fernandez - Steward, CCF Summerlin

Edgar Vazquez - Line Cook, CCF Willowbrook

Jaimee Delaney - Kitchen Manager, CCF Orlando

Jose Matute - Prep Cook, CCF Littleton

Josephine Oquendo - OST, CCF Orlando Vineland

Mark Patton - FOH Manager, CCF St. Louis

Melissa Bernadt - Server, CCF Riverside

Oscar Castro Maza - Bartender, CCF Mission Viejo

Oswaldo Higuera Galicia - Busser, CCF Houston

MANAGER APPRECIATION

It takes a special kind of person to be a manager in our restaurants. We expect them to be inspiring leaders in a challenging environment. Every day, our managers work tirelessly to balance our systems, solve issues for our guests, and share our caring culture with staff. We realize our success—and our ability to emerge from the pandemic successfully—is largely due to our dedicated managers, and we have several programs in place to give them the recognition they deserve.

Weekly Manager Recognition

Each week, on our manager intranet, we post the names, photos, and achievements of managers who have recently been promoted or have achieved a milestone anniversary, so everyone can congratulate them on their accomplishment. In 2022, we recognized more than 800 managers.

Manager of the Quarter

Our Manager of the Quarter program resumed in 2022 and showcases our best and brightest managers. It's designed to give our outstanding managers the recognition they deserve for continuously going above and beyond the scope of their day-to-day roles. Each quarter, the GM of each restaurant nominates one manager. Then, our field leaders consider the nominees for either Area or Regional Manager of the quarter. Winners receive a personalized plaque and are celebrated in their restaurant and companywide.



Above and Beyond Awards

In our people-oriented industry, our managers are often called upon to perform heroic acts that fall outside of their job description. During the 2022 General Managers' Conference, 10 The Cheesecake Factory GMs and two North Italia GMs were presented with the Above & Beyond Award for demonstrating service-minded leadership, especially in extraordinary situations.

For example, GM Jessica Hofacker from our restaurant in Willow Grove, PA, demonstrated her deep care for her staff and the measures she will take to support them. One of Jessica's long-term staff members was diagnosed with breast cancer. The news was devastating, but Jessica made sure the staff member was not alone through the process. She tailored the staff member's schedule to fit her needs, accompanied her to treatments, and called to check in often. When the staff member found out she was cancer-free, she said she couldn't have fought so hard if it wasn't for Jessica's support.

Above & Beyond Award recipients include:

Brian Watford, CCF Clearwater

Brandy Larkin, CCF Ross Park

Dana Streckenbach, CCF Queens

Jason Spieler, CCF Summerlin

Jessica Hofacker, CCF Willow Grove

Jose Zaragoza, NI Houston

Kelly Johnson, CCF Honolulu

Leigh Ann Fousek, CCF Roseville

Mike Kelley, CCF Stonebriar

Ryan Cook, CCF Schaumburg

Ryhan Cowan, NI Gilbert

Shannon Yeung, CCF Santa Anita



Culture of Hospitality Awards

Two North Italia GMs received special recognition at the General Managers' Conference as inaugural Culture of Hospitality Award winners. The award recognizes GMs who create a genuine feeling of service and warmth in their restaurants and take excellent care of both their guests and staff members. Winners were Meg Holden from NI Summerlin and Vito Prencipe, GM of NI Tucson.

General Managers' Conference Special Awards

During the General Managers' Conference, several GMs were honored with our prestigious Special Awards. These awards are given out in five categories and are determined by performance metrics. Each winner received a cake-shaped plaque to commemorate their extraordinary achievement.

2022 Special Award winners include:

High Performance Award: **Dave Wade**, CCF Jacksonville

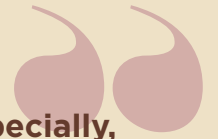
Retention & Engagement Award: **Danny Sassoon**, CCF Henderson

Humanitarian Award: **Brian Magnani**, CCF Annapolis

Service-Mindedness Award: **Juan Huevo**, CCF San Juan

Culinary Excellence Award: GMs **Bruce Judy** and **Lorena Rojas**, and Executive Kitchen Managers (EKMs) **Cirilo Serrano** and **Kris Ludwyszewski**, GLC Venetian

Several staff members shared what our culture of recognition and appreciation means to them in our 2022 Share Your Voice engagement survey:



“I love how management, especially, takes time out of their day to acknowledge everyone individually... I feel like I have accomplished something every time I end the day here.” - STAFF MEMBER

“I am absolutely in love with the environment that Cheesecake Factory provides for its employees. This is the first job that I've had that I genuinely feel appreciated and cared about. I can say that working here makes me feel like I'm a part of a large family in the best way.” - STAFF MEMBER

“I can be myself at work, [and] feel appreciated for the work I do. I'm respected as a person, and I believe everyone gets fair treatment regardless of their position.” - STAFF MEMBER

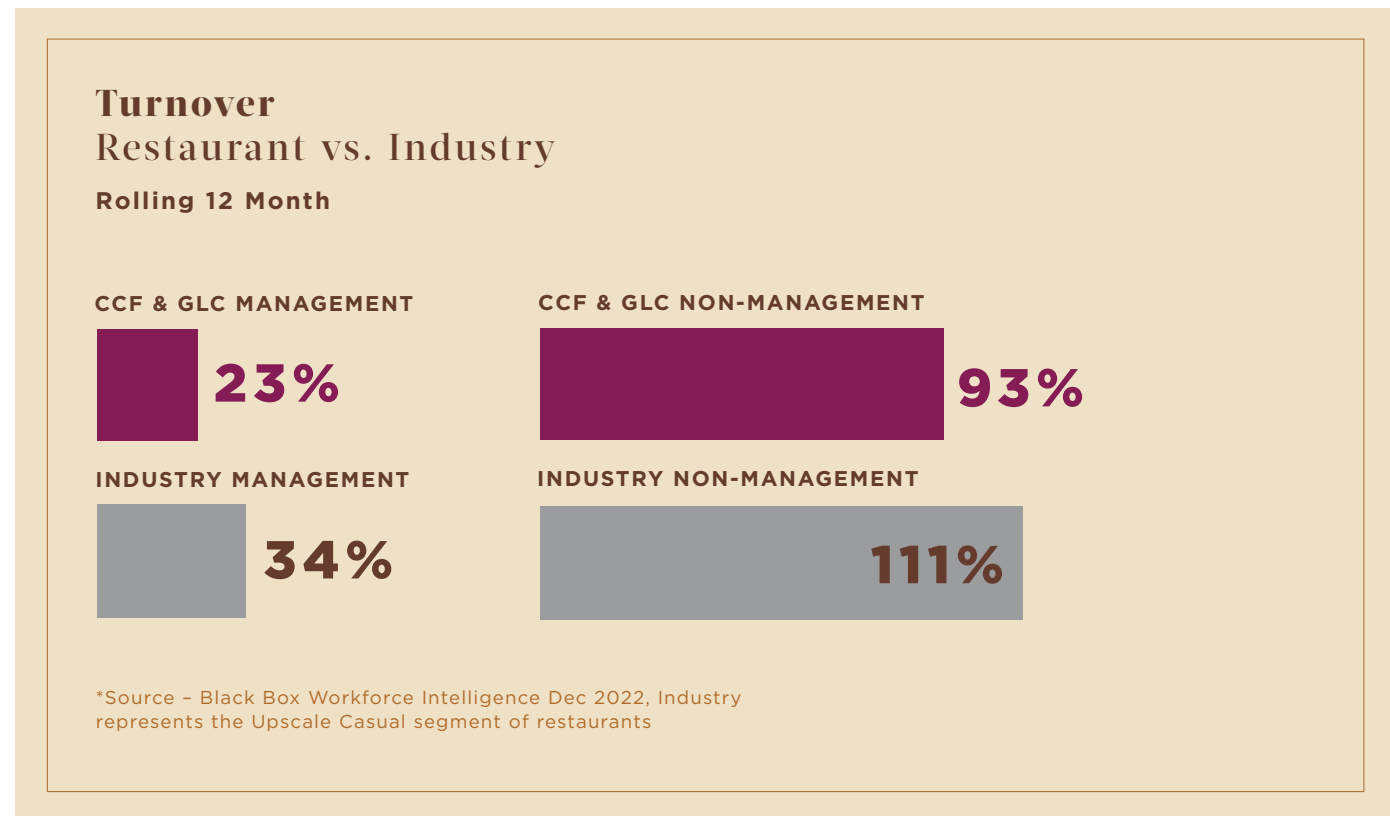
STAFF RETENTION AND TENURE

At the heart of our culture is the belief that our people are the foundation of our success. We believe our ability to attract highly motivated staff members and retain an engaged, experienced team is key to successful execution of our strategy.

While we continued to operate in a competitive labor environment in 2022, we believe our people practices contributed to our ability to attract talent. Compared to our industry, we have historically very high retention rates.

Our culture and people practices, training and educational programs, career advancement opportunities, and competitive pay contribute to staff and manager retention. Tenure for our Area Directors of Operations and our Area Kitchen Operations Managers averages nearly 20 years. For General Managers and Executive Kitchen Managers at The Cheesecake Factory and Grand Lux Cafe, tenure averages more than 13 years.

We believe the tenure of our restaurant leadership ensures our restaurants are led by people who have a comprehensive understanding of our values and practices. Their deep knowledge of our company, paired with the tools and development opportunities we provide to all of our leaders, helps them address the changing demands and expectations of our workforce. We believe this allows our culture — in which people are cared for, appreciated, respected, and inspired to strive for excellence — to flourish within the four walls of each restaurant.



02



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Caring for Our
Communities

Caring for Our Communities

THE CHEESECAKE FACTORY OSCAR AND EVELYN OVERTON CHARITABLE FOUNDATION

The Cheesecake Factory inherited a tradition of excellence from our founders, Oscar and Evelyn Overton, whose values have shaped our culture and continue to define the character of our company. In their honor, The Cheesecake Factory Oscar & Evelyn Overton Charitable Foundation was proudly created in 2001. The Foundation supports and gives back to the communities we serve, while also embracing the generosity of our staff members who delight in the opportunity to give back as well.

Give Back Program

The Foundation's signature program, Give Back, sponsors teams of staff members who volunteer their time for fundraising and community service projects for the charities they care about the most. The larger the team, the larger our donation! The program relaunched (post-pandemic) in Fall 2022, and in just a few months it sponsored nearly 50 teams, contributing to many different non-profits. Food was harvested for Grow a Row, local animal shelters were helped, and lots of walks-a-thons were completed including Autism Speaks Walk for The Autism Society, Walk to End Alzheimer's for the Alzheimer's Association, More Than Pink Walk for Susan G. Komen, Magnolia Walk & Run for the Epilepsy Foundation, and Out of the Darkness Walk for the American Foundation for Suicide Prevention, just to name a few.

Charity Golf Tournament

The Foundation's invitational charity golf tournament is supported by the company's business partners. Relationships are built while raising money for the City of Hope Comprehensive Cancer Center, an innovative biomedical research, treatment and education institute in Duarte, CA. In 2022, the golf tournament raised \$300,000 for City of Hope - a new record! Since its inception, the Foundation has donated more than \$4 million to City of Hope as a result of the annual charity golf tournament.

South L.A. Youth Center

Since 2006, the Foundation has supported The Salvation Army's youth and community center in South Central Los Angeles, CA, the Siemon Center. Through an annual grant of \$50,000 from the Foundation, the Siemon Center is able to extend its operating hours, thereby giving children and families of this neighborhood a safe place to play and learn.

GIFT CARD DONATION PROGRAM

To give back more and also grow relationships within the communities we serve, our restaurants donate gift cards to various local charitable groups and events throughout the year.

We paused our gift card donation program at the onset of COVID-19 and reintroduced it in 2022, donating more than \$170,000 in gift cards by year's end.

Feeding America® is a registered trademark owned by Feeding America non-profit corporation.

FEEDING AMERICA®

In 2022, once again we commemorated our favorite holiday of the year - National Cheesecake Day - by donating \$1 to Feeding America® for every slice of cheesecake sold in our U.S. restaurants on July 30. Additionally, we introduced our new Classic Basque Cheesecake on National Cheesecake Day. For every slice of Classic Basque sold through July 29, 2023, the Company is donating \$0.25 to Feeding America®. Since 2008, we have donated more than \$6 million to Feeding America® through the sale of our specially designated cheesecakes.

Peanut Butter Drive

September is Hunger Action Month, and the Foundation sponsors an annual Peanut Butter Drive encouraging staff to participate by collecting both financial contributions and physical jars of peanut butter for local Feeding America® food banks. In 2022, our generous staff members donated almost 150,000 pounds of peanut butter.

Between March 14, 2022 and April 11, 2022 our North Italia restaurants held their annual Pi Day campaign, where each region creates and offers a limited-time, locally-inspired pizza. Beginning in 2022, for each purchase of the specialty regional pizza during this time, we donated a portion of the proceeds to a local charitable organization working to fight hunger, in addition to donating meals.



NOURISH PROGRAM

We believe food is too valuable to be wasted. In 2007, we started a food donation program which has evolved over time to our current-day Nourish Program. Through our Nourish Program in 2022, we donated more than 570,000 pounds of food to more than 700 local non-profits, most located within seven miles of our restaurants.

Our program captures excess food from our restaurants and bakeries to give to those in need. By diverting this food from landfills, the program helped to avoid nearly 2.5 millions pounds of greenhouse gas emissions in 2022.

With an extensive menu of dishes that are handmade in-house with freshly prepared and from scratch ingredients, much of what we donate to local non-profits can be used immediately to help feed individuals who are experiencing food insecurity. Because our restaurant concepts and menus are constantly evolving, we continue to work with our food donation partner, Copia®,

to donate any excess food, no matter how unique or challenging. In 2022, we were pleased to expand our food donation pilot program within the Grand Lux Cafe concept into a full portfolio rollout. We plan to continue expanding the program to new markets and concepts in 2023.



“My volunteers are already starting to bake with the chocolate and loving this sweet donation!! We are so grateful to The Cheesecake Factory for all their generosity and for thinking of us and the kids we support!! The kids are loving it!! Happy Holidays!”

- FOR GOODNESS CAKES®

For Goodness Cakes® is a registered trademark owned by For Goodness Cakes non-profit corporation.

Copia® is a registered trademark owned by Go Copia, PBC.

RIGHT
FOR GOODNESS CAKES® SPECIAL VALENTINE'S DAY
CUPCAKES, MADE WITH DONATED CHOCOLATE CHIPS



NOURISH PROGRAM TESTIMONIALS

“With what The Cheesecake Factory gives us we are really able to do a lot. We sometimes have events feeding the homeless and we’ll divide the food into to-go containers to pass out. Otherwise, we share the food with various non-profits around the city, including Salzbacher, The Clara White Mission, and 5 Star Veterans Center. They do a lot of community work helping homeless families and veterans. We really appreciate it and could really use more donations if you have them.” - NON-PROFIT RECIPIENT

◆ CCF CORPUS CHRISTI

“These donations have been a pleasant surprise! We are so happy to have a Cheesecake Factory in town. We’ve been serving the rice and mashed potatoes as side items for our meals. We rely only on donations for our meals and anything that’s rice or grains is a huge help because it’s filling and healthy. We appreciate it!”

- NON-PROFIT RECIPIENT

◆ NI IRVINE

“The donation we received yesterday was tasty lasagna! We used it to feed lunch to all 15 kids at our shelter today. We have a small budget for groceries that we usually dip into twice a month, so donations help alleviate the worry of purchasing food. We truly appreciate it and are grateful for our partnership.” - NON-PROFIT RECIPIENT

◆ GLC VENETIAN/PALAZZO

“The donations from Grand Lux are fantastic. My team never has any difficulty receiving the deliveries and everything is great quality. For our last donation, we served two full meals to 130 clients... The donations from Grand Lux typically allow us to get through four to six snack periods without having to dip into our funds to purchase food. This helps us save money, which is vital for helping our youth with other wrap-around services, such as job training. The donations also help tremendously with the six clients enrolled in our culinary training program, as they have food to practice cooking with in the kitchen.”

- NON-PROFIT RECIPIENT



03



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Diversity, Equity, Inclusion & Belonging

Diversity, Equity, Inclusion & Belonging

For more than 45 years, The Cheesecake Factory has strived to create a welcoming culture that respects and embraces the identities, ideas, perspectives, and experiences of our staff and guests. We are committed to being a great place to work for all individuals in our diverse workforce, where:

- Every person can bring their entire self to work
- Everyone can be seen, heard, cared for, and celebrated for their individuality and unique differences
- Everyone's talents can be recognized, appreciated, and developed
- Everyone can feel they belong and can find ways to feel united through our shared Purpose — to nurture bodies, minds, hearts, and spirits.

Creating an environment where everyone — regardless of who they are or what they do — can feel like a full member of our company and reach their highest potential requires us to create a culture that staff feel is fair and equitable while also fostering psychological safety. We believe this enables everyone's ideas and perspectives to be heard and encourages creativity and innovation.

The Cheesecake Factory's Diversity, Equity, Inclusion, and Belonging strategy is centered around four pillars:

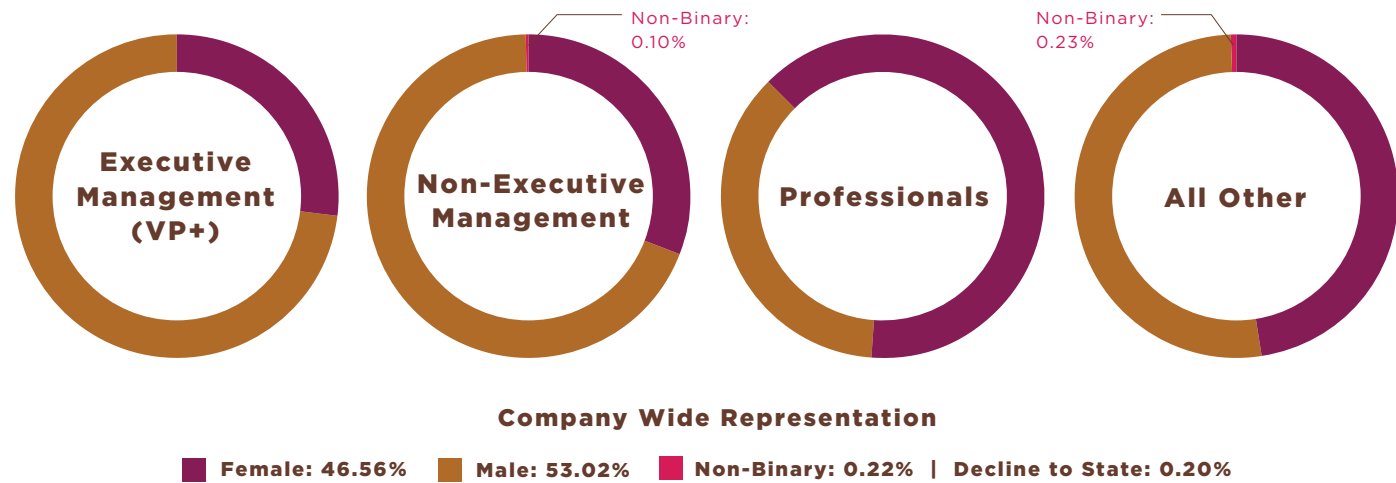
- Creating opportunity for all
- Providing education
- Fostering our inclusive culture
- Telling our story



CREATING OPPORTUNITY FOR ALL

We are working to increase the percentage of underrepresented talent in our senior levels across the organization and provide equitable opportunities for all through our hiring, development, and advancement processes. In 2022, nearly one-half of our overall workforce identified as female, while nearly three-fourths identified as racial or ethnic minorities. An important part of becoming a more inclusive and equitable workplace includes supporting the development and promotion of women and individuals from racial and ethnic backgrounds that are traditionally underrepresented at our highest levels of leadership. We are striving so that, over time, our senior leadership team will more closely resemble the demographics of the communities we serve.

GENDER REPRESENTATION



RACE REPRESENTATION



Data as of 12/29/22. Our EEO-1 may be accessed here.

Building greater competence and confidence in inclusive leadership among our senior leaders is key to these efforts. Our senior leaders are responsible for many decisions related to hiring and promotions; therefore, their alignment and competence in implementing and assuring diversity and equity programs are vital to our ability to make meaningful progress.

We believe these efforts, as well as our development programs for female leaders, including The Cheesecake Factory Female Kitchen Leadership Program and Women’s Network Group (WNG), have led to improved retention among our female restaurant leaders. For example, attrition among WNG participants (who are at our Senior Manager/Senior Kitchen Manager and GM/EKM levels), averaged just 5 percent in 2022. In comparison, our attrition among managers overall in 2022 averaged 23 percent.

PROVIDING EDUCATION

Through our “Leading our Evolving Workforce” (LEW) training initiative, we aim to develop inclusive leadership competency at all levels of management. In 2022, we launched our “Understanding Diversity and Commonality through Connection” LEW initiative. The training was designed to enhance our managers’ understanding of:

- the various elements (both visible and non-visible) that comprise an individual’s identity
- how to find commonality and build trust with others through meaningful connection

Through a combination of brief, impactful, online training modules and in-person Learning Circle discussions, managers explored their own multi-faceted identities and gained confidence and practice in communicating their authentic selves.

To ensure alignment throughout our entire restaurant leadership team, our field leaders completed this training first. They participated in Learning Circles where they practiced using purposeful vulnerability to connect with others. Then they taught these and other facilitation skills to their General Managers, who each led a similar Learning Circle for their restaurant management team.

The Learning Circles allowed managers to practice building trust, connecting with teammates on a deeper level, listening to understand, and suspending judgment. We believe these are key, essential skills for our leaders at all levels of our organization to master if we’re to foster a more diverse, equitable, and inclusive workplace.

FOSTERING OUR INCLUSIVE CULTURE

To help strengthen our environment of inclusivity, we reinforce our managers' leadership skills throughout the year.

In addition to our “Understanding Diversity and Commonality through Connection” initiative, we built our leaders' skills in de-escalating emotionally charged situations and supporting mental and emotional health.

We also share details about our Diversity, Equity, Inclusion and Belonging (DEI&B) philosophy in our new hire orientation materials, where our intent is to create an environment where staff can feel included and welcome starting on day one. We have an extensive new hire orientation process that immerses staff in our culture and that helps them understand our history and values. We share our DEI&B statement with all of our new staff members so they understand our philosophy.



TELLING OUR STORY

We know that representation matters — it's important for everyone to see someone they relate to in leadership positions, so they know they have the opportunities and support to grow their careers with us.

We share stories of leaders from a wide array of backgrounds and experiences so that all staff members can see themselves represented within our leadership ranks. Here are examples of stories we shared with our staff and managers throughout 2022.

BELOW
CLASSIC BASQUE
CHEESECAKE



Chef Ashley Torrijos

HER CULINARY JOURNEY

As part of observing Asian Pacific American Heritage Month, we featured our Chef de Cuisine, Ashley Torrijos, whose approach to creating dishes for The Cheesecake Factory is influenced by her Sri Lankan and Filipino heritage. We shared details of her culinary journey, including the Michelin-starred chefs who have mentored her along the way and the ways she cares for others through the art of food.

Geneva Moore

CHAMPIONING DIVERSITY AND INCLUSION

In our Slice newsletter, we featured the GM of our Mall of Georgia restaurant, Geneva Moore, whose restaurant received an award from Spectrum Autism Support Group for excellence in inclusion in employment. The restaurant currently employs several staff members impacted by autism, who are thriving in their roles. Geneva, who is also the parent of a child who is on the autism spectrum, says, “It’s all about making sure we give these team members an opportunity to contribute to our team in a meaningful way, [ensuring] they have all the tools they need to be successful here. We treat everyone, inclusive of their unique abilities, on an equal playing field and make certain accommodations or adjustments to ensure everyone is comfortable.”

Cindy Saravia and Rick Osorio

LEADERS WITH PURPOSE & PASSION

During Hispanic Heritage Month, we highlighted Cindy Saravia (Area Director of Operations) and Rick Osorio (Director, Global Kitchen Operations), providing a glimpse into their personal and professional backgrounds and experience in the restaurant industry. Both cited their pride in their heritage and described how their cultural backgrounds have been assets in their careers.

What does your Hispanic heritage mean to you?

Rick: “To me, my heritage is a part of my identity and something I am very proud of. It’s a reminder of the sacrifices my grandparents made to get to our country and the hard work they and my parents put in to ensure my future. It’s also a reminder of the culture and values my parents instilled in me and something I have shared with my own two sons.”

Cindy: “I couldn’t be any prouder to be a Latina woman in my field. I’m proud of both my parents. They came here from Cuba with nothing, and through hard work they created many opportunities for themselves and our family. Being Latina has helped me immensely in this industry. Being bilingual has helped me be a better communicator, and embracing my Latin culture has allowed me to be more open and build stronger relationships.”

What advice would you give to young Hispanic/Latino restaurant professionals looking to get to the next level?

Rick: “I would say continue to challenge yourself and take opportunities as they present themselves. Put yourself in situations where you can learn and continue to expand your impact on our company. Always set goals for yourself and don’t get complacent. When I was an Area Kitchen Operations Manager, I volunteered to lead San Juan, Puerto

Rico, which then opened the door for me to support our first three Mexico locations. That opportunity set me up in the future to be considered for the Global Director position, which I truly love.”

Cindy: “As a Latina, I am a passionate individual in all aspects of my life. My advice would be to apply that passion, that fire, to your career as well. I could use our restaurant in San Juan, Puerto Rico as an example. Since the day we opened that location in 2013, the staff and managers there have applied that Hispanic determination to the service they provide to our guests and they NEVER let up. They are so vehement about representing our brand to the best of their ability on the island.”

04

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Sourcing



Sourcing

While sourcing remains a challenge globally, with continued disruptions from the COVID-19 pandemic, inflationary impacts and geopolitical conflicts, we remain committed to making progress for the people in our supply chain, the animals raised, and the quality of the ingredients we source. Throughout 2022, we were able to make steady and tangible progress on our Sustainable Sourcing Policy (SSP) goals and celebrated several notable achievements and positive new developments, including reaching our cage-free egg goal three years ahead of schedule for bakery operations, while also expanding our cage-free egg commitment to include our global licensees. We also significantly increased our supply of gestation crate-free pork and sustainable seafood, while continuing to make progress on our other sourcing goals.

We continue to recognize that in order for us to meet our SSP goals, we will need larger industry and landscape-scale change, so to that effect, we stayed committed to our pre-competitive collaborations with key partners like the Global Coalition for Animal Welfare and Monterey Bay Aquarium — Seafood Watch, while also testing out new innovations with leading sustainability data provider HowGood. Lastly, we began streamlining and integrating our greenhouse gas (GHG) inventories, climate reduction strategies and sustainable sourcing targets — a project which will likely remain an ongoing area of work and collaboration across the company.



Monterey Bay Aquarium® and Seafood Watch® are registered trademarks owned by the Monterey Bay Aquarium Foundation.

BELOW
JAMBALAYA PASTA



Our Sustainable Sourcing Policy demonstrates our commitment to leading practices within our supply chain and establishes our buying preference for ingredients that are third-party certified for sustainability, that we believe are environmentally and socially responsible, that promote animal welfare, and are traceable back to the source or farm, as feasible and appropriate. Our three key areas of focus for the business include:



SOCIAL

We strive to operate in a way that reflects fundamental respect for the rights of the staff members we employ, and the people who grow and produce the products we source.



ANIMAL WELFARE

We fundamentally understand that animal welfare is not a singular issue for a single species, but rather, a set of holistic and comprehensive principles for all sentient animals throughout their lifecycles.



ENVIRONMENT

When it comes to our menu, we strive to source not only high-quality ingredients, but also those that are sustainably managed and produced.

We expect that any concepts or businesses acquired and operated by us after January 1, 2018, will incorporate and meet our Sustainable Sourcing Policy and Sustainability Code of Conduct within eight years from the date of full acquisition and operation by us.



ABOVE

SHEILA'S CHICKEN AND AVOCADO SALAD

SUSTAINABLE SOURCING POLICY

As a part of our Sustainable Sourcing Policy, during 2022 we worked towards a number of animal welfare and environmental goals. Several notable highlights of our efforts in 2022 are presented below, but a complete reporting of our 2022 performance related to our goals can be viewed in our *Appendix: Sustainable Sourcing Update*.

ANIMAL WELFARE

In 2022, we made several notable advancements related to our Animal Welfare Goals, including:

- We achieved our cage-free egg goal three years ahead of our target date, successfully transitioning our two bakeries to cage-free eggs in 2022, in addition to our already cage-free egg restaurant sourcing.
 - We expanded our cage-free egg commitments to include our international licensees, with a target date of 2030.
- After several years of direct collaboration with our suppliers, we have now been able to establish a large supply of gestation crate-free pork so that at the end of 2022 almost 80% of our pork is now sourced gestation crate-free.
 - Additionally, over 96% of the animals in our supply chain are pre-slaughter stunned, with 92% of animals (excluding farmed finfish) being transported within industry recommended maximum specified transport times.



RIGHT
B.L.T. BENEDICT

ENVIRONMENTAL

In 2022, we made several notable advancements related to our Environmental Goals, including:

- Approximately 64% of our seafood was rated as green, yellow, or eco-certified by Monterey Bay Aquarium's – Seafood Watch Program, representing a 21% increase over 2021. For additional details please see the *Sustainable Sourcing Update* in the *Appendix*.
- We have continued to maintain Roundtable for Sustainable Palm Oil (RSPO) certification for all our direct purchases of palm oil, and source from suppliers who have committed to no deforestation and no development on peat/high carbon stocks.
- We expanded the number of produce ingredients for which suppliers are required to submit environmental data, including water consumption, pesticide use and toxicity, fertilizer use, biodiversity conservation, deforestation, and climate change impacts; by adding an additional 27 ingredients to our priority produce list, which now covers more than 70% of our annual produce purchase volume. Due to this expansion, many suppliers received our sustainability data request for the first time in 2022, causing a slight overall decline in progress towards our produce-related SSP Goals.



HowGood

PARTNERING FOR SUSTAINABILITY

In 2022, we began a pilot program with HowGood, a research company that has developed the industry's largest food and agriculture sustainability database, drawing upon over 600 independent data sources and certifications to analyze the sustainability attributes of over 33,000 food ingredients. While we have been collecting and analyzing primary and secondary supplier sustainability data for several years, we saw a unique opportunity to enhance our data through a partnership with HowGood in order to better understand the sustainability performance of our ingredients across key areas including greenhouse gas emissions, water use, labor risk, working conditions, biodiversity (including deforestation and other land use change), soil health, and land use. We believe this allows us not only to improve our analysis and tracking, but also to identify key opportunities for improvement across our ingredient purchases. We plan to continue this pilot throughout 2023.



SOCIAL

When committing to serve fresh, delicious food made from scratch, having a responsible supply chain is one of the key elements of this commitment. We are committed to managing our supply chain ethically and with respect for the rights and dignity of the people who help grow, produce, and make our ingredients and products. To help advance our commitment we use several tools, policies, and resources in different areas of our business. Our Sustainability Code of Conduct seeks to uphold our values and principles by establishing certain standards for our suppliers with respect to legal requirements, ethical practices, and environmental standards. The Sustainability Code of Conduct provides guidance and sets expectations of our suppliers in the following areas: Business Integrity, Freely Chosen Employment, Environmental Practices, Safe Working Conditions, Fair & Equal Treatment, Working Hours & Compensation, Communication & Implementation, and Reporting & Record Keeping.

MENU INNOVATION

With an extensive menu of dishes, handmade in-house with freshly prepared and from scratch ingredients, we are constantly innovating and regularly update our ingredients and cooking methods. We generally update The Cheesecake Factory menus twice each year, helping us to anticipate guest preferences and allowing us to create new menu items and new categories of food offerings at our restaurants. We believe this approach to menu development is one of our competitive strengths and has allowed us to pursue protein and plant-based menu diversification, which we did with the launch of the Impossible Burger® and a selection of vegan and gluten-free items in past years.

For additional details on our training, auditing, and governance; please see our 2019 to 2021 Corporate Social Responsibility Reports.

05

The
Cheesecake Factory
RESTAURANT • BAKERY • BAR

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Environment

Environment

We want to ensure that we are able to serve our guests for generations to come and remain committed to addressing our environmental impacts. From lowering our greenhouse gas (GHG) emissions and reducing water and energy use, to increasing our waste diversion through recycling and composting expansion at our restaurants, we work to continue to reduce our environmental impacts.



KEY HIGHLIGHTS

- We have continually lowered our environmental impact on a per square foot basis, realizing reductions while expanding and growing our business. Since 2015, we have achieved:
 - 11% lower energy use
 - 6% lower water consumption
 - 22% lower GHG emissions
- We diverted over 26% of our waste stream through recycling and composting, keeping an estimated 23,916 metric tons out of landfills.
- We joined the Clean Energy Buyers Alliance (CEBA) to help pursue renewable energy procurement strategies.
- We joined the Science Based Targets initiative (SBTi) to pursue Net-Zero and Forest, Land, and Agriculture (FLAG) targets.
- At least 53% of our key commodity suppliers have established their own climate reduction targets and strategies.

CLIMATE

In early 2022, we joined the Science Based Targets initiative (SBTi) establishing our intent to pursue a Net-Zero by 2050 GHG reduction strategy in alignment with the Paris Agreement. Since then, we have been hard at work preparing our target submissions. We have committed to report in line with SBTi's recently released Forest, Land, and Agriculture (FLAG) guidance and the draft Greenhouse Gas Protocol Land Sector and Removals guidance, which will include our scope 3 food-related emissions. Under the FLAG guidance, we will also commit to no deforestation by December 31, 2025, across our company's primary deforestation-linked commodities.

In 2022, we achieved a 22% reduction of GHG emissions per sq. ft. since 2015, while also reducing our absolute GHG emissions.

What's Next

As we continue to develop our GHG emissions reduction strategies to help combat climate change, we are working to better understand our GHG emissions

related to land use change, and to identify our primary deforestation-linked commodities, and are also exploring strategies for improving our GHG emissions inventory and tracking processes across the areas of our business. A key component of this work will be developing a more accurate scope 3 inventory of our food purchases, as we recognize that reducing our climate impact will require us to reduce the footprint of our menu and ingredients, including our animal sourced ingredients. For additional information on our environmental impacts and efforts, please see our 2022 Environmental Data Summary and our 2021 Corporate Social Responsibility Report.

Our GHG Inventory

SCOPE 1

Our scope 1 emissions include stationary combustion at our restaurants, corporate offices, and bakeries; as well as mobile combustion from our fleet of vehicles provided to our restaurant General Managers, Field Leadership, and Vice President and above.

SCOPE 2

Our scope 2 emissions include indirect emissions from purchased electricity, steam, and heat; used at our North American restaurants, two bakery facilities, and Corporate Support Center office buildings.

SCOPE 3

Our scope 3 emissions include business travel (both air and road), as well as emissions from landfilled, recycled, and composted waste. Consistent with our commitment to setting Science Based Targets, we are further working to quantify all scope 3 emissions from our value chain, including purchases of our key food ingredients, packaging, and supplies; in accordance with the GHG Protocol's Scope 3 Standard and forthcoming Land Sector and Removals Guidance.

We define Net-Zero as consistent with the SBTi's Corporate Net-Zero Standard, which outlines criteria for companies that are setting Net-Zero targets to ensure they are science-based and in alignment with a 1.5°C future warming scenario. This means reducing Scope 1, 2, and 3 emissions by at least 90% and neutralizing the remaining percentage in and after the target year (2050).

06

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Environmental, Social & Governance Methodology

The Cheesecake Factory's Corporate Social Responsibility Report covers the reporting period of fiscal year 2022, unless otherwise specified. Data and information included in the report represents all wholly-owned and managed operations unless explicitly noted otherwise.

In 2019, we acquired North Italia and Fox Restaurant Concepts (FRC), including the Flower Child brand, and also opened our fast-casual Asian concept, Social Monk. In 2020, we began to include North Italia and Social Monk in our annual reporting and continue to do so in this report. The sustainability performance of FRC is not included in our 2022 report, but will be considered in future reporting years.

ABOUT OUR REPORTING

The information presented in this report is collected using industry methodologies and has been internally reviewed through a process involving subject matter experts. Nevertheless, there are inherent uncertainties and limitations in the collection and presentation of our data. For example, certain information in this report regarding the company's progress against our sustainability goals comes from third-party sources. The collection of this data is beyond our direct influence.

**Please direct all questions
regarding this report to
Megan Bloomer, PhD**

Vice President of Sustainability

Sustainability@thecheesecakefactory.com



Environmental Data Summary


INDICATOR	2015	2016	2017	2018	2019	2020	2021	2022
# of Restaurants	192	203	208	214	218	243	245	249
Energy								
Electrical Consumption (kWh)	277,429,808	290,945,039	298,213,251	301,309,768	301,765,832	281,038,096	304,407,708	309,531,787
Electricity from Renewable or non-Emitting Sources (%)	34%	36%	30%	38%	39%	39%	39%	39%
Natural Gas Consumption (kWh)	484,273,286	497,246,023	507,403,358	534,434,925	539,639,506	461,848,993	537,616,470	548,883,119
Other Energy Consumption (kWh)	4,109,575	3,717,490	3,243,251	3,414,883	2,898,718	5,957,225	4,561,922	5,937,173
Total Energy Consumption (kWh)	765,812,669	791,908,552	808,859,860	839,159,576	844,304,056	748,844,314	846,586,100	864,352,079
Restaurant Portfolio Energy Intensity (kWh/sq. ft.)	331	326	325	329	326	271	290*	294
Water								
Water Consumption (kGal)	985,378	1,033,945	1,043,973	1,067,027	1,092,443	858,440	1,069,462	1,147,260
Water Consumption in Areas of High or Extremely High Baseline Water Stress	163,098	175,173	186,139	179,572	191,804	150,211	178,191	197,749
% of Locations with High or Extremely High Baseline Water Stress	15%	15%	15%	15%	16%	17%	16%	17%
Restaurant Portfolio Water Intensity (kGal/sq. ft.)	0.425	0.425	0.420	0.418	0.422	0.310	0.375*	0.399
Waste								
Landfill (metric tons)	65,812	68,451	72,153	73,952	72,394	62,529	67,521	69,037
Recycling (metric tons)	8,523	8,943	10,114	10,372	11,508	10,832	20,011	20,850
Organic Diversion (metric tons)	113	1,251	1,741	2,237	2,471	2,502	2,684	2,807
Food Donation (metric tons)	223	198	213	201	223	302	300	259
Total Volume Diverted from Landfill (metric tons)	8,859	10,392	12,067	12,810	14,202	13,636	22,996	23,916
Landfill Diversion Rate (metric tons)	12%	13%	14%	15%	16%	18%	25%	26%
Greenhouse Gas Emissions								
Scope 1 (metric tons CO ₂ e)	90,808	92,879	95,309	99,237	100,239	88,939	100,257	101,941
Scope 2 (metric tons CO ₂ e)	122,682	119,366	120,706	115,547	107,864	102,425	104,919	108,573
Scope 3 (metric tons CO ₂ e)	48,723	50,440	52,486	54,090	53,486	45,618	49,261	51,366
Total Absolute Emissions (metric tons CO ₂ e)	262,213	262,685	268,502	268,874	261,590	236,982	254,437	261,880
Restaurant Portfolio GHG Intensity (metric tons CO ₂ e/sq. ft.)	0.1132	0.1081	0.1080	0.1053	0.1010	0.0857	0.087*	0.0886

This chart includes data for The Cheesecake Factory, Grand Lux Cafe, Social Monk and North Italia (starting in 2020) restaurants, as well as our bakery facilities and corporate offices. *We changed the methodology for calculating restaurant intensity beginning with 2021 to exclude the Corporate Support Center. As we continue to monitor our environmental footprint in the future, we plan to update these numbers accordingly.

Sustainable Sourcing Update

For updates on our progress by ingredient or species please see the chart below.



SEAFOOD

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Working towards sourcing environmentally and socially responsible seafood as defined by industry programs (such as Monterey Bay Aquarium - Seafood Watch).</p>	<ul style="list-style-type: none"> At present 64% of our purchasing volume is rated as green, yellow, or from an eco-certification recommended by Monterey Bay Aquarium’s Seafood Watch Program. A key component of this work has been several pre-competitive projects we helped launch with the Seafood Watch team and our peers, particularly related to our shrimp and salmon sourcing. 98% of our sourced salmon is pre-slaughter stunned. 	<ul style="list-style-type: none"> We made strong progress in 2022 with several key species, but several others, most notably squid and crab have limited improvement pathways at present. Therefore, we are continuing to pursue the development of new efforts and solutions for these species. Certified seafood products that are recommended by Seafood Watch, have been determined to be comparable to a yellow Good Alternative rating.

PALM OIL & DEFORESTATION





STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>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.</p>	<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/high carbon stock forests. 	<ul style="list-style-type: none"> We continue to work on improving our sourcing of sustainable palm oil and are evaluating opportunities to be able to better engage with NGOs and the palm oil industry to drive sustainable change.
	<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, cocoa, coffee, and tea ingredients, approximately 56% is covered by deforestation free commitments by suppliers, with at least 37% having no natural forest conversion for the last 20 years. The remaining percentage is currently unknown due to insufficient local level data. 	<ul style="list-style-type: none"> We are working to align our efforts combatting deforestation in congruence with the integrated approach shared by SBTi’s nascent Forest Land Use and Agriculture (FLAG) guidance; GHG Protocol’s draft Land Sector and Removals guidance, and the Accountability Framework initiative (AFi), as a part of our commitment to SBTi. We recognize that halting deforestation is a critical component of a Net-Zero future, and we are currently working on identifying our primary deforestation-linked commodities in order to expand our efforts through our forthcoming FLAG target and no-deforestation commitment.

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"> • Weighted by the produce partner’s relative contribution to our supply volume of priority produce ingredients, suppliers who provided data have achieved on average a 6.4% reduction in water consumption, an 0.6% reduction in pesticide use, and a 4.8% reduction in fertilizer consumption. This brings us 26% of the way to our goal of a 15% reduction for these three input categories – a 13% improvement from last year, when we asked this question of suppliers for the first time. • We also asked our produce partners about best management practices to address the efficiency of their water, pesticide, and fertilizer use. Their responses included: <ul style="list-style-type: none"> ○ At least 41% of suppliers implemented water-saving practices, such as drip irrigation or soil moisture sensing. ○ At least 44% of suppliers implemented pesticide-reduction practices, such as Integrated Pest Management (“IPM”) plans. ○ At least 41% of suppliers implemented fertilizer-saving practices, such as soil and foliar analysis, cover cropping, and crop rotation. 	<ul style="list-style-type: none"> • Input requirements can vary site to site, season to season. While we value continual improvement on a broad scale, we recognize that individual produce partners may have differing abilities to achieve a 15% reduction in inputs based on their local climate, current ecological pressures, previous performance, and other forms of complexity. This complexity poses industry-wide challenges for evaluating farm-level resource use performance, and we continue to collaborate and innovate to identify best practices for evaluating resource stewardship performance in the supply chain. For example, through our pilot program with HowGood, we are exploring various metrics for water, pesticides, and fertilizer stewardship; as well as participating in a broad movement to develop and standardize approaches.
	<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"> • At least 33% of our produce partners have eliminated or never used pesticides that are listed as World Health Organization (WHO) Classes 1a or 1b. Further, many of our produce partners have implemented interventions, such as IPM plans, that reduce both the volume and toxicity of pesticides. 	<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.




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PRODUCE (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Encouraging produce suppliers to submit and implement annual integrated pest management plans.</p>	<ul style="list-style-type: none"> At least 44% of produce partners have IPM plans and practices in place. 	<ul style="list-style-type: none"> IPM is a well-established method for reducing the volume, toxicity, and ecological impact of pesticide use; it also has holistic ecological benefits such as biodiversity and pollinator conservation. As we continue to expand the number of suppliers receiving our data request each year, we are encouraged to see strong adoption and implementation of IPM plans among suppliers who responded to our data request.
	<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"> At least 28% 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"> We continue to work with our partners to identify plans and best practices for high-quality production in harmony with ecological systems. For example, through our pilot with HowGood, we are exploring metrics for biodiversity impact, including both negative and positive impacts on biodiversity, across our entire portfolio of produce ingredients and sourcing locations.
	<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"> At least 23% 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.



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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"> • Currently over 94% of our dairy volume comes from suppliers who practice responsible use of antibiotics with veterinary oversight and 2% of supply is NAE. • 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. 	<ul style="list-style-type: none"> • As we continue to work with our suppliers to further reduce antibiotic usage in alignment with our animal welfare goals, we recognize that our collective purchasing volume is not large enough to sway the broader dairy industry with regards to NAE production. To address this, we are actively partnering with our producers and suppliers to build from their current responsible use programs towards 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"> ○ 94% of our supply is free from tail docking. • Dehorning & Disbudding <ul style="list-style-type: none"> ○ 94% of our supply is provided with veterinary care and pain relief during dehorning or disbudding. ○ 2% of our supply comes from cows not subject to dehorning or disbudding. • Ear Notching <ul style="list-style-type: none"> ○ 85% 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 encouraging broader use of pain mitigation techniques and best practices.
	<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"> • 89% of our supply is raised with a high quality and holistic feed. 	<ul style="list-style-type: none"> • We are continuing to encourage further adoption of our feed standards.




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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"> 94% of our supply is produced without the use of rBST/rBGH. 	<ul style="list-style-type: none"> We continue to see improvement across our suppliers to move away from rBST/rBGH and are encouraged to see a broader phase-out industry wide.
	<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"> 94% 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. 39% of our supply comes from cows not tethered (except during milking or veterinary care) with access to pasture. 	<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.

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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"> 90% of our pork suppliers are practicing responsible use of antibiotics with veterinary oversight, with <1% of our pork suppliers currently practicing NAE. 	<ul style="list-style-type: none"> See the challenges discussed on Page 48 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"> 79% of our supply is subjected to tail docking at <7 days of age. 38% of our supply that is subjected to tail docking is provided pain relief during the procedure. Castration <ul style="list-style-type: none"> 77% of our supply is castrated at <5 days of age. 20% of our total supply is provided pain relief during the procedure. Ear Notching & Teeth Clipping <ul style="list-style-type: none"> The majority of our supply is free from ear notching and teeth clipping. 	<ul style="list-style-type: none"> Due to several shifts in our sourcing and procurement strategies, we saw a slight drop in the use of pain management and best practices related to tail docking, but an overall improvement in the use of pain management during castration and elimination of ear notching and teeth clipping. We are encouraged by the expanded use of pain relief across the industry and are hoping to see similar improvements related to proactive management strategies to help reduce or eliminate the need for physical alterations in the first place, most notably tail docking.
	<p>Sourcing pigs free from added growth hormones and growth promoters.</p>	<ul style="list-style-type: none"> At present, 90% of our supply is raised without growth hormones and promoters. 	<ul style="list-style-type: none"> We continue to see improvement across our suppliers to move away from growth promoters and are encouraged to see a broader phase-out industry wide.

PIGS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Original Goal: Eliminating pig gestation crates from our supply chain by 2020. Status: Missed</p> <p>Updated Goal: Eliminating pig gestation crates from our supply chain by 2025. Status: In Progress</p>	<ul style="list-style-type: none"> • 58% of our supply for 2022 is raised at or near 0 days of gestation crate use. • <2% of our supply is raised in gestation crates for <28 days. • 26% of our supply is raised in gestation crates for <45 days. 	<ul style="list-style-type: none"> • While we were not able to achieve the goal in 2020, we were able to transition a significant amount of our pork supply to gestation crate-free pork during 2022, so that at the end of 2022 almost 80% of our pork is now sourced gestation crate-free.
	<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, most of our suppliers house pigs in group housing. • Farrowing <ul style="list-style-type: none"> ○ 87% of our supply is housed in farrowing crates. • Environmental Enrichments <ul style="list-style-type: none"> ○ <1% of our supply is provided enrichments including hanging toys, ropes, chains, bar-mounts, movable objects, and straw. 	<ul style="list-style-type: none"> • 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. These areas will remain a challenge unless the larger market begins to require these improvements.
	<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"> • 90% 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.




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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 (<i>Pork Quality Assurance (PQA+)</i>, <i>Transport Quality Assurance (TQA)</i>, <i>Pork Avenue</i>, etc.). 90% of our supply is transported under these programs. • 83% 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 continue to see positive progress towards our goals of ending long-distance live transport.
	<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 90% of our supply confirmed to be compliant with this standard. • 65% of our supply comes from CAS (CO2 stunning) facilities. 	<ul style="list-style-type: none"> • We were excited to see an expansion of controlled atmosphere stunning (CAS) and are encouraged by the broader adoption industry-wide.




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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"> • 94% of our suppliers for cattle are practicing responsible use of antibiotics with veterinary oversight. • 20% of our volume is raised with no antibiotics ever (NAE). 	<ul style="list-style-type: none"> • We saw slow but continued progress with regards to NAE beef production strategies and we continued to see responsible use.
	<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"> ○ 92% of our supply is subject to dehorning or disbudding, with 32% provided pain relief. ○ 92% is subject to castration, with 18% provided pain relief. • Tail Docking and Ear Notching <ul style="list-style-type: none"> ○ 84% of our supply is free from tail docking or ear notching. 	<ul style="list-style-type: none"> • While we saw improvements with the use of pain relief during disbudding, dehorning, and castration, due to supply changes we saw an increase in the practice of disbudding, so we will be further engaging with our suppliers on the topic.
	<p>Sourcing beef cattle free from added growth hormones and growth promoters.</p>	<ul style="list-style-type: none"> • 33% of our supply is raised without use of any growth hormones or promoters. 	<ul style="list-style-type: none"> • Building from a slow adoption rate in 2021, we saw a further increase in operations pursuing alternatives to growth hormones, providing us with an increased supply of hormone-free beef products.




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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"> 88% 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.
	<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"> 87% 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. 82% of our supply is transported to slaughter in under 8 hours. 	<ul style="list-style-type: none"> We were glad to see continued improved transport times this past year, helping us towards our goal of ending long-distance live transport.
	<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 94% 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.



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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"> • >99% of our egg suppliers are practicing responsible use of antibiotics with veterinary oversight. • Approximately 23% of our supply is confirmed to have never been administered antibiotics. 	<ul style="list-style-type: none"> • Although the percentage decreased compared to prior year, we are encouraged to see several suppliers have begun to phase in NAE programs and are looking for further improvements in the coming year.
	<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 88% of our egg supply comes from hens that are beak trimmed, with 61% performing infrared at <2 days of age. 	<ul style="list-style-type: none"> • We were encouraged by further adoption of infrared beak trimming at <2 days of age, but we are continuing to investigate strategies for reducing the need for beak trimming in the first place such as genetic selection, housing systems, and environmental enrichments.
	<p>Sourcing 100% cage-free eggs for restaurant operations by 2020, and for bakery operations by 2025.</p>	<ul style="list-style-type: none"> • We achieved our cage-free egg goal three years ahead of schedule, successfully transitioning our two bakeries to cage-free eggs in 2022, in addition to our already cage-free egg contracted restaurant sourcing. • Switching to cage-free eggs for bakeries in the later half of 2022 helped us increase our sourcing of cage-free eggs to 72% for the whole of 2022. 	<ul style="list-style-type: none"> • In addition to now sourcing 100% cage-free eggs for our contracted sourcing at the end of 2022, we also expanded our cage-free egg commitments to include our international licensees, with a target date of 2030.

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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"> • 70% 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). • 5% of our supply is provided with natural light. 	<ul style="list-style-type: none"> • In 2022 we saw an increased adoption of environmental enrichments along with our expansion of cage-free egg sourcing.
	<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"> • 96% 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.

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"> • 97% of our suppliers for broiler chickens are practicing responsible use of antibiotics with veterinary oversight. • 28% of our suppliers source no antibiotics ever (NAE). 	<ul style="list-style-type: none"> • Although the percentage decreased compared to prior year, we are encouraged to see several suppliers have begun to phase in NAE programs.
	<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"> • 97% of our supply has no beak modifications and physical alterations. 	<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. • 97% of our supply is transported to slaughter in under 8 hours. 	<ul style="list-style-type: none"> • We continue to see positive progress towards our goals related to transportation and ending long-distance live transport.

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BROILER CHICKENS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	Ensuring our broiler chickens come from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.	<ul style="list-style-type: none"> 93% 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 bird's age-related needs.
<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>			
	Purchasing broiler chickens raised without the use of fast-growing practices or breeds.	<ul style="list-style-type: none"> 10% of our supply comes from slower growing practices and/or breeds. 	<ul style="list-style-type: none"> Due to several shifts in our sourcing and procurement strategies, we saw a drop related to our slow growing breeds and density goals. We are continuing to work with our key suppliers to better define and understand the impacts related to slower growing breeds and practices within their operations.
	Lowering the maximum stocking density for broiler chickens to be equal to or less than 6 pounds per square foot within supplier's operations.	<ul style="list-style-type: none"> 3% of our supply is stocked at a density of <6 lbs. per sq. ft. 	
	Offering environmental enrichments (such as lighting, perches, litter, and pecking objects) for broiler chickens.	<ul style="list-style-type: none"> 13% of our supply is provided with environmental enrichments, with these enrichments generally provided within the first week. 8% of our supply is raised in production facilities with natural light. 	<ul style="list-style-type: none"> Due to several shifts in our sourcing and procurement strategies, we were not able to make as significant progress with the deployment of environmental enrichments. We are continuing to work with our key suppliers to address this holistically, along with slow growing breeds and practices.
	Expanding humane slaughter practices of CAS/CAK to include the elimination of live shackling or live dumping.	<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 97% of our supply confirmed to be compliant with this standard. 3% of our supply comes from CAS (CO2 stunning) facilities. 	<ul style="list-style-type: none"> As the broader industry adoption of CAS is still slow, we have yet to see significant supply coming from CAS facilities.

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VEAL CALVES

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	Eliminating the use of confinement crates for veal calves by 2017.	<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 plan to source from producers that do not utilize confinement crates.	

Sustainable Accounting Standards Board (SASB) Table

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 2022 Corporate Social Responsibility 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 44)
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 44)
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 44)
	(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	2021 Corporate Social Responsibility Report (page 41)

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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.
	(1) Number of recalls issued (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 2022, we had five recalls, resulting in 853 lbs. of recalled product. We use an automated system to initiate and document all product recalls 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 2022, the company had no confirmed foodborne illness outbreaks.
Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines (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 help ensure we have the most accurate and up to date specification and nutritional information for our more than 700+ food products that go into 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.

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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 (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 (2) involuntary turnover rate for restaurant employees	Quantitative	Rate	FB-RN-310a.1	Caring for Our Staff (page 5 - 20)
	(1) Average hourly wage, by region (2) percentage of restaurant employees earning minimum wage, by region	Quantitative	Number, Percentage (%)	FB-RN-310a.2	Caring for Our Staff (page 5 - 20)
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations (2) employment discrimination	Quantitative	Reporting currency	FB-RN-310a.3	Fiscal Year 2022 Form 10-K

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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 (2) is certified to third party environmental and/or social standards	Quantitative	Percentage (%) by cost	FB-RN-430a.1	APPENDIX (pages 45 - 59); 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 (2) pork that was produced without the use of gestation crates	Quantitative	Percentage (%) by number, Percentage (%) by weight	FB-RN-430a.2	APPENDIX (pages 51 & 55); additionally, we do not source Foie Gras.
	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	2021 Corporate Social Responsibility Report (page 37)
	Number of (1) company-owned (2) franchise restaurants	Quantitative	Number	FB-RN-000.A	Fiscal Year 2022 Form 10-K
	Number of employees at (1) company-owned (2) franchise locations	Quantitative	Number	FB-RN-000.B	Fiscal Year 2022 Form 10-K

Forward Looking Statements and Disclaimer

Certain information included in this report may contain forward-looking statements about our current and presently expected performance trends, growth plans, business goals, environmental and social performance and goals, and other matters. These statements are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, as codified in Section 27A of the Securities Act of 1933, as amended

(the “Securities Act”), and Section 21E of the Securities Exchange Act of 1934, as amended (together with the Securities Act, the “Acts”). Such forward looking statements include all other statements that are not historical facts, and may include statements that are preceded by, followed by or that include words or phrases such as “believe,” “plan,” “will likely result,” “expect,” “intend,” “will continue,” “is anticipated,” “estimate,” “project,” “may,” “could,” “would,” “should” and similar expressions.

Forward-looking statements are based on our current expectations and involve risks and uncertainties which may cause results to differ materially from those set forth in such statements. In connection with the “safe harbor” provisions of the Acts, we have identified and are disclosing important factors, risks and uncertainties that could cause our actual results to differ materially from those projected in forward looking statements made by us, or on our behalf.

These factors, risks and uncertainties are to be used as a reference in connection with any forward-looking statements. Factors that could cause results to differ from those in the forward-looking statements include unexpected impacts of climate change, new environmental, social or other governmental regulations, carbon or other greenhouse gas taxes or charges, changing consumer demands, changes in the availability of staff, protests or boycotts, supplier misconduct or deviation from company standards, supply chain uncertainties and other factors.

The factors, risks and uncertainties identified in these cautionary statements are in addition to those contained in any other cautionary statements, written or oral, which may be made or otherwise addressed in connection with a forward-looking statement or contained in any of our filings with the SEC. Because of these factors, risks and uncertainties, we

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caution against placing undue reliance on forward-looking statements. Although we believe that the assumptions underlying forward-looking statements are currently reasonable, any of the assumptions could be incorrect or incomplete, and there can be no assurance that forward-looking statements will prove to be accurate. Forward-looking statements speak only as of the date on which they are made, and we undertake no obligation to publicly update or revise

any forward-looking statements or to make any other forward-looking statements, whether as a result of new information, future events or otherwise, unless required to do so by law.

Throughout the report a number of staff responses are included. These represent the views of the staff member interviewed and they are neither a statement nor endorsement on behalf of The Cheesecake Factory.

Inclusion of information in this report is not an indication that the subject or information is material to the company's business or operating results. This report represents current company policy and intent and is not intended to create legal rights or obligations. Data and information contained in this report are provided as of the date of this report and are subject to change without notice. The company does not undertake to update or revise any such statements.





2022

The
Cheesecake Factory®