

# Corporate Social Responsibility

PROGRESS REPORT

2024



The  
**Cheesecake**  
Factory®

# Table of Contents

## 00 Introduction

3 Letter from Our President

## 01 Caring for Our People and Culture

7 Access to Healthcare

8 HELP Fund

9 Learning and Development

12 Recognition and Appreciation

15 Staff Retention and Tenure

## 02 Caring for Our Communities

19 The Cheesecake Factory Oscar & Evelyn Overton Charitable Foundation

20 Gift Card Donation Program

20 Feeding America®

21 Nourish Program

## 03 Sourcing

24 Social

25 Animal Welfare

26 Environment

28 Training, Auditing & Governance

29 Evaluation & Adherence Process

30 Food Quality & Safety

30 Extensive and Innovative Menu, Made Fresh from Scratch

## 04 Environment

32 Climate

35 Energy

36 Water & Waste

36 Packaging

## 05 Appendices

38 Environmental, Social & Governance Oversight & Management

39 Environmental, Social & Governance Methodology

40 Environmental Data Summary

41 Sustainable Sourcing Update

55 Sustainable Accounting Standards Board (SASB) Table

59 Forward Looking Statements

TAP THE LOGO ON ANY PAGE TO QUICKLY JUMP BACK TO THIS TABLE OF CONTENTS.



# Letter from Our President



## David M. Gordon

### PRESIDENT

**In many ways, 2024 was a milestone year for The Cheesecake Factory Incorporated.** We posted strong comparable sales growth, surpassing revenue and earnings expectations.

We opened over 20 new restaurants across our portfolio, further expanding our national footprint. We also successfully expanded our Cheesecake Rewards® program, surprising and delighting our members throughout the year - all while delivering on our enduring mission of absolute guest satisfaction. These achievements reflect not just the strength of our brand, but the dedication of our people and the continued loyalty of our guests.

And yet, amid the global complexity of the past year, there was a near-constant threat of disruption to business as usual. Domestically, businesses managed through civil unrest, sequential deadly hurricanes, unprecedented fires, and historic flooding. For us, each of these events presented unique challenges from the physical operation of our restaurants, to the logistics and management of supply chains, and the safety and stability of our guests and staff.

These issues and events are shaping the future of every business, including ours. Against this backdrop of challenge and change, we have remained focused on how we can make a difference - both within our business and in the communities we serve. We understand that operating a business today means doing so in full view of these realities. And we believe this is exactly the time to embrace our values and lead in alignment with our mission and vision.

We recognize the road ahead will not be easy. But we are optimistic. Our business has always been rooted in adaptability and resiliency, and these qualities have never been more important. They position us to navigate uncertainty, while allowing us to seize new opportunities in the future.

As we look back on nearly five decades of company history, we're proud of the consistency and strength that have defined our journey. Year after year, we've proven our ability to grow through changing times, staying true to who we are while continuing to deliver value to each group of our stakeholders. That kind of resiliency doesn't happen by accident - it's a reflection of the passion of our people, the trust of our guests, and a business model focused on growth and value creation.

We are equally proud of our culture - one that welcomes the unique attributes of every staff member and encourages them to bring their whole self to work. We seek to create workplaces where

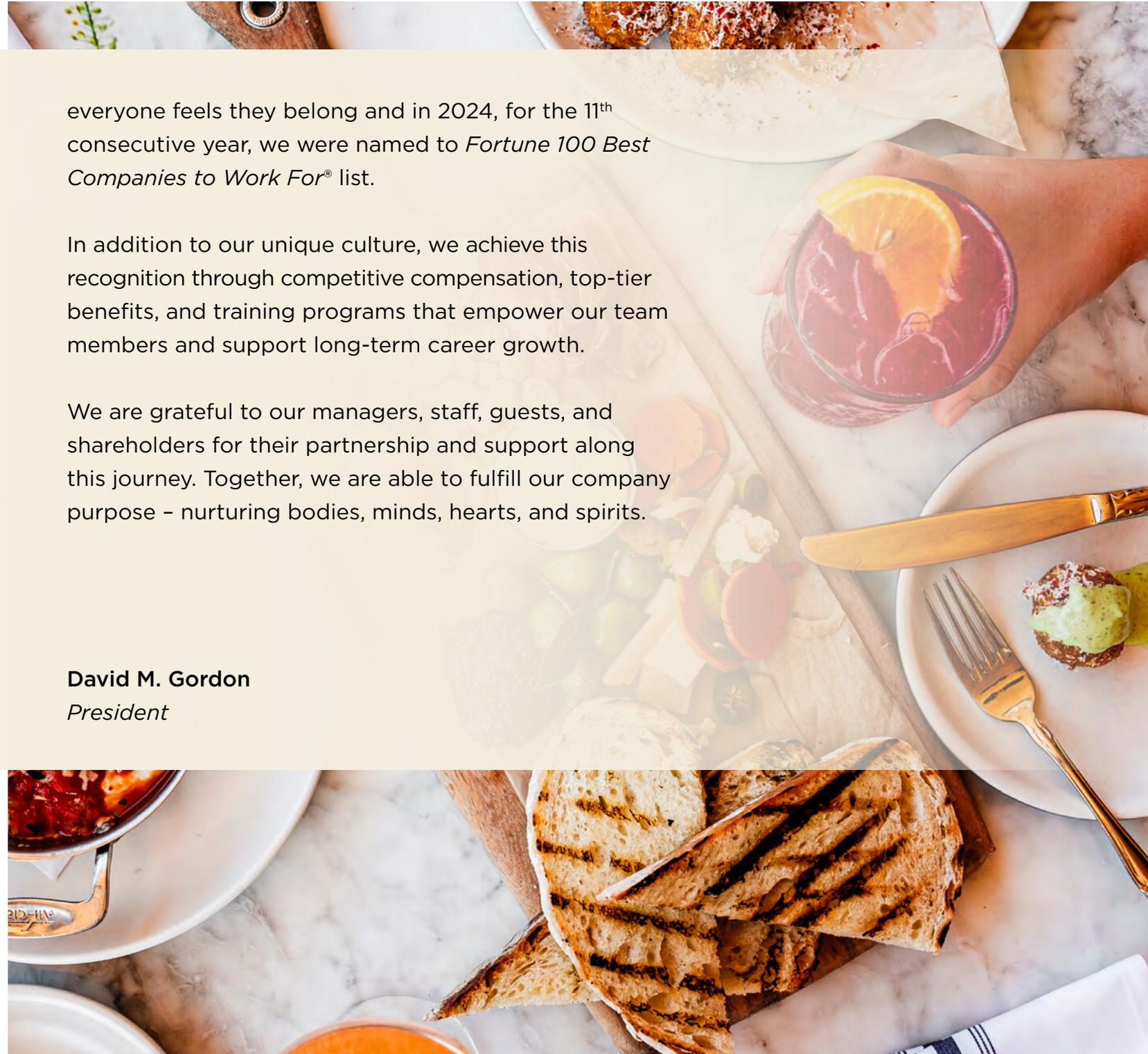
everyone feels they belong and in 2024, for the 11<sup>th</sup> consecutive year, we were named to *Fortune 100 Best Companies to Work For*<sup>®</sup> list.

In addition to our unique culture, we achieve this recognition through competitive compensation, top-tier benefits, and training programs that empower our team members and support long-term career growth.

We are grateful to our managers, staff, guests, and shareholders for their partnership and support along this journey. Together, we are able to fulfill our company purpose - nurturing bodies, minds, hearts, and spirits.

**David M. Gordon**  
*President*

From Fortune. ©2024 Fortune Media IP Limited. All rights reserved. Used under license. Fortune<sup>®</sup> and Fortune 100 Best Companies to Work For<sup>®</sup> are registered trademarks of Fortune Media IP Limited and are used under license. Fortune and Fortune Media IP Limited are not affiliated with, and do not endorse products or services of, The Cheesecake Factory Incorporated.



# 01

## CARING FOR OUR PEOPLE AND CULTURE

- 7 Access to Healthcare
- 8 HELP Fund
- 9 Learning and Development
- 12 Recognition and Appreciation
- 15 Staff Retention and Tenure



# Caring for Our People and Culture

Delivering on our promise of absolute guest satisfaction would simply not be possible without our talented people and the support we provide through training, benefits, recognition and career opportunities. We believe our business success is strongly connected to our ability to be a great place to work for all our staff members and managers no matter who they are, where they work or what they do. We've held tight to this philosophy since we opened our first restaurant in 1978. Today, we continually evaluate what "being a great workplace" looks like as our industry, society and workforce change. We aim to adjust our approach to meet the evolving needs of our people and business.

We strive 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 workforce, where:

- Every person can bring their entire self to work.
- Staff and managers are seen, heard, cared for, and celebrated for their individuality and unique differences.
- Everyone's talents are recognized, appreciated, and developed.
- Everyone truly belongs, united by one 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 foster a culture that staff believe is welcoming and open. We believe cultivating a psychologically safe environment enables everyone's ideas and perspectives to be heard and encourages creativity and innovation.

We seek to cultivate alignment around respect and belonging to build trust and promote teamwork to achieve our common goals. Furthermore, when our people feel valued and respected for their worth as individuals, they are better able to maximize their potential at work and more likely to share their perspectives, opinions and ideas, which contributes to our ability to innovate.

In keeping with our Mission, Values, and Purpose—as well as our key business goals—we strive to support the whole person, including their physical, emotional and mental health. This encompasses a variety of facets, including access to healthcare, financial support, workplace amenities, training and education opportunities and an emphasis on recognition and appreciation.

## ACCESS TO HEALTHCARE

We continue to provide access to affordable and high-quality healthcare to our staff by keeping both costs and hours requirements low. Staff qualify for benefits by working an average of just 25 hours per week, which is fewer hours than required by the Affordable Care Act.

Since 2020, we've offered free mental health counseling sessions via telemedicine to all staff and managers, including those not enrolled in our insurance plans. To make mental health care even more accessible to our people,

we introduced a new approach in 2024 that consolidates all our mental health benefit offerings and expands the number of counseling sessions a person can receive. Benefits include counseling appointments with therapists and psychologists as well as online resources and communities through a single portal. We're also pleased that with this new platform, we can offer free mental health visits to all staff and their family members.

### At the end of 2024, we announced several upcoming enhancements to our benefits programs:

- **Company-paid short-term disability coverage** for restaurant managers and Support Center staff that provides up to 60 percent of their base pay during an approved medical disability, at no cost to them. Particularly in states that don't provide paid disability benefits, this coverage provides that staff will have income during a disability leave, at a time when they're likely most in need of financial support.
- **New elective surgery benefits** for staff members who enroll in our medical plan. They'll have the option to receive many elective surgical procedures with lower out-of-pocket costs (deductibles, coinsurance and out-of-pocket maximums will be waived). It's our hope that staff who have been delaying needed surgeries due to financial concerns will be able and willing to take care of their health without the stress of unwanted medical bills.
- **Healthcare concierge:** Staff enrolled in a company medical plan will have access to a concierge—a single point of contact to help them navigate the healthcare system. It's intended to provide easier access to all medical benefits and resources, provide faster response and issue resolution, and offer clinical advocates to assist with more complex healthcare needs.

It's our hope that these changes will make it easier and less expensive for our staff to use the benefits programs we offer so they can better foster their physical, mental and emotional well-being.

In addition to caring for our staff and managers' physical, mental and emotional health, we also aim to support their financial well-being during times of great need with our HELP Fund.

## HELP FUND

Our Hardship and Emergency Lifeline Program (HELP), which is funded by contributions from staff members, is a key resource for staff who experience a catastrophic event. The program provides staff with financial grants to cover basic needs, a housing disaster or death of a family member, with no repayment required. In 2024, the HELP fund fulfilled 412 grants for a total of \$450,000. This included 92 grants specifically for staff affected by Hurricanes Helene and Milton.

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



**“The HELP Fund really came as a blessing. I think that this is one of the best things about working for The Cheesecake Factory. They have so many benefits that help its employees.”**

**- ANONYMOUS STAFF MEMBER**

**“The process was extremely easy and my family is so grateful for the immediate help. We are truly blessed to work for such a great company. It reminded me how important it is to contribute something to the HELP Fund to help staff members in the future.”**

**- ANONYMOUS STAFF MEMBER**

**“It helped with costs associated with losing a spouse as well as the loss of income. I really appreciated receiving the funds during my time of need. It is an amazing feeling to know that others have your back during a difficult time.”- ANONYMOUS STAFF MEMBER**

**“Due to unforeseen circumstances, I found myself in a very tough position financially. The HELP Fund got me back on my feet at a time that I so badly needed it! Just a sincere thank you. The appreciation I feel is hard to put into words and I will always be immensely grateful.”- ANONYMOUS STAFF MEMBER**

## LEARNING AND DEVELOPMENT

We believe that our extensive training and development programs are important to providing consistent and dependable service to our guests, and provide meaningful and satisfying career development opportunities for our team members.

### Developing Our Managers and Staff

#### CHEESECAKE FACTORY INSTITUTE

A unique way we develop our managers' business acumen and leadership skills is through Cheesecake Factory Institute (CFI), which is designed to inspire our managers and re-connect with our company culture at approximately six months tenure. The sessions provide participants with the opportunity to learn directly from our executives and top leaders and to build connections with fellow managers. Each year, we invite hundreds of managers from across the country to convene at our Support Center in Calabasas Hills, California to participate in CFI.

Several managers shared what they valued about their CFI experience:



**“The most valuable thing from CFI is what it did to my heart and soul. I feel like the best version of myself and feel so much more positivity and confidence. Everyone at my [restaurant] has noticed a difference and I’ve been making impacts every single day. My hunger for success and leading our company and people with love and knowledge have never been higher.” - ANONYMOUS CFI PARTICIPANT**

**“I was already proud to work here and knew that I wanted to spend the rest of my career here, but my time at CFI made me realize that The Cheesecake Factory’s values are truly deeply rooted in my soul and has only deepened my love for the company!” - ANONYMOUS CFI PARTICIPANT**

#### NORTH UNIVERSITY

In 2024, to foster the learning and development of managers at North Italia restaurants, we held the inaugural session of North University (North U). Similar to CFI, North University is an immersive conference that brings managers across the country together at our Support Center for unique growth and networking opportunities.

During the three-day event held in December, participants were immersed in culture and best practices through activities such as food and beverage demonstrations, discussions about hospitality and financial planning, and collaborative role-play exercises. Participants also learned directly from North Italia executives, who shared their own leadership stories and a vision for the concept's growth. North U attendees had the opportunity to foster connections with their fellow managers and mentors through networking and team-building activities.

North U participants describe the impact of the event as follows:

**“As a leader amidst leaders, hearing the individuals who are making the decisions nearest or at the highest level in our company talk about their experiences and passions for what we do was really incredible. It was easy to come back to my home [restaurant] with considerably more fire after being taught by so many people with such dedication to hospitality. Thank you!” - ANONYMOUS NORTH UNIVERSITY PARTICIPANT**

**“I truly did learn SO much. All of the information was valuable and so relevant to our day to day.” - ANONYMOUS NORTH UNIVERSITY PARTICIPANT**

**“I truly valued every part of the conference and learned something from each topic. The relationships built were also incredible.” - ANONYMOUS NORTH UNIVERSITY PARTICIPANT**





#### LEADING OUR EVOLVING WORKFORCE TRAINING

Through our “Leading our Evolving Workforce” training initiative, we develop leadership competency at all levels of management. In 2024, we focused on two key areas: building cohesive teams and handling challenging emotionally charged situations. Managers learned the importance of strengthening relationships to enhance their team’s performance and create a positive work environment. In addition, they received de-escalation training to help them handle friction or hostility thoughtfully, demonstrating respect and civility.

We also support staff and managers with personal education aspirations with our Diploma and Degree and education reimbursement programs.

#### 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 we offer our Diploma and Degree program to our hourly staff members, which allows them to earn their GED and/or Associate Degree at no cost to them.

#### EDUCATION REIMBURSEMENT

We support managers and Support Center staff who wish to pursue job-related certifications or post-secondary education through our education 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.

## RECOGNITION AND APPRECIATION

Celebration, recognition and appreciation are core to our culture. We believe that part of what makes The Cheesecake Factory (CCF) such a special workplace is our warm, caring atmosphere that values belongingness, celebration and appreciation.

With employee engagement being an important indicator of performance and intent to stay, recognition and appreciation are vital elements of our engagement and retention strategy. This begins early in our relationships with applicants and new hires. During the recruitment process, we strive to demonstrate exceptional hospitality to newly hired staff and managers in unique ways such as these:

One of our new manager hires planned to travel to the Philippines for a month before starting with us. His recruiter sent him a Cheesecake Factory-branded beach towel, t-shirt and beach bag, along with a warm note to welcome him to the team.

A restaurant management applicant spoke to our recruiter from the hospital, where his girlfriend had just given birth. The recruiter sent a Cheesecake Factory-branded onesie for the baby and a gift card to our restaurants for the parents.

When a single mom was hired as a manager-in-training, our recruiter sent her a self-care and spa kit to encourage her to take time for herself.

One of our new managers in training shared that he was divorced and had joint custody of his kids. He dotes on them and spends a lot of time at their sports and dance activities. He mentioned his kids were spending several weeks with his ex-wife's family during the summer (he conveyed it would allow him to focus on his training). Our recruiter took the initiative to send him a gift card to Top Golf, along with a note encouraging him to enjoy himself and spend time on self-care.

In addition, we aim to provide our teams with a wealth of ideas for holding fun, engaging celebrations on a regular basis. For example, every restaurant holds a week-long Team Appreciation Celebration each year, full of expressions of thanks to our staff and managers. To help our teams amplify their celebrations in 2024, every restaurant received an array of celebration materials, including custom photo props and frames, greeting cards and branded merchandise. They also received a team appreciation celebration playbook that shared celebration ideas and best practices submitted by various restaurant teams.

We also encourage restaurant teams to keep the celebration and appreciation going all year long by participating in our numerous recognition programs.

For example, our Manager of the Quarter program recognizes managers who lead with purpose in pursuit of unreasonable hospitality and operational excellence.

Manager of the Quarter winners are honored with company-wide recognition and tributes such as the ones below:



## Savhannah Aldrete

**SENIOR KITCHEN MANAGER,  
CCF ALBUQUERQUE**

“In January 2018, Savhannah began her journey with CCF Albuquerque as a host. From the outset, her dedication to guest service and her desire to make a lasting impact was evident. She was motivated to transition into the kitchen, where she trained on the salad station and then to the Sauce, Fry, and Pasta stations.”

“When an opportunity arose in Arizona, Savhannah’s work ethic and attention to detail made her the clear choice for a promotion to management. As a Kitchen Manager, she contributed to the success of some of our busiest restaurants by ensuring the delivery of delicious food, maintaining excellent ticket times and fostering a positive environment for her team.”

“In September, when CCF Albuquerque location faced an unexpected loss of several Kitchen Managers, Savhannah relocated back to New Mexico within the week. Since her return, Savhannah’s positive attitude and focus on refining operational systems have played a pivotal role in the turnaround of key performance metrics.”

“Her ability to remain calm under pressure, her strong work ethic and her approachable leadership style have made her a trusted resource for her staff.”

“Savhannah exemplifies our core value of ‘A Passion for Excellence,’ and we are proud to celebrate her with this well-deserved recognition. Congratulations, Savhannah!”



## Vicki Johnson

**ASSISTANT GENERAL MANAGER, GRAND LUX CAFE (GLC) HOUSTON**

“Since joining us in July 1997, Vicki has been an integral part of shaping exceptional experiences for guests, staff and managers alike. Over the course of 27 years, she has mastered every aspect of her role and excels in her position as Assistant General Manager.

Vicki’s impact resonates throughout every facet of our business. Her deep food knowledge, coupled with her remarkable ability to engage with guests, sets her apart as a leader in her field.

Beyond her exemplary guest service, Vicki has also taken a pivotal role in mentoring and developing the management team at GLC Houston. She is a cornerstone of the developmental process, and her expertise guides all operational and staff-related matters. Vicki’s experience has been invaluable, with both new and seasoned managers praising her leadership and mentorship.

We are thrilled to recognize Vicki Johnson as our Q4 Manager of the Quarter for Grand Lux Cafe. Congratulations, Vicki! Your unwavering dedication, leadership, and passion for excellence are truly inspiring.”



## Ryan Smith

**SENIOR MANAGER,  
NORTH ITALIA (NI) PLANO**

“Since joining North Italia, Ryan has demonstrated an exceptional ability to connect with his staff, guests and fellow managers. His diligence in coaching and results-driven mindset have fostered a culture of learning and continuous improvement in Plano. Ryan is known as a selfless leader who invests in the development of each member of his team, helping them reach their full potential. His contributions to the team’s growth and his commitment to exceeding goals played a key role in Plano’s perfect Q4 performance.”

“Ryan thrives when faced with challenging situations. He welcomes the opportunity to turn around a guest experience and provides his team with valuable insight and direction. We are proud of Ryan’s development and confident his leadership will continue to impact our brand for many years to come.”

Here's what some of our restaurant staff members say about the sense of appreciation and recognition they feel:

**“We had an entire week for staff appreciation which is very much APPRECIATED from staff, they make this place feel special to work at. Props to all managers that make this place feel good.” - ANONYMOUS STAFF MEMBER**

**“I really love how appreciative our company is. They take every chance to shout out our staff for doing an amazing job. Every Friday, awards go out to staff members of all workgroups and experience levels. They acknowledge those who work hard and go out of their way to make sure we are all successful. It really does feel like everyone is in your corner and wants you to succeed. The teamwork aspect is phenomenal here. I've never had another restaurant job function with such care.” - ANONYMOUS STAFF MEMBER**

## STAFF RETENTION AND TENURE

One of our longstanding values is “People—Our Greatest Resource.” Our team members are central to our success, with our ability to attract highly motivated staff members and retain an engaged, experienced team being key to the execution of our strategy. We believe our strong reputation as a business and an employer is an important competitive advantage as it pertains to talent attraction and retention.

In 2024, we received more than 803,000 applications for positions across our concepts. Our desirability as an employer is evidenced by our applicant to hire ratio at new restaurant openings, where we receive an average of 37 applications per hire. In addition, management and hourly attrition for CCF and GLC restaurants was just above the 15th percentile for the Upscale Casual dining market segment.\*

\*Source – Black Box Workforce Intelligence 2024.



We also aim to prioritize the career progression of our internal staff and managers with 45 percent of our new restaurant managers being selected from within. This allows all senior managers to have extensive cultural knowledge. It also requires us to provide extensive developmental and career growth opportunities for everyone in our organization.

We believe our training and educational programs, career advancement opportunities, competitive compensation and unique culture all contribute to staff and manager retention. In particular, the actions we take to prioritize the long tenure of our restaurant leadership are designed so that our restaurant teams are led by people with deep knowledge of our culture, systems and practices, which contribute to high performance and operational excellence. Tenure for our Area Director of Operations and our Area Kitchen Operations Manager averages approximately 23 years.

For General Managers and Executive Kitchen Managers at The Cheesecake Factory, Grand Lux Cafe, North Italia, and Social Monk, tenure averages nearly 16 years.

In addition to the employee engagement and retention benefits our culture brings, we believe that creating a workplace environment that energizes and inspires our staff is simply the right thing to do. Comments like these are evidence that our efforts are having the intended effect:

**“A month after I first started, I was going through some tough times and had to make tough decisions for my family as a single mom. I had to request multiple days off work and the management team showed nothing but support and love for me. This is something I have never felt at any other job and it truly showed me that they care about their employees and their families.” - ANONYMOUS STAFF MEMBER**

**“The Cheesecake Factory is easily the best company I’ve worked for in my 30-year career. The amount of care and attention they direct toward treating every person they meet — from customers to restaurant staff, vendors, partners and all other employees — with sheer excellence is inspiring. The stories I’ve heard about how the company and its employees continue to go above and beyond toward providing support and real caring are wonderful, and should serve as a model for every other business to follow. CCF shows that it’s not only possible but extremely profitable to provide an authentic, supportive, and truly caring professional environment for everyone to excel, grow, and reach new heights.” - ANONYMOUS STAFF MEMBER**



“I am truly honored to be part of The Cheesecake Factory team, a company that has been recognized as one of the best companies to work for, eleven years in a row. This recognition is particularly meaningful because it reflects the direct feedback from the staff, including myself. My journey with The Cheesecake Factory has been transformative. I joined the team while grappling with personal challenges, specifically, my struggle with addiction. The company provided me with a supportive environment that played a crucial role in my recovery process. They offered me a second chance at life, for which I am profoundly grateful. The Cheesecake Factory’s commitment to its employees goes beyond just providing a paycheck. It extends to fostering an environment of understanding, respect, and genuine care for the well-being of its staff. This compassionate approach has not only helped me in my recovery journey but also motivated me to give my best to the company every single day. I believe that The Cheesecake Factory’s inclusion in the 2025 Fortune 100 Best Companies to Work For® list would be a well-deserved recognition of its unwavering commitment to its employees. I am proud to be part of this incredible team and look forward to contributing to its continued success.” - ANONYMOUS STAFF MEMBER

## Fortune 100 Best Companies to Work For® and the PEOPLE Companies that Care® lists

We are the only full-service restaurant to be ranked on the Fortune 100 Best Companies to Work For® list in 2024 and we have maintained that recognition for the last 11 consecutive years.

In addition, in 2024, The Cheesecake Factory was named to the PEOPLE Companies that Care® list for a fourth consecutive year.



From *Fortune*. ©2024 Fortune Media IP Limited. All rights reserved. Used under license. *Fortune*® and *Fortune* 100 Best Companies to Work For® are registered trademarks of Fortune Media IP Limited and are used under license. Fortune and Fortune Media IP Limited are not affiliated with, and do not endorse products or services of, The Cheesecake Factory Incorporated.

People Companies That Care Logo® is a registered trademark of TI Gotham, Inc., a Dotdash Meredith company. Used under license.

# 02

## CARING FOR OUR COMMUNITIES

- 19 The Cheesecake Factory Oscar & Evelyn Overton Charitable Foundation
- 20 Gift Card Donation Program
- 20 Feeding America®
- 21 Nourish Program



# Caring for Our Communities

## THE CHEESECAKE FACTORY OSCAR & EVELYN OVERTON CHARITABLE FOUNDATION

A tradition of excellence is one of our longstanding values at The Cheesecake Factory, and something we inherited directly from our founders. Oscar and Evelyn Overton's values have shaped our culture and continue to define the character of our company. In their honor, in 2001 The Cheesecake Factory Oscar & Evelyn Overton Charitable Foundation was proudly created. The Foundation supports and gives back to the communities we serve, while also amplifying 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 Team Sponsorship, sponsors teams of staff members who volunteer their time for community service projects for the charities of their choice. Each year, our team members contribute thousands of volunteer hours to hundreds of charities across the country. The program provides team shirts and makes a financial donation to the benefiting non-profit; the larger the team, the larger the donation!

### Hope the Mission

Hope the Mission, a local 501(c)(3) non-profit organization, works to address the needs of those experiencing homelessness and poverty, offering both immediate relief and pathways to long-term stability. To assist Hope the Mission with their efforts in 2024, our team worked to assemble and donate 1,238 hygiene kits that contained essential hygiene products. These kits were distributed to unhoused and recovering individuals in Los Angeles County.

### Charity Golf Tournament

The Foundation's annual invitational 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, California. As a result of its annual charity golf tournament, the Foundation has collectively donated \$4.6 Million to City of Hope over the years.

### Peanut Butter Drive

September is Hunger Action Month, and the Foundation sponsors an annual Peanut Butter Drive for Feeding America® food banks. Staff members take action by collecting jars of peanut butter or making financial contributions for local food banks. In 2024 our service-minded staff members donated more than 189,000 pounds of peanut butter!

### GIFT CARD DONATION PROGRAM

To further give back while also fostering relationships in the communities we serve, our restaurants donate gift cards to various local charitable groups and events throughout the year. In 2024 we donated more than \$272,970 through our gift card donation program.

### FEEDING AMERICA®

In 2024, we once again commemorated our favorite holiday – National Cheesecake Day – by introducing a new cheesecake that benefits Feeding America® and its network of partner food banks: Triple Berry Bliss Cheesecake. For every slice of Triple Berry Bliss Cheesecake sold in our restaurants in the U.S. through July 29, 2025, the Company will donate \$0.25 to Feeding America®. Since 2008, we have donated more than \$6.7 million to Feeding America® through the sale of our specially designated cheesecakes.

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

**RIGHT**  
NORTH ITALIA TUSCAN KALE SALAD



## NOURISH PROGRAM

With an extensive menu of dishes across several distinct concepts, our program (in partnership with Copia®) allows us to match excess food with the local non-profits who are best able to put that food to good use in the community. This allows us to donate a wide range of food products, from cakes, to rice, to fruit and even sauces and dressings. Working with over 600 local non-profit partners across the country we were able to capture and donate approximately 829,276 pounds of food to local communities through our Nourish Program. We have continued to look for opportunities to expand our impact and initiate pilot programs at our Flower Child restaurants to capture and donate excess food. We are excited about the potential for further expansion of the program and plan to continue to evaluate new concepts and markets for the program in 2025.

Copia® is a registered trademark owned by Copia.

## Our food is too good to waste

**Since 2007, we have donated over 8.7 million pounds of food to local non-profits, helping to not only alleviate hunger, but also combat greenhouse gas emissions, reduce water consumption, and send less material to landfill.**



**“The donation from Flower Child was perfect! We received a variety of fresh, healthy items, such as grilled chicken, salmon, quinoa, grilled tofu, cookies, and fresh apples. We can use this food to create just about anything, including casseroles, enchiladas, and to use as toppings on our salad bar. We plan to use the salmon to make salmon patties. The peppers will be used to make delicious stuffed peppers with grilled chicken and saffron rice. We are thrilled to get such a healthy and good quality donation.” - NON-PROFIT RECIPIENT**



**“We are grateful for this wonderful donation! The diverse assortment of food is a fantastic addition to supplement our meals, and the included sauces will dress up future meals as well... Thank you sincerely for this generous and thoughtful donation—it’s truly a blessing!”  
- NON-PROFIT RECIPIENT**

# 03

## SOURCING

- 24 Social
- 25 Animal Welfare
- 26 Environment
- 28 Training, Auditing & Governance
- 29 Evaluation & Adherence Process
- 30 Food Quality & Safety
- 30 Extensive and Innovative Menu,  
Made Fresh from Scratch



# Sourcing

In 2016 when we published our Sustainable Sourcing Policy, we committed ourselves to sourcing ingredients that are grown, raised, and harvested with respect for people, animals, and the environment. As our Sustainable Sourcing Policy is set to mature in 2025, we continue to explore areas where we can extend the progress we have made thus far across our three areas of social, animal welfare, and the environment. Key to this work are pre-competitive collaborations with our peers and partners, and supportive collaborations with partners like the Global Coalition for Animal Welfare (GCAW) and Monterey Bay Aquarium – Seafood Watch.



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

Our Sustainable Sourcing Policy demonstrates our focus on 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 we believe promote animal welfare, and that 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, 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.

## SOCIAL

When committing to serve fresh, delicious food made from scratch, prioritizing a responsible supply chain is one of the key elements. We are focused on 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** - Comply with all applicable laws and regulations in the countries and jurisdictions in which they operate.

**Freely Chosen Employment** - Employ only voluntary workers who are above the age of 15, and do not require payment of fees or surrendering of identification as a condition of employment. Ensure that workers understand the terms of their employment.

**Environmental Practices** - In addition to complying with all applicable environmental laws, continually improve environmental performance and ensure alignment with any social, animal welfare, or environmental requirements specific to our Policy.

**Safe Working Conditions** - Ensure workers are provided a safe, healthy, and clean working environment, and materials and training to prevent accidents and injury.

**Fair & Equal Treatment** - Treat all workers with dignity and respect, including unbiased conflict resolution processes, non-discrimination policies, voluntary and safe housing (when provided), and access to necessary services.

**Working Hours & Compensation** - Provide workers with wages, overtime pay, benefits, time off, and detailed wage statements that meet or exceed the legal minimum standards.

**Communication & Implementation** - Apply and communicate these standards within their own supply network and with subcontractors.

**Reporting & Record Keeping** - Maintain accurate and transparent records to demonstrate adherence with this code, including being capable of tracking upstream supply chain origins and their adherence with our code.

## 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 animals throughout their lifecycles. As a part of our Sustainable Sourcing Policy, we are currently working towards a number of animal welfare goals, and our specific performance in 2024 for these goals can be viewed in our *Appendix: Sustainable Sourcing Update*.

### Notable Highlights from 2024



Building from our unique partnership with our key suppliers highlighted in our past CSR Reports, we have continued to increase our sourcing of gestation crate free pork with 78% of our contracted supply being gestation crate free.



When we reached our cage-free egg goal for our restaurants and bakeries in 2022, three years ahead of schedule, we also announced that all of our international partners committed to source 100% cage-free eggs by 2030. In 2024, 100% of our international partners were cage-free, nearly six years ahead of schedule.



We continue to maintain the strong progress we have made in the areas of antibiotic reduction, animal welfare outcome measures, and the elimination of physical alterations, but have seen more incremental progress with the adoption of slower growing breeds and practices.



**RIGHT**  
BAJA CHICKEN TACOS



## ENVIRONMENT

As we work to source ingredients that are sustainably managed and produced, we are keenly aware that we cannot do everything all at once, so we seek to focus on the highest priority issues for the ingredients we purchase. We are proud of the strides we have continued to make and realize there is still progress to be made.

### Seafood

We have always set our standard high and we continue to see success pursuing a benchmark of environmentally responsible (Best Choices or Good Alternatives) as set by the Monterey Bay Aquarium – Seafood Watch. In 2024 approximately 68% of our seafood was rated as green, yellow, or from an eco-certification recommended by Seafood Watch.

### Produce

We have continued to see progress towards our produce goals achieving approximately 50% of our goal in water, pesticide, and fertilizers used to grow our priority produce ingredients. We

are also encouraged by our suppliers' adoption of best management practices, from water-saving practices like drip irrigation to fertilizer-saving practices, such as soil and foliar analysis, cover cropping, and crop rotation.

### Palm-Oil & Deforestation

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.

**LEFT**  
GLC MISO GLAZED SALMON



### Partnering for Sustainability

In 2024 we continued our partnership with HowGood to unlock deeper insights into the sustainability performance of our ingredients across key areas including greenhouse gas emissions, water use, working conditions, biodiversity (including impacts from deforestation and other land use change), soil health, land use, and more. We also expanded the scope of our partnership with HowGood to cover all food and beverage ingredients, and worked with their team to develop our Forest, Land, and Agriculture (FLAG) greenhouse gas inventory and subsequent Science Based Targets initiative (SBTi) FLAG targets (see Climate section for more details). Equipped with one of the largest and most robust food and agriculture sustainability databases, we were able to develop a comprehensive landscape of the climate impact from our sourced ingredients, including the impacts of various geographic sourcing locations and standards.

View the *Sustainable Sourcing Update* for additional details.





## TRAINING, AUDITING & GOVERNANCE

We recognize that strong performance in social, environmental, and animal welfare requires mutual focus and cooperation throughout the entire supply chain. To facilitate engagement, we have an established internal framework that allows us to leverage multiple direct touch points with our suppliers as we work together to advance these goals by 2025.

Our Sustainability department, which reports directly to the company's President, plays the key role in supporting the day-to-day implementation of our animal welfare and sustainability policies. Members of the department forge and manage partnerships with sustainability non-governmental organizations, provide updates and strategic plans to our senior

management and Board of Directors, integrate compliance with animal welfare and sustainability standards into supplier contracts in collaboration with our Purchasing department, and work with our Quality Assurance department to identify suppliers at risk of non-compliance for animal welfare, environmental, or social auditing and monitoring.

We are continuing to source products from suppliers who adhere to industry programs such as the National Dairy Program - Farmers Assuring Responsible Management® (FARM), Pork Quality Assurance Plus® (PQA+), Beef Quality Assurance® (BQA), National Chicken Council® (NCC), United Egg Producers® (UEP), Transport Quality Assurance® (TQA), North American Meat Institute® (NAMI), and others.

Pork Quality Assurance®, National Chicken Council®, Transport Quality Assurance® and North American Meat Institute® are registered trademarks owned by the National Pork Producers Council, National Chicken Council, National Pork Board and North American Meat Institute non-profit corporation, respectively.

**LEFT**  
FRESH PASTA PREPARED AT NORTH ITALIA

## EVALUATION & ADHERENCE PROCESS



For additional details on our Evaluation and Adherence Process, please view the *Sourcing* chapter of our 2019 CSR Report.

## FOOD QUALITY & SAFETY

For us, food quality and safety are a part of our culture and we seek to ingrain them in everything we do. Our Quality Assurance and Food Safety program covers all aspects of food safety for all brands under The Cheesecake Factory Incorporated umbrella. Our program is designed to support our restaurants, food vendors, equipment vendors, and distribution centers are operating under the regulations set forth by both federal and jurisdictional regulatory bodies. Our work and management processes are verified by routine restaurant management reviews, third-party health inspection and food safety audits, and regulatory agency inspections. In addition, our bakery facilities are Safe Quality Food (SQF) certified in alignment with the Global Food Safety Initiative's Global Markets Program.

## EXTENSIVE AND INNOVATIVE MENU, MADE FRESH FROM SCRATCH

Our restaurants offer one of the broadest menus in casual dining and feature a wide array of flavors with portions designed for sharing. In contrast to many restaurant chains, substantially all of our menu items, except those desserts produced at our bakery facilities, are prepared from scratch daily at our restaurants with high-quality, fresh ingredients using innovative and proprietary recipes. We believe that one of our competitive strengths is our ability to anticipate customer preferences and adapt our expansive menu to the latest trends. We aim to regularly update our ingredients and cooking methods, as well as create new menu items and new categories of food offerings at our restaurants, further enhancing the variety, quality and price points offered and keeping our menu relevant to our guests.

**RIGHT**  
BISTRO BURGER



# 04 ENVIRONMENT

- 32 Climate
- 35 Energy
- 36 Water & Waste
- 36 Packaging



# Environment

Our passionate and resourceful restaurant teams seek opportunities to improve upon the efficient use of environmental resources, especially in the key areas of climate, energy, water, waste, and packaging. We are proud to share that in 2024, our restaurant unit growth rate outpaced that of our company-wide electricity, natural gas, and water consumption, indicating a continued trend of decoupling our success from our environmental impacts. Similarly, our recycling, organic waste, and food donation rates continued to grow, reflecting our active efforts to expand landfill waste diversion programs across our portfolio. While we are encouraged by these positive trends, we remain focused on identifying and implementing even greater opportunities to unlock environmental efficiency and absolute resource use reduction gains, so that we can continue to nourish bodies, minds, hearts and spirits in a sustainable and responsible manner.

## CLIMATE

**In 2024 our science-based targets were officially validated by the Science Based Targets Initiative (SBTi). Since committing to the SBTi target setting methodology, we have been working to create our complete greenhouse gas inventory and structuring targets to reduce emissions in the near-term (2030) and long-term (2050). We are among the first in our industry to set SBTi FLAG targets and seek to demonstrate measurable progress in achieving these targets over time.**



**Our validated Science Based Targets include:**

SBTi TARGETS**	
<b>Overall Net-Zero Target</b>	The Cheesecake Factory Incorporated commits to reach net-zero greenhouse gas emissions across the value chain by FY2050.
<b>Energy/Industry Targets (Non-FLAG)</b>	The Cheesecake Factory Incorporated commits to reduce absolute scope 1, 2 and scope 3 GHG emissions from upstream transportation and distribution, employee commuting, and downstream transportation and distribution 30.76% by FY2030 from a FY2022 base year.
	The Cheesecake Factory Incorporated also commits that 29.74% of its suppliers by emissions covering purchased goods and services, upstream transportation and distribution and waste generated in operations, will have science-based targets by FY2028.
	The Cheesecake Factory Incorporated commits to reduce absolute scope 1, 2, and 3 GHG emissions 90% by FY2050 from a FY2022 base year.
<b>Forestry, Land, and Agriculture (FLAG)</b>	The Cheesecake Factory Incorporated commits to reduce absolute scope 3 FLAG GHG emissions 30.3% by FY2030 from a FY2022 base year.*
	The Cheesecake Factory Incorporated commits to reduce absolute scope 3 FLAG GHG emissions 72% by FY2050 from a FY2022 base year.*
	The Cheesecake Factory Incorporated also commits to no deforestation across its primary deforestation-linked commodities, with a target date of December 31, 2025.

\*The target includes FLAG emissions and removals.

\*\* FLAG targets cover greenhouse gas emissions from the agricultural or forestry production phases of a commodity. Energy/Industry targets cover non-FLAG emissions from the processing and/or transportation of that commodity. Our FLAG targets incorporate both emissions reductions as well as carbon removals (in other words, the ability of land and plants to sequester and store carbon).

While pursuing our target validation from SBTi, we continued to implement programs making progress towards achieving our goals. In 2024, we were once again able to reduce our overall absolute GHG emissions on a year-over-year basis from 2023, despite our strong company growth. Beyond our walls, at least 57% of our key commodity suppliers have established their own climate reduction targets and strategies, which will be an important component to achieving our FLAG and Scope 3 emissions reductions.

## GHG Methodology

The GHG Inventory presented in our *Environmental Data Summary Appendix* has been prepared in accordance with the World Resources Institute (WRI) and World Business Council on Sustainable Development (WBCSD)'s Greenhouse Gas Protocol (GHGP) guidance and standards, including the Corporate Standard (2004 revised edition), Scope 2 Guidance, and where applicable to the scope, the Corporate Value Chain (Scope 3) Standard. Where company-owned restaurant locations' landlords pay utilities, energy use estimates were made based upon concept-wide per-location averages. All GHG emissions were calculated in metric tons of greenhouse gases and converted into metric tons of CO2 equivalent (CO2e) using the global warming potentials (GWPs) from the IPCC Fifth Assessment Report 2014 (AR5) using 100-year values. Emission factors were identified using the US EPA Center for Corporate Climate Leadership Emission Factors Hub, EPA eGRID, and the Government of Canada.

Beginning next year, we anticipate expanding the annual reporting of our GHG footprint and reduction efforts to align with our SBTi targets. For 2024, our GHG reporting in the Environmental Data Summary Appendix is consistent in scope with previous reporting years, for the purpose of comparability. This scope includes:

### Our GHG Inventory

#### SCOPE 1

Our scope 1 emissions include stationary combustion for our restaurants, corporate offices, and bakeries, as well as mobile combustion from our fleet of vehicles provided to our restaurant General Managers, Field Staff, and Corporate 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 reported scope 3 emissions include business travel (both air and vehicle), as well as emissions from landfilled, recycled, and composted waste. For additional information on our environmental impacts and efforts please see our *2024 Environmental Data Summary* in the Appendix.



## ENERGY

While our electricity and natural gas consumption increased by 2% and 0.4% respectively in 2024 over 2023, our year-over-year unit growth was higher, resulting in an energy intensity decrease of 2%. Our facilities teams, restaurant design teams, field managers and restaurant staff are engaged in identifying energy efficiency opportunities, from the way our restaurants are designed, to the way we operate and maintain our kitchens and equipment.

In compliance with local environmental and life safety regulations, the first The Cheesecake Factory restaurant with a fully electric kitchen was opened in 2024 by one of our international licensees. We have been tracking this restaurant's experience in order to identify opportunities and challenges that come with such a change in energy sources.

In addition, eight of our restaurants have achieved Leadership in Energy

and Environmental Design (LEED) certification, in addition to our LEED Platinum certified Training Center, and another four restaurants are built to LEED standards but not formally certified. An additional eight restaurants have installed solar thermal energy systems, which help to reduce the energy needed to heat water.

Beyond energy efficiency projects, we are also exploring opportunities to source more clean and renewable energy. In 2024, we partnered with a climate advisory firm to develop the beginnings of our renewable electricity strategy. While this work is ongoing, we expect renewable energy procurement to be one of the key components of our strategy to achieve our Science Based Targets. We continue to maintain memberships with organizations such as the Clean Energy Buyers Association (CEBA) to continue to evaluate energy purchases and strategies that are financially viable while also reducing our overall GHG footprint.

## WATER & WASTE

While our biggest opportunity to influence water conservation and stewardship is upstream in our supply chain, we also work to ensure that our restaurants are using water responsibly through improved efficiency and recovery, as well as proper wastewater disposal. In 2024, our total water consumption increased by only 2,323 kGal over 2023 levels, remaining nearly 14,000 kGal below 2022 usage.

We have also continued to increase our waste diversion rate, with over a quarter (26%) of our waste stream diverted away from landfills. Through inventory management, efficient food preparation techniques, and an expansion of our composting, recycling and food donation programs, we continue to expand our ability to reduce waste across our operations.

## PACKAGING

We continue to evaluate strategies to reduce the environmental impact of our to-go packaging, by reducing the amount of material used per unit, streamlining the types of material used, and switching to compostable and recyclable products where applicable and available. As we further innovate with our packaging partners, we are looking towards several opportunities to further improve the compostability, recyclability, and reusability of our to-go containers.



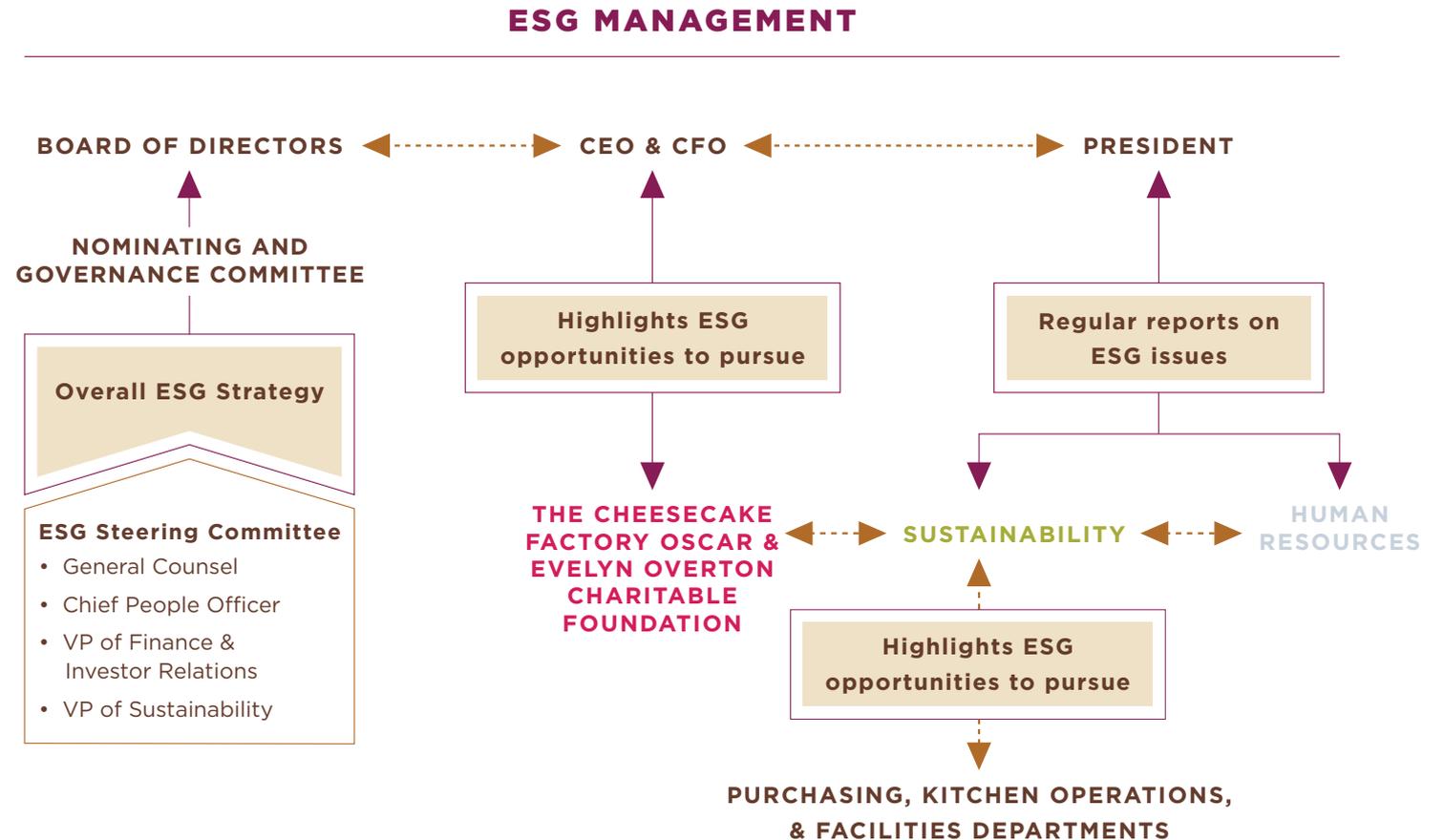
# 05 APPENDICES

- 38 Environmental, Social & Governance Oversight & Management
- 39 Environmental, Social & Governance Methodology
- 40 Environmental Data Summary
- 41 Sustainable Sourcing Update
- 55 Sustainable Accounting Standards Board (SASB) Table
- 59 Forward Looking Statements



# Environmental, Social & Governance Oversight & Management

On a day-to-day basis our ESG Committee, which includes our Legal, Investor Relations, Human Resources, and Sustainability teams, is responsible for developing our reporting approach and commitments; while our leadership team has ultimate accountability for our corporate social responsibility programs. This includes the identification and management of ESG-related opportunities and risks related to our business, such as climate change and pay equity. The ESG Committee then updates our Chief Executive Officer (CEO), Chief Financial Officer (CFO), and President, and as appropriate, will raise ESG issues to the Board of Directors - with the Nominating and Governance Committee assuming responsibility for reviewing ESG matters and making recommendations back to the Board. The chart illustrates this process.



# Environmental, Social & Governance Methodology

The Cheesecake Factory's Corporate Social Responsibility Report covers the reporting period of fiscal year 2024, 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 opened Social Monk. In 2020, we began to include North Italia and Social Monk in our annual reporting and are continuing to do so in this report. The sustainability performance of FRC is not included in our 2024 report, but is included in our proposed SBTi targets.

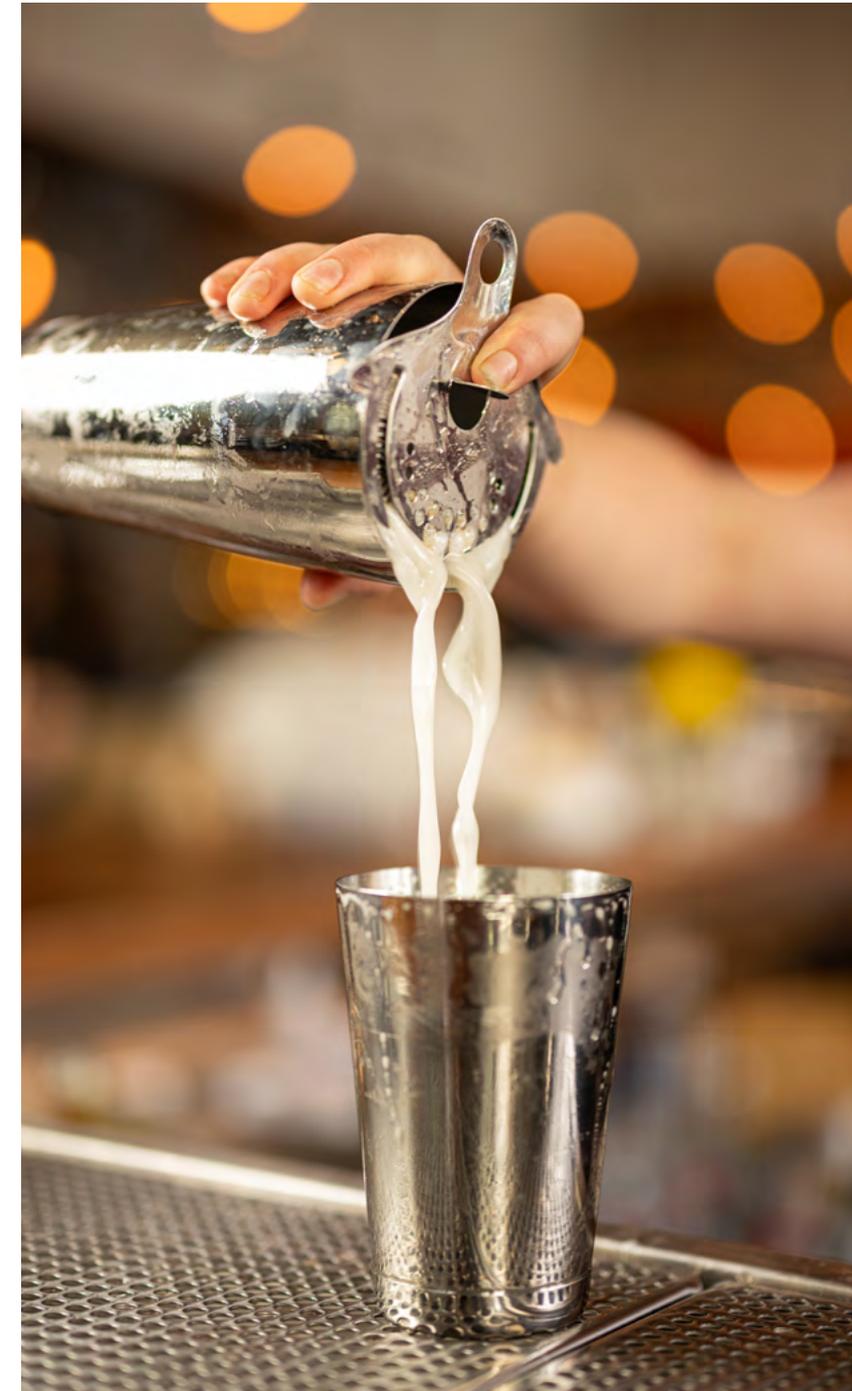
The data and information presented in this report is collected using industry

methodologies and has been internally reviewed through a process involving subject matter experts and is tied out in a process similar to other corporate filings. Certain information in this report regarding the company's progress against our sustainability goals comes from third-party sources. We are not under any obligation to verify or validate third party information used in this report and are not liable for the adequacy, accuracy or completeness of such information. Data relied upon in this report may be produced based on methodologies which are not transparent to Cheesecake and the data used and underlying methodologies are subject to change without notice.

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

Vice President of Sustainability

[Sustainability@thecheesecakefactory.com](mailto:Sustainability@thecheesecakefactory.com)



# Environmental Data Summary

INDICATOR	2017	2018	2019	2020	2021	2022	2023	2024
# of Restaurants	208	214	218	243	245	249	254	263
<b>Energy</b>								
Electrical Consumption (kWh)	298,213,251	301,309,768	301,765,832	281,038,096	304,407,708	309,531,787	292,367,845	299,609,795
Electricity from Renewable or non-Emitting Sources (%)	30%	38%	39%	39%	39%	39%	39%	40.5%
Natural Gas Consumption (kWh)	507,403,358	534,434,925	539,639,506	461,848,993	537,616,470	548,883,119	530,762,669	532,778,458
Other Energy Consumption (kWh)	3,243,251	3,414,883	2,898,718	5,957,225	4,561,922	5,937,173	6,414,154	7,335,489
Total Energy Consumption (kWh)	808,859,860	839,159,576	844,304,056	748,844,314	846,586,100	864,352,079	829,544,668	839,723,742
Restaurant Portfolio Energy Intensity (kWh/sq. ft.)	325	329	326	271	290*	294	277	272
<b>Water</b>								
Water Consumption (kGal)	1,043,973	1,067,027	1,092,443	858,440	1,069,462	1,147,260	1,130,987	1,133,308
Water Consumption in Areas of High or Extremely High Baseline Water Stress	186,139	179,572	191,804	150,211	178,191	197,749	232,143	228,774
% of Locations with High or Extremely High Baseline Water Stress	15%	15%	16%	17%	16%	17%	21%	20%
Restaurant Portfolio Water Intensity (kGal/sq. ft.)	0.420	0.418	0.422	0.310	0.375*	0.399	0.386	0.379
<b>Waste</b>								
Landfill (metric tons)	72,153	73,952	72,394	62,529	67,521	69,037	65,866	69,121
Recycling (metric tons)	10,114	10,372	11,508	10,832	20,011	20,850	19,802	20,647
Organic Diversion (metric tons)	1,741	2,237	2,471	2,502	2,684	2,807	2,891	3,175
Food Donation (metric tons)	213	201	223	302	300	259	293	378
Total Volume Diverted from Landfill (metric tons)	12,067	12,810	14,202	13,636	22,996	23,916	22,986	24,295
Landfill Diversion Rate (metric tons)	14%	15%	16%	18%	25%	26%	26%	26%
<b>Greenhouse Gas Emissions</b>								
Scope 1 (metric tons CO <sub>2</sub> e)	95,309	99,237	100,239	88,939	100,257	101,941	98,697	99,371
Scope 2 (metric tons CO <sub>2</sub> e)	120,706	115,547	107,864	102,425	104,919	108,573	99,308	96,136
Scope 3 (metric tons CO <sub>2</sub> e)	52,486	54,090	53,486	45,618	49,261	51,366	48,773	47,414
Total Absolute Emissions (metric tons CO <sub>2</sub> e)	268,502	268,874	261,590	236,982	254,437	261,880	246,778	242,921
Restaurant Portfolio GHG Intensity (metric tons CO <sub>2</sub> e/sq. ft.)	0.1080	0.1053	0.1010	0.0857	0.087*	0.0886	0.0824	0.0788

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. \*Where restaurant locations' landlords pay utilities, energy use is estimated based upon location averages. Until 2024, portfolio-wide averages were used for all restaurant locations. In 2024, we updated this methodology so that concept-specific averages are used, for greater accuracy. We strive to improve our ability to track our environmental footprint, and plan to continue to make improvements to our calculations as opportunities become available.



Completed



In-Progress



Delayed

# Sustainable Sourcing Update

We understand that sustainable sourcing may have different metrics and requirements depending on ingredient or species. For updates on our progress by ingredient or species please see the chart below.

## SEAFOOD

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	Working towards sourcing environmentally and socially responsible seafood as defined by industry programs (such as Monterey Bay Aquarium - Seafood Watch).	<ul style="list-style-type: none"> <li>At present 68% of our purchasing volume is rated as green, yellow, or from an eco-certification recommended by Monterey Bay Aquarium's Seafood Watch Program.</li> <li>97% of our farmed finfish, and 99% of our sourced salmon are pre-slaughter stunned via percussion, with 49% stocked at a density &lt;10 kg/m<sup>3</sup> and fasted for &lt;72 hours before slaughter.</li> <li>48% of our farmed finfish supply is raised with animal welfare outcome measures like environmental parameters such as oxygen, temperature, salinity, and health parameters such as injuries, gills, and mortality, among others.</li> </ul>	<ul style="list-style-type: none"> <li>We are encouraged by several multi-year projects to improve the sustainability of our seafood ingredients that are likely to progress in 2025.</li> <li>Certified seafood products that are recommended by Seafood Watch have been determined to be comparable to a yellow Good Alternative rating.</li> </ul>

## PALM OIL & DEFORESTATION

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	Sourcing sustainably certified palm oil (RSPO) by 2020 and establishing a buying preference for fully traceable palm oil that does not come from deforestation or clearing of high carbon stocks.	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>With our recently validated SBTi targets we are expanding our commitments to include no deforestation across our primary deforestation-linked commodities, with a target date of December 31, 2025.</li> </ul>
	Working towards zero deforestation particularly from the sourcing of our produce, cocoa, coffee, and tea.	<ul style="list-style-type: none"> <li>Based on our review of our key produce, cocoa, coffee, and tea ingredients, approximately 49% is confirmed to be deforestation free, with the remaining percentage currently unknown due to insufficient local level data.</li> </ul>	<ul style="list-style-type: none"> <li>As a part of our validated SBTi targets, we are working to align our efforts combatting deforestation in congruence with the integrated approach shared by SBTi's Forest, Land Use and Agriculture (FLAG) guidance, GHG Protocol's draft Land Sector and Removals guidance, the Accountability Framework initiative (AFi), and the European Union Deforestation Regulation.</li> </ul>

**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"> <li>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 10.3% reduction in water consumption, a 5.7% reduction in pesticide use, and a 4.6% reduction in fertilizer consumption. This represented a 46% achievement to our goal of a 15% reduction for these three input categories – a 6% improvement from last year.</li> </ul>	<ul style="list-style-type: none"> <li>In 2024 we continued to make progress towards our 15% reduction targets and continue to evaluate opportunities for improving how we track and evaluate farm-level resource use.</li> </ul>
	<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"> <li>At least 32% of our produce partners weighted by volume 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 Integrated Pest Management (IPM) plans, that reduce both the volume and toxicity of pesticides.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>

**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"> <li>At least 42% of produce partners weighted by volume have IPM plans and practices in place.</li> </ul>	<ul style="list-style-type: none"> <li>We continue to seek suppliers who establish IPM as a common practice with our supply partners, to help reduce the volume, toxicity, and ecological impact of pesticide use.</li> </ul>
	<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"> <li>At least 34% of produce partners weighted by volume have a biodiversity plan in place and/or have conducted biodiversity projects, such as creating riparian buffers, crop rotations, and invasive species management.</li> </ul>	<ul style="list-style-type: none"> <li>Similar to the practice of IPM, we encourage and support of our suppliers' adoption of biodiversity and pollinator plans, to help encourage holistic ecological benefits.</li> </ul>
	<p>Creating and implementing a pollinator and beneficial insect conservation plan as a part of the larger biodiversity action plan.</p>	<ul style="list-style-type: none"> <li>At least 29% of produce partners weighted by volume have a pollinator plan in place and/or have conducted projects that benefit pollinators, including habitat building and staff training.</li> </ul>	
	<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"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>We continue to evaluate potential opportunities and partnerships which allow us to address logistical and transportation challenges to sourcing unique produce.</li> </ul>

## 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 to our knowledge once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> <li>• Currently 94% of our dairy volume comes from suppliers who practice responsible use of antibiotics with veterinary oversight and 19% of supply is NAE.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• We are dedicated to the avoidance of antibiotics for prophylactic or preventative use and we do not allow sub-therapeutic antibiotic use, but we recognize that we are not able 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.</li> </ul>
	<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"> <li>• Tail Docking                             <ul style="list-style-type: none"> <li>○ 94% of our supply is free from tail docking.</li> </ul> </li> <li>• Dehorning &amp; Disbudding                             <ul style="list-style-type: none"> <li>○ 68% of our supply is provided with veterinary care and pain relief during dehorning or disbudding.</li> <li>○ 6% of our supply comes from cows not subject to dehorning or disbudding.</li> </ul> </li> <li>• Ear Notching                             <ul style="list-style-type: none"> <li>○ 67% of our supply is free from ear notching.</li> </ul> </li> <li>• 92% of our supply uses welfare outcome measures, such as body condition scoring, cleanliness, hock and knee lesions, locomotion, and others.</li> </ul>	<ul style="list-style-type: none"> <li>• We continue to see high rates of best practices within our supply, from no tail docking to pain relief provided during dehorning/ disbudding procedures. The overall adoption of polled cattle has been much slower than anticipated, so we have seen low percentages of cattle free from dehorning/disbudding.</li> </ul>
	<p>Sourcing our dairy from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.</p>	<ul style="list-style-type: none"> <li>• 22% of our supply is raised with a high quality and holistic feed.</li> </ul>	<ul style="list-style-type: none"> <li>• We are continuing to encourage further adoption of our feed standards.</li> </ul>

**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"> <li>94% of our supply is produced without the use of rBST/rBGH.</li> </ul>	<ul style="list-style-type: none"> <li>We continue to see the majority of our dairy supplied without the use of rBST/rBGH and are encouraged to see further adoption industry wide.</li> </ul>
	<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"> <li>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.</li> <li>70% of our supply comes from cows not tethered (except during milking or veterinary care) with access to pasture.</li> </ul>	<ul style="list-style-type: none"> <li>With improvements to farm level traceability and reporting, our assessments of tethering practices have shown year over year improvement.</li> </ul>

**PIGS**

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free pork, defined as NAE. We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but to our knowledge once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> <li>92% of our pork suppliers are practicing responsible use of antibiotics with veterinary oversight, with &lt;1% of our pork suppliers currently practicing NAE.</li> </ul>	<ul style="list-style-type: none"> <li>We are dedicated to the avoidance of antibiotics for prophylactic or preventative use and we do not allow sub-therapeutic antibiotic use, but we recognize that we are not able to sway the broader pork 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.</li> </ul>
	<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"> <li>Tail Docking                             <ul style="list-style-type: none"> <li>1% of our supply is not subject to tail docking.</li> <li>84% of our supply is subjected to tail docking at &lt;7 days of age.</li> <li>8% of our supply that is subjected to tail docking is provided pain relief during the procedure.</li> </ul> </li> <li>Castration                             <ul style="list-style-type: none"> <li>15% of our supply is castrated at &lt;5 days of age.</li> <li>8% of our total supply is provided pain relief during the procedure.</li> </ul> </li> <li>Ear Notching &amp; Teeth Clipping                             <ul style="list-style-type: none"> <li>&gt;71% of our supply is free from ear notching and teeth clipping.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Due to the shifting nature of our sourcing and procurement strategies, we saw a small decline in the use of pain management and best practices, but are looking to see improvements related to proactive management strategies to help reduce or eliminate the need for physical alterations, most notably tail docking.</li> </ul>
	<p>Sourcing pigs free from added growth hormones and growth promoters.</p>	<ul style="list-style-type: none"> <li>At present, 82% of our supply is raised without growth hormones and promoters.</li> </ul>	<ul style="list-style-type: none"> <li>We sustained reduction in the use of growth promoters and are encouraged to see a broader phase-out industry wide.</li> </ul>

**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"> <li>• 78% of our supply is raised at 0 days of gestation crate use.</li> <li>• 5% of our supply is raised in gestation crates for &lt;45 days.</li> </ul>	<ul style="list-style-type: none"> <li>• As our business, menus, and sourced ingredients continue to evolve, we are evaluating opportunities to further engage our smaller suppliers on the issue of gestation crates.</li> </ul>
	<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"> <li>• Most of our suppliers house pigs in group housing.</li> <li>• Farrowing                             <ul style="list-style-type: none"> <li>○ 93% of our supply is housed in farrowing crates, with &lt;1% in farrowing pens.</li> </ul> </li> <li>• Environmental Enrichments                             <ul style="list-style-type: none"> <li>○ 6% of our supply is provided enrichments including hanging toys, ropes, chains, bar-mounts, movable objects, and straw.</li> </ul> </li> <li>• 83% of our supply uses welfare outcome measures such as body condition scores, disease incidence, growth rate, mortality and others.</li> </ul>	<ul style="list-style-type: none"> <li>• 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 ask for and pursue these improvements.</li> </ul>
	<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"> <li>• 19% of our supply is raised with a high quality and holistic feed.</li> </ul>	<ul style="list-style-type: none"> <li>• We are continuing to work with our suppliers to increase the use of high quality and holistic feed.</li> </ul>

**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"> <li>• 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.). 93% of our supply is transported under these programs.</li> <li>• 83% of our supply is transported to slaughter in under 8 hours.</li> </ul>	<ul style="list-style-type: none"> <li>• We are continuing to partner with our suppliers to gain visibility into the transportation process and continue to see positive progress towards our goal of ending long-distance live transport.</li> </ul>
	<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"> <li>• 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 93% of our supply confirmed to be compliant with this standard.</li> <li>• 62% of our supply comes from CAS (CO2 stunning) facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• We are encouraged to see a continued expansion of controlled atmosphere stunning (CAS).</li> </ul>

## BEEF CATTLE

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free cattle, defined as NAE. We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but to our knowledge once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> <li>• 90% of our suppliers for cattle are practicing responsible use of antibiotics with veterinary oversight.</li> <li>• 19% of our volume is raised with NAE.</li> </ul>	<ul style="list-style-type: none"> <li>• We are dedicated to the avoidance of antibiotics for prophylactic or preventative use and we do not allow sub-therapeutic antibiotic use, but we recognize that we are not able to sway the broader beef 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.</li> </ul>
	<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"> <li>• Dehorning/Disbudding &amp; Castration                             <ul style="list-style-type: none"> <li>○ 18% of our supply is not subject to dehorning or disbudding, with 28% provided pain relief during the procedure.</li> <li>○ &gt;90% is subject to castration, with 28% provided pain relief.</li> </ul> </li> <li>• Tail Docking                             <ul style="list-style-type: none"> <li>○ 23% of our supply is free from tail docking.</li> </ul> </li> <li>• 34% of our supply uses welfare outcome measures such as humane treatment, vocalization, transportation, and others.</li> </ul>	<ul style="list-style-type: none"> <li>• As we have continued to engage with our suppliers we have seen a positive reduction in the practice of dehorning/disbudding, but have seen the industry slow to adopt the use of pain relief during physical alternations like castration.</li> </ul>
	<p>Sourcing beef cattle free from added growth hormones and growth promoters.</p>	<ul style="list-style-type: none"> <li>• 18% of our supply is raised without use of any growth hormones or promoters.</li> </ul>	<ul style="list-style-type: none"> <li>• We saw a slower than desired adoption of no growth hormones or promoters by the industry and are evaluating opportunities for potential improvements.</li> </ul>

**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"> <li>• 36% of our supply is raised with a high quality and holistic feed.</li> <li>• 33% of our supply is group housed from rearing, with 19% free from Concentrated Animal Feeding Operation (CAFOs).</li> </ul>	<ul style="list-style-type: none"> <li>• We are continuing to work with our suppliers to increase high quality and holistic feed.</li> </ul>
	<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"> <li>• Over 90% 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.</li> <li>• 88% of our supply is transported to slaughter in under 8 hours.</li> </ul>	<ul style="list-style-type: none"> <li>• We continued to see improved transport times, helping us towards our goal of ending long-distance live transport.</li> </ul>
	<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"> <li>• 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 85% of our supply confirmed to be compliant with this standard.</li> </ul>	<ul style="list-style-type: none"> <li>• We are continuing to work 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.</li> </ul>

## LAYING HENS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	Sourcing antibiotic-free eggs, defined as NAE. We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but to our knowledge once treated with antibiotics, these animals may not enter our supply chain.	<ul style="list-style-type: none"> <li>90% of our egg suppliers are practicing responsible use of antibiotics with veterinary oversight.</li> <li>Approximately 6% of our supply is confirmed to have never been administered antibiotics.</li> </ul>	<ul style="list-style-type: none"> <li>We are dedicated to the avoidance of antibiotics for prophylactic or preventative use and we do not allow sub-therapeutic antibiotic use, but we recognize that we are not able to sway the broader laying hen industry with regards to NAE production, particularly with the challenging production environment caused by avian flu.</li> </ul>
	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.	<ul style="list-style-type: none"> <li>At present 90% of our egg supply comes from hens that are beak trimmed, with 90% performing infrared at &lt;2 days of age.</li> <li>90% of our supply uses welfare outcome measures, such as flock health plan, feather cleanliness/coverage, fracture, morbidity/mortality, and others.</li> </ul>	<ul style="list-style-type: none"> <li>We continue to see high rates of best practices within our supply, with an increase in the practice of infrared beak trimming, but we are continuing to investigate strategies for reducing the need for beak trimming in the first place.</li> </ul>
	Sourcing 100% cage-free eggs for restaurant operations by 2020, and for bakery operations by 2025.	<ul style="list-style-type: none"> <li>95% of our supply is cage-free for our restaurants and bakeries. 100% of our contracted purchases were for cage-free eggs.</li> </ul>	<ul style="list-style-type: none"> <li>Having achieved our cage-free egg goal for our restaurants and bakeries, three years ahead of schedule, we are working to continue sourcing cage-free eggs in what can be a challenging market, particularly given the impacts of avian flu.</li> </ul>
	International cage-free eggs by 2030.	<ul style="list-style-type: none"> <li>100% of our international licensees report they have achieved their cage free egg goals.</li> </ul>	<ul style="list-style-type: none"> <li>With the work from our international licensees over the past year we were able to meet our international cage-free goal nearly six years ahead of schedule.</li> </ul>
	Offering environmental enrichments (such as perches, litter, and pecking objects) for egg laying hens.	<ul style="list-style-type: none"> <li>90% 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).</li> </ul>	<ul style="list-style-type: none"> <li>We have continued to see a steady use of enrichments by our suppliers, but are working to evaluate opportunities for further improvement.</li> </ul>
	Ensuring our eggs from laying hens come from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.	<ul style="list-style-type: none"> <li>94% of our supply is raised with a high quality and holistic feed.</li> </ul>	<ul style="list-style-type: none"> <li>We are continuing to work with our suppliers to increase high quality and holistic feed.</li> </ul>

## BROILER CHICKENS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free broiler chickens, defined as NAE. We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but to our knowledge once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> <li>• 93% of our suppliers for broiler chickens are practicing responsible use of antibiotics with veterinary oversight.</li> <li>• 86% of our suppliers source NAE.</li> </ul>	<ul style="list-style-type: none"> <li>• We are dedicated to the avoidance of antibiotics for prophylactic or preventative use and we do not allow sub-therapeutic antibiotic use.</li> <li>• Building from previous years, we saw small improvements to our overall antibiotic reduction efforts and are encouraged by broader industry adoption.</li> </ul>
	<p>Phasing out physical alterations as a preventive measure including for broiler chickens, 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"> <li>• 93% of our supply has no beak modifications and physical alterations.</li> <li>• 90% of our supply uses welfare outcome measures such as gait scores, footpad health, and others.</li> </ul>	<ul style="list-style-type: none"> <li>• We continue to see physical alterations performed infrequently, and are encouraged by the high use and adoption of welfare outcome measures within our supply.</li> </ul>
	<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"> <li>• 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.</li> <li>• 93% of our supply is transported to slaughter in under 8 hours.</li> </ul>	<ul style="list-style-type: none"> <li>• We continue to see consistent performance towards our goals related to transportation and ending long-distance live transport.</li> </ul>

**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"> <li>3% of our supply is raised with a high quality and holistic feed.</li> </ul>	<ul style="list-style-type: none"> <li>We are continuing to work with our suppliers to increase high quality and holistic feed.</li> </ul>
<p><b><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></b></p>			
	Purchasing broiler chickens raised without the use of fast-growing practices or breeds.	<ul style="list-style-type: none"> <li>10% of our supply comes from slower growing practices and/or breeds.</li> </ul>	<ul style="list-style-type: none"> <li>The development of slower growing breeds and practices with our suppliers will take time, as we work to better understand the welfare implications, economic considerations, and management practices within their operations.</li> </ul>
	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"> <li>7% of our supply is stocked at a density of &lt;6 lbs. per sq. ft.</li> </ul>	
	Offering environmental enrichments (such as lighting, perches, litter, and pecking objects) for broiler chickens.	<ul style="list-style-type: none"> <li>3% of our supply is provided with environmental enrichments, with these enrichments generally provided within the first week.</li> <li>3% of our supply is raised in production facilities with natural light.</li> </ul>	<ul style="list-style-type: none"> <li>Similar to our targets related to slower growing practices and/or breeds, we were not able to make as much progress with the deployment of environmental enrichments as desired. We are continuing to work with our key suppliers to address this holistically, along with slow growing breeds and practices.</li> </ul>
	Expanding humane slaughter practices of CAS/CAK to include the elimination of live shackling or live dumping.	<ul style="list-style-type: none"> <li>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 93% of our supply confirmed to be compliant with this standard.</li> </ul>	<ul style="list-style-type: none"> <li>As the broader industry adoption of CAS is still slow, we have yet to see significant supply coming from CAS facilities.</li> </ul>

## 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"> <li>At present, we only source a small portion of veal stock which is crate free.</li> </ul>	

# Sustainable Accounting Standards Board (SASB) Table

SASB, now maintained under the International Sustainability Standards Board (ISSB), 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 2024 Corporate Social Responsibility Report or as otherwise noted.

FOOD & BEVERAGE - RESTAURANTS					
TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
<b>Energy Management</b>	(1) Total energy consumed (2) percentage grid electricity (3) percentage renewable	Quantitative	Kilowatt hours (kWh), Percentage (%)	FB-RN-130a.1	Environmental Data Summary (Page 40)
<b>Water Management</b>	(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 40)
<b>Food &amp; Packaging Waste Management</b>	(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 40)
	(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	Environment (Page 31)



TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
<b>Food Safety</b>	(1) Percentage of restaurants inspected by a food safety oversight body (2) percentage receiving critical violations	Quantitative	Percentage (%)	FB-RN-250a.1	To date, 100% of our restaurants are inspected by a regulatory body every year.
	(1) Number of recalls issued (2) total amount of food product recalled	Quantitative	Number, Metric tons (mt)	FB-RN-250a.2	When we learn about illnesses that may be linked to the sourcing or preparation of an ingredient, we aim to take swift action. In 2024, we initiated 2 product recalls and 1 product withdrawal, totaling 1,838.8 lbs of product removed from the restaurants and destroyed. 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-250a.3	In 2024, the company had no confirmed foodborne illness outbreaks.



TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
<b>Nutritional Content</b>	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	Quantitative	Percentage (%), Presentation 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 have a dedicated team that works so that 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.
	(1) Percentage of children’s meal options consistent with national dietary guidelines for children and (2) revenue from these options	Quantitative	Percentage (%), Presentation currency	FB-RN-260a.2	Our kids’ menu is designed to comply 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.
	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines for children	Quantitative	Percentage (%)	FB-RN-260a.3	Promotional and marketing efforts are not targeted towards children.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
<b>Labor Practices</b>	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Quantitative	Percentage (%)	FB-RN-310a.1	Caring For Our People and Culture (Page 5)
	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	Quantitative	Percentage (%), Presentation currency	FB-RN-310a.2	Caring For Our People and Culture (Page 5)
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	Quantitative	Presentation currency	FB-RN-310a.	Fiscal Year 2024 Form 10-K
<b>Supply Chain Management &amp; Food Sourcing</b>	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	SOURCING & APPENDIX (Pages 23 & 41); the percentage provided is by volume, as we have found this to be a more accurate and consistent metric than by cost.
	Percentage of (1) eggs that originated from a cage-free environment (2) pork that was produced without the use of gestation crates	Quantitative	Percentage (%) by number, Percentage (%) by weight	FB-RN-430a.2	SOURCING & APPENDIX (Pages 23 & 41); 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	SOURCING & APPENDIX (Pages 23 & 41)
	Number of (1) company-owned (2) franchise restaurants	Quantitative	Number	FB-RN-000.A	Fiscal Year 2024 Form 10-K
	Number of employees at (1) company-owned (2) franchise locations	Quantitative	Number	FB-RN-000.B	Fiscal Year 2024 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,” “hope,” “might,” “priority,” “will provide,” “strategy,” “motivate,” “strive,” “aim,” “target,” “seek,” “commit,” “goal” 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 or investor demands, changes in the availability of staff, protests or boycotts, supplier misconduct or deviation from, or declining to abide by, 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 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 depend on assumptions, data, or methods that may be incorrect or imprecise and we may not be able to realize them. 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. Further, historical, current, and forward-looking ESG-related statements may be based on standards for

measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions, methodologies, third party emission factors or other estimates that are subject to change in the future. In particular, the GHG information and calculations may change in the future. ESG-related practices differ by region, industry and issue and are evolving accordingly, and The Cheesecake Factory's assessment of such practices may change over time.

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 Incorporated.

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. While this Report describes events, including potential future events, that may be significant, any significance does not necessarily equate to the level of materiality of disclosures required under U.S. federal securities laws or other applicable laws in the jurisdictions in which we operate, even if the terms "material" or "materiality" are used within the Report.

# 2024

