



Sustainability

PROGRESS REPORT

2025

The
Cheesecake
Factory®

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01

Introduction

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Letter from Our President



David M. Gordon

PRESIDENT

For nearly five decades, The Cheesecake Factory has believed that doing business responsibly begins long before a meal reaches our guests' table. It starts with the choices we make every day: how we source our ingredients, how we care for

animals within our supply chain, how we support our staff, and how we strengthen the communities we serve.

When we began formalizing many of these commitments more than ten years ago, there was no universal roadmap for restaurant companies. These issues were still emerging and not yet viewed the way they are today. When we convened as a team to discuss our approach, we set the guiding principles of how we wanted to source in the future and we chose to adopt policies that were not yet industry standard because we believed sourcing responsibly was the right thing to do for our business.

Over the past decade, we have worked alongside our suppliers, producers, industry experts, and nonprofit organizations to continually elevate our standards and improve our practices.

From advancing responsible sourcing standards and strengthening animal welfare commitments to increasing transparency throughout our supply chain, we have viewed each milestone not as a finish line, but as another opportunity to improve.

Today, responsible sourcing and animal welfare are woven into the way we make decisions across our business. They reflect the values that have guided our company for decades: integrity, accountability, continuous improvement, and a belief that long-term success of our business is built by doing the right thing - even if it requires additional effort or investment to accomplish. That philosophy has shaped our culture, strengthened our partnerships, and earned the trust of our guests, our staff, and our shareholders.

The sustainability reporting landscape is rapidly changing and evolving. New regulatory requirements, emerging reporting frameworks, and increased stakeholder expectations are placing greater emphasis on enterprise-wide climate risks, greenhouse gas (GHG) emissions, and broader environmental impacts. As a result, future reports may take on a new form while building on our work over the last decade.

While climate will likely become a more prominent part of our reporting, our longstanding focus on responsible sourcing, animal welfare, food quality and safety, and ethical business practices will remain foundational to who we are. We will continue to approach our work with transparency, humility, and a desire

for continuous improvement. The format of our reporting may change. The metrics we emphasize may expand. But the values behind our actions - and the integrity with which we operate - will remain steadfastly in place.

Throughout every stage of this journey, one principle has remained constant: we strive to do what is right for our business, including our people, our guests, our communities, and the broader food system.

We thank you for joining us as we begin the next chapter of this journey.

David M. Gordon
President



Introduction

Since our first Corporate Social Responsibility report in 2019, we have continued to evolve our approach to sustainability along with the growth of our business. What began as a series of focused commitments around responsible sourcing, animal welfare, and operational efficiency has matured into a broader enterprise-wide strategy that increasingly integrates environmental and social considerations into how we operate and plan for the future.

In 2025, we refined our greenhouse gas inventory. We also continued the integration of our Science Based Targets initiative (SBTi)-approved emissions reduction targets into our broader business planning and decision-making processes. Importantly, we believe our greenhouse gas inventory has evolved to better reflect the full scale and complexity of our business by expanding reporting coverage across substantially

all business operations and restaurant concepts, including Fox Restaurant Concepts (FRC).

At the same time, our Sustainable Sourcing Policy, first introduced in 2016, reached its planned conclusion in 2025, concluding formal reporting against its specific commitments. Areas such as animal welfare, responsible seafood sourcing, deforestation-related risks, and agricultural sustainability remain important focus areas, and are now increasingly evaluated alongside climate impacts and long-term emissions reduction opportunities across our supply chain. This evolution reflects our growing recognition that sustainability

requires a more integrated approach across sourcing, operations, supplier engagement, and climate strategy (our approach to managing greenhouse gas emissions associated with our business operations).

We believe the progress outlined throughout this report demonstrates our ongoing commitment to continuous improvement, transparency, and building a more resilient business for the future. We remain focused on advancing practical, measurable solutions that support our guests, staff members, suppliers, and communities, all part of the long-term sustainability of our business.



Who We Are

The Cheesecake Factory Incorporated is a leader in experiential dining. We are culinary forward and relentlessly focused on hospitality. Delicious, memorable experiences created by passionate people – this defines who we are and where we are going. At the end of 2025 we owned and operated 371 restaurants throughout the United States and Canada under brands including The Cheesecake Factory®, North Italia®, Flower Child® and a collection of other FRC brands. Internationally, 35 The Cheesecake Factory® restaurants operate under licensing agreements as of the end of 2025. Our bakery division operates two facilities that produce quality cheesecakes and other baked products for our restaurants, international licensees, and third-party bakery customers.

Mission

To create an environment where absolute guest satisfaction is our highest priority.

Vision

Through a shared commitment to excellence, we are dedicated to the uncompromising quality of our food, service, people and profit, while taking exceptional care of our guests and staff. We will continuously strive to surpass our own accomplishments and be recognized as a leader in our industry.

For additional information on The Cheesecake Factory Incorporated please visit [Investor Relations](#).



About This Report



This Sustainability Progress Report covers the reporting period of fiscal year 2025, unless otherwise specified. Data and information included in this report represents all wholly-owned and managed operations unless explicitly noted otherwise.

In 2019, we acquired North Italia and FRC including the Flower Child brand. In 2020 we began to include North Italia in our annual reporting. Beginning in fiscal year 2025 both Flower Child and FRC are included in our greenhouse gas inventory and SBTi targets, but are not included in our Sustainable Sourcing Policy reporting as those goals predate our acquisition.

The data and information presented in this report are collected using industry methodologies and have been internally reviewed through a process involving subject matter experts and

are 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 The Cheesecake Factory 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

02 Environment

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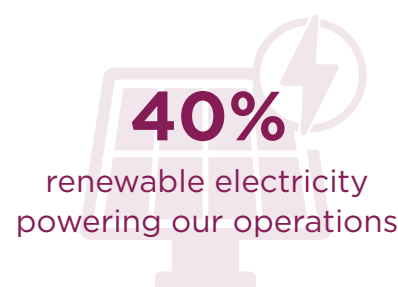


Environment

Environmental stewardship continues to be a pivotal operational and strategic focus. Over the years, we have worked to improve the efficiency of our operations while identifying opportunities to reduce environmental impacts across our restaurants, bakery operations, and support facilities. From energy and water conservation initiatives to waste diversion efforts and renewable electricity procurement, we continue to focus on practical, measurable actions that support both operational resilience and long-term environmental progress.

In recent years, we have expanded the scope and maturity of our greenhouse gas inventory to better address the need of our business operations and concepts across our portfolio, helping provide a more comprehensive understanding of our environmental footprint. This work

KEY 2025 HIGHLIGHTS



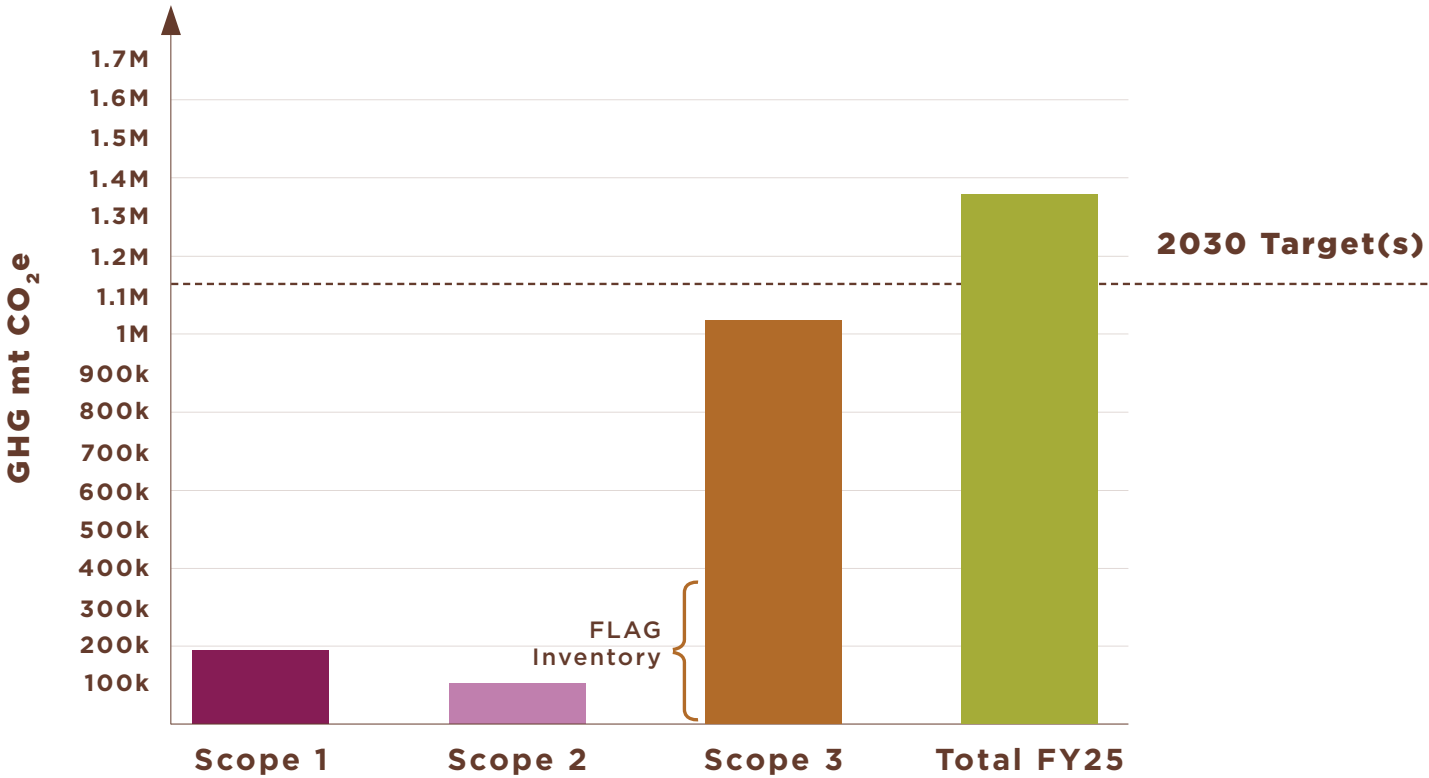
supports our broader climate strategy and SBTi-approved emissions reduction targets, while also helping identify opportunities to improve energy efficiency, increase renewable electricity sourcing, reduce waste, and optimize resource use across our operations. We have continued to evaluate and pursue community solar programs and renewable energy partnerships to assist with our transition to cleaner energy. Additionally, we are exploring opportunities to integrate climate insights into our menu development and ingredient sourcing.

While many environmental challenges are complex and evolving, we believe continuous improvement, innovation, and collaboration remain essential to driving long-term progress. The following sections highlight some of the ways we are working to reduce adverse environmental impacts while supporting the growth and resilience of our business.

CLIMATE

We continue to aim to integrate emissions reduction considerations into our operations, energy management practices, and supply chain engagement efforts. Since establishing our targets, we have expanded our visibility into our GHG footprint through enhanced data collection, broader organizational reporting coverage, and increased collaboration with suppliers and business partners. We believe these efforts help provide a stronger foundation for identifying opportunities to reduce emissions while supporting the long-term resilience of our business.

As a restaurant company with a diverse supply chain and a significant portion of emissions occurring outside of our direct operations, achieving our long-term climate targets requires continuous improvement, adaptation, and collaboration.



For our detailed Greenhouse Gas Inventory, see *Data Tables: Greenhouse Gas Inventory* in our Appendix.

GHG Methodology

The GHG inventory presented in the Appendix has been prepared in accordance with the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol (GHG Protocol), including the Corporate Accounting and Reporting Standard (Revised Edition), Scope 2 Guidance, and, where applicable, the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The inventory has also been developed to support the Company’s SBTi-approved emissions reduction targets and reflects applicable SBTi requirements and guidance. The inventory encompasses all Company-operated business activities, including The Cheesecake Factory, North Italia, Flower Child, and FRC restaurant locations, as well as bakery production and corporate support operations.

Organizational boundaries are established using an operational control approach consistent with GHG Protocol requirements.

GHG emissions are reported in metric tons of carbon dioxide equivalent (CO₂e) and were calculated using the 100-year Global Warming Potentials (GWPs) from the Intergovernmental Panel on Climate Change (IPCC), consistent with the Company’s established emissions accounting methodology and SBTi-approved target baseline. Activity data were collected from utility providers, operational records, supplier-reported information, and industry-average datasets where primary data were not available. For certain leased locations where utilities are paid directly by landlords and consumption data are

unavailable, energy use estimates were developed using concept-specific intensity factors and operational assumptions. Emission factors were sourced from recognized authorities including the U.S. Environmental Protection Agency (EPA) Center for Corporate Climate Leadership Emission Factors Hub, EPA eGRID, the Government of Canada National Inventory Report, and other relevant regional and industry-specific sources, as appropriate. As greenhouse gas accounting methodologies, emission factors, and regulatory requirements continue to evolve, the Company periodically reviews and updates its inventory methodologies with the objective of aligning with emerging industry practices while balancing consistency with historical reporting and target tracking requirements.

PROGRESS AND PERFORMANCE

In 2024 our science-based targets were officially validated by the SBTi. These targets are structured to be in accordance with the 1.5°C Paris Agreement pathway and helps support our strong position in our industry. Our targets, established using a baseline of 2022, include all three scopes over near-term and long-term timeframes, as well as emissions from Forestry, Land, and Agriculture (FLAG).

As our business has continued to grow, we have aimed to continue to make meaningful progress towards decoupling our business growth from equivalent growth in GHG emissions. As we continue to further evaluate how to meet our SBTi targets, for example we are focusing on opportunities related to renewable electricity, transportation efficiency and electrification, and supplier engagements for key commodities.

The table below contains our validated Science Based Targets:

SBTi TARGETS*	
Overall Net-Zero Target	The Cheesecake Factory Incorporated commits to reach net-zero greenhouse gas emissions across the value chain by FY2050.
Energy/Industry Targets (Non-FLAG)	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.
Forestry, Land, and Agriculture (FLAG)	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.

*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).

**The target includes FLAG emissions and removals.

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Sourcing

Since launching our Sustainable Sourcing Policy in 2016, we have continued to improve the ways we source ingredients across our supply chain. Our Sustainable Sourcing Policy came to its planned conclusion in 2025, concluding formal reporting against its specific commitments. What began as a number of separate goals across several categories, has matured into a foundational framework and integrated sourcing strategy focused on social responsibility, animal welfare, and environmental stewardship. Central to this has been years of collaboration with our suppliers, NGO partners like the Monterey Bay Aquarium – Seafood Watch® program, the Global Coalition for Animal Welfare (GCAW), and others.



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

SUSTAINABLE SOURCING POLICY

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.



Along the way, we have shared many highlights including transitioning our restaurants and bakeries to cage-free eggs three years ahead of schedule; advancing our commitment to gestation crate-free pork sourcing; expanding responsible seafood sourcing practices; and making meaningful progress across our broader sustainability goals. These efforts include reducing or eliminating physical alterations of animals, decreasing synthetic fertilizer, pesticide, and water use on farms, and improving the social responsibility of our procurement strategies.

As we look ahead, sustainable sourcing remains an important area of focus for us. Concerns like animal welfare, seafood sustainability, and deforestation continue to represent high priorities for our operation and our suppliers. At the

same time, we increasingly recognize the interconnected nature and impact of both sourcing and climate. While our Sustainable Sourcing Policy matured in 2025, we have worked to adapt and align these standards more directly with our broader climate strategy and SBTi-approved emission reduction targets, so that sourcing decisions are taking into account both responsible production and long-term climate resilience. As we move forward into this next evolution of our sourcing, we aim to continue building on the success of our social responsibility, animal welfare, and environmental stewardship programs by integrating these standards into our climate strategy.

LEFT
DOUGHBIRD SPREAD



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.



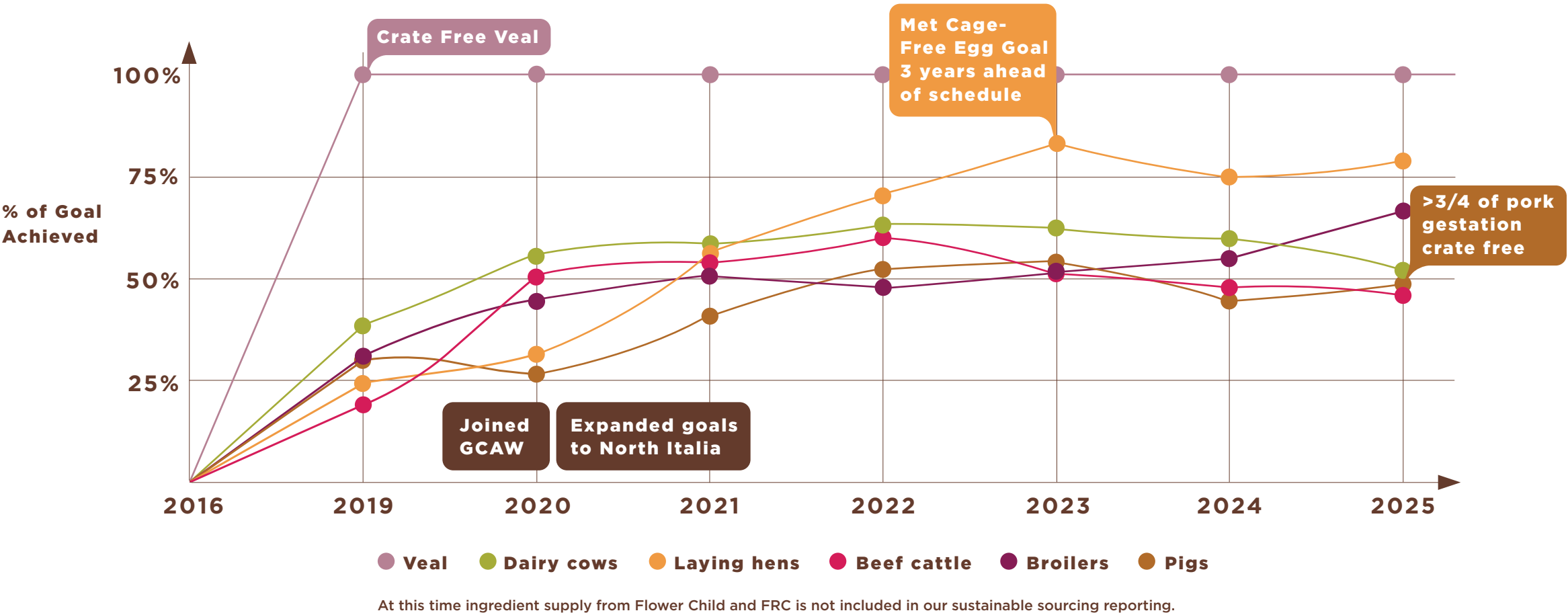
ANIMAL WELFARE

Since establishing our animal welfare goals in 2016, we have continued to advance these commitments while navigating a rapidly and constantly evolving operating environment. Over the past decade, challenges ranging from the global pandemic and supply chain disruptions to industry-wide sourcing constraints have tested food systems across the world. At the same time, we expanded our business operations through the acquisition of FRC and broadened the scope of our sustainable sourcing commitments to include North Italia. Despite these complexities, we remain focused on making meaningful and measurable progress toward our animal welfare goals.

RIGHT
ASIAN TENDERLOIN BOWL



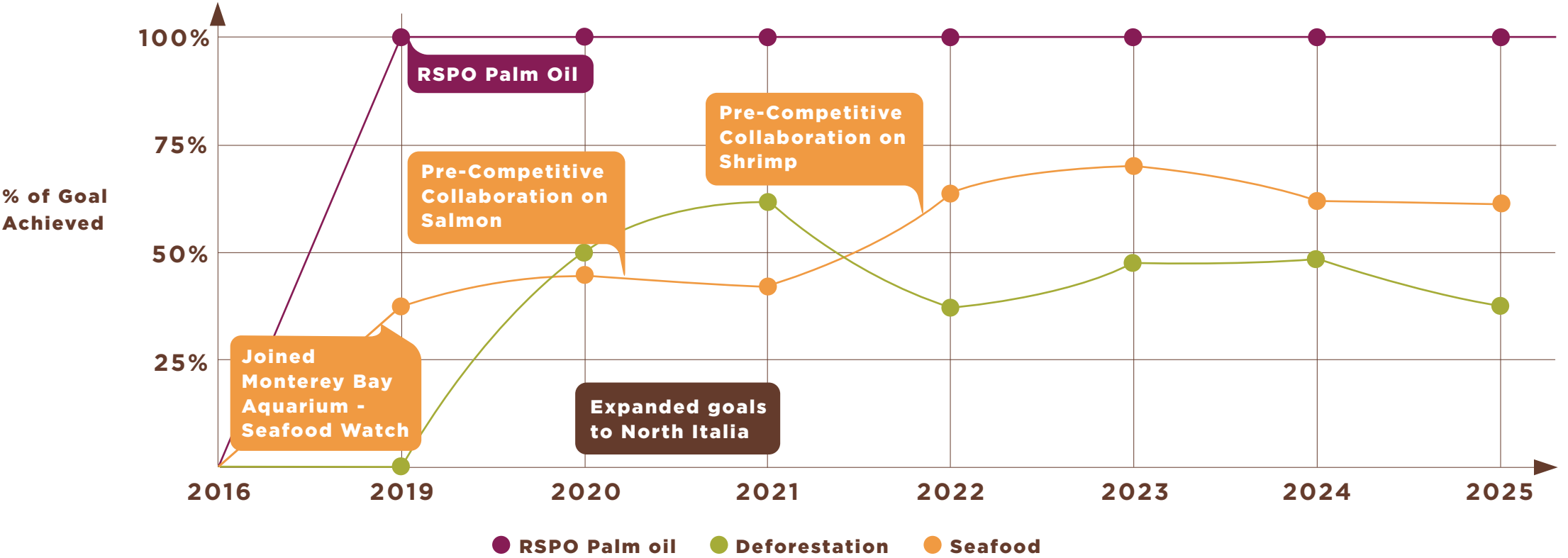
Over the years, this progress has included achieving our cage-free egg commitment in the U.S. and Canada, phasing out several routine physical alterations such as tail docking of dairy cows, and significantly expanding our sourcing of gestation crate-free pork — increasing to nearly 80% in 2025. Importantly, this progress has occurred alongside the continued growth of our business, reflecting the shared focus of both our Company and our suppliers to advancing animal welfare practices across our supply chain. While there is still more work ahead, these milestones demonstrate the importance of long-term partnerships, collaboration, and continuous improvement in helping drive meaningful change. For expanded reporting on our animal welfare efforts see *Data Tables: Sustainable Sourcing* in our Appendix.





ENVIRONMENT

Over the years, we have worked to strengthen our approach to sourcing ingredients in ways that help support healthier ecosystems, more resilient supply chains, and responsible agricultural and seafood production practices. Since establishing our goals, we have expanded our procurement of sustainably sourced seafood through engagement with suppliers, pre-competitive partnerships with peers, and working to align with recognized sustainability standards and improvement initiatives. We have also continued to advance produce sourcing practices that support responsible farming and environmental stewardship across key commodities. In addition, we have increased our focus on palm oil traceability and responsible sourcing through engagement with suppliers and support for Roundtable on Sustainable Palm Oil (RSPO) principles and certification efforts. As our Sustainable Sourcing Policy has matured, we aim for these environmental sourcing priorities to be integrated with our broader climate strategy and SBTi-approved targets, helping us better understand and address the interconnected impacts of sourcing, land use, deforestation, biodiversity, and GHG emissions across our value chain. For expanded reporting on our Environment goals see *Data Tables: Sustainable Sourcing* in our Appendix.



At this time ingredient supply from Flower Child and FRC is not included in our sustainable sourcing reporting.

As we move forward we will continue to prioritize responsible production methods, including RSPO-certified palm oil, integrated farm management practices, responsible seafood sourcing, and efforts to address deforestation-related risks. Responsible seafood sourcing practices will remain an important focus area within our sourcing efforts as we continue working to support responsible fisheries, aquaculture improvement efforts, and long-term ocean health. Building on the progress made over the past several years, we aim to continue engaging with suppliers and industry partners to help advance sourcing practices aligned with recognized environmental standards and evolving scientific guidance.

As part of this ongoing work, we value our continued engagement with the Monterey Bay Aquarium Seafood Watch® program, whose science-based recommendations help inform responsible sourcing decisions across key seafood categories. Through collaboration, supplier engagement, and continuous improvement efforts, we remain focused on supporting a more sustainable and resilient seafood supply chain over the long-term.

BELOW
TURKEY & AVOCADO COBB SALAD



Partnering for Sustainability

We will continue to build on our 5-year partnership with HowGood to unlock deeper insights into the sustainability performance of our ingredients across key areas including GHG 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 in 2025 to cover all food and beverage ingredients; and worked with their team to develop our FLAG GHG inventory and our Scope 3 categories. 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.



TRAINING, AUDITING AND 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 our goals.

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 NGOs, 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 standards.

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, Incorporated, National Pork Board, and North American Meat Institute non-profit corporation, respectively.

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



EVALUATION AND ADHERENCE PROCESS



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

The Sustainable Sourcing Policy came to its anticipated conclusion in 2025 and those concepts are to be folded into our broader approach to corporate social responsibility.

04 Governance

IN THIS SECTION

25 Environmental, Social, and Governance (ESG) Management



Our ESG Committee, which includes a representative from each of our Legal, Investor Relations, Human Resources, and Sustainability teams, are responsible for developing our reporting approach and commitments. 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 CEO and President, and as appropriate, will raise ESG issues to the Nominating and Governance Committee of our Board of Directors. The chart below illustrates this process.





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Appendices

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Data Tables

GREENHOUSE GAS INVENTORY

GHG PROTOCOL SCOPES	2025 (mt CO ₂ e)
Scope 1	199,476
Scope 2	107,126
Market-based	107,126
Location-based	107,126
Scope 3	
1 – Purchased goods and services	272,528
1 – SBTi-Food, land, and agriculture	377,990
1 – Sub-Total	650,518
2 – Capital goods	28,876
3 – Fuel and energy-related activities	44,727
4 – Upstream transportation and distribution	123,381
5 – Waste generated in operations	55,003
6 – Business travel	2,022
7 – Employee commuting	84,246
8 – Upstream leased assets	N/A
9 – Downstream transportation and distribution	15,359
10 – Processing of sold products	N/A
11 – Use of sold products	N/A
12 – End-of-life treatment of sold products	N/A
13 – Downstream leased assets	N/A
14 – Franchises	25,277
15 – Investments	N/A
Total emissions (scope 1 + 2 location based + 3)	1,336,011

ENVIRONMENT

AREA	2025
Energy	
Total Energy Consumption (kWh)	959,301,938
Restaurant Portfolio Energy Intensity (kWh/sq ft)	255
Electricity from Renewable or non-Emitting Sources (%)	40%
Water	
Water Consumption (kGal)	1,289,367
Water Consumption in Areas of High or Extremely High Baseline Water Stress	323,300
% of Locations with High or Extremely High Baseline Water Stress	29%
Restaurant Portfolio Water Intensity (kGal/sq. ft.)	0.35
Waste	
Landfill (metric tons)	93,544
Recycling (metric tons)	11,311
Organic Diversion (metric tons)	1,414
Food Donation (metric tons)	454
Total Volume Diverted from Landfill (metric tons)	13,179
Landfill Diversion Rate	12.3%

SUSTAINABLE SOURCING

AREA	2025
SEAFOOD	
% of environmentally and socially responsible seafood as defined by industry programs (such as Monterey Bay Aquarium - Seafood Watch)	67%
DEFORESTATION	
% of certified palm oil (RSPO)	100%
% of primary deforestation-linked commodities (cocoa, coffee, beef, dairy, and palm oil), confirmed free from deforestation with a cutoff date as of December 31, 2025	37%
ANIMAL WELFARE	
% of sourced animal products raised without sub-therapeutic antibiotic use and avoidance of prophylactic use	
Dairy	94%
Beef	96%
Pork	96%
Chicken	95%
Eggs	92%
% of sourced supply from suppliers utilizing welfare outcome measures	
Dairy (body condition scoring, cleanliness, hock and knee lesions, locomotion, and others)	94%
Beef (humane treatment, vocalization, transportation, and others)	72%
Pork (Body condition scores, disease incidence, growth rate, mortality, and others)	85%
Chicken (Gait scores, footpad health, dermatitis, body condition, and others)	92%
Eggs (flock health plan, feather cleanliness/coverage, fracture, morbidity/mortality, and others)	91%
% of sourced supply transported to slaughter <8hrs	
Beef	94%
Pork	89%
Chicken	95%

At this time ingredient supply from Flower Child and Fox Restaurant Concepts is not included in our Sustainable Sourcing reporting.

AREA	2025
ANIMAL WELFARE	
% of sourced supply provided with environmental enrichments	
Pork (hanging toys, ropes, chains, bar-mounts, movable objects, straw, etc.)	5%
Chicken (elevated platforms, perches, etc.)	4%
Eggs (perches, litter, hanging alfalfa, and nest pads, all of which are provided at 1 day of age)	91%
% of sourced supply from suppliers practicing controlled atmosphere stunning	
Pork	86%
Chicken	0%
% of sourced supply meeting preventative and/or pain management standards for physical alterations	
Dairy	92%
Beef	21%
Pork	65%
Chicken	95%
Eggs	87%
% of sourced supply free from the use of growth hormones and promoters	
Dairy (rBST/RBGH)	94%
Beef	21%
Pork	87%
Chicken	95%
% of sourced supply free from confinement	
Dairy (not confined and/or pasture access)	50%
Beef (CAFO free)	21%
Pork (gestation crate free)	78%
Chicken (stocking density equal to or less than 6 pounds per square foot and/or without the use of fast-growing practices or breeds)	9%
Eggs (cage-free)	99%
Veal (crate-free)	100%
% of sourced cage-free eggs from International licensees	100%

As a part of our continued Sustainable Sourcing efforts, our animal welfare guidelines for dairy, beef, pork, chicken, and eggs are intended so that the ingredients we purchase come from suppliers who treat their animals humanely. As such our animal welfare guidelines are informed by best practices, grounded in science, and take the full lifecycle of the animal into consideration.

These include:

- Aligning with the Five Freedoms of animal welfare and adopting a zero-tolerance policy toward cruelty to animals.
- **Antibiotics** - Avoidance of antibiotics for prophylactic or preventive use.
- **Welfare Outcome Measures** - Encouraging animal-based indicators—such as health, behavior, and physical condition—to assess how well animals are actually experiencing and benefiting from welfare practices on the ground.
- **Transport & Slaughter** - Reducing the transport time from farm to processing, and ensuring our sourced beef, pork, chicken, and farmed fish in our supply chain have been pre-slaughter stunned.
- **Environmental Enrichments** - Adding to an animal's environment to help promote natural behaviors, improve mental stimulation, and enhance overall well-being.
- **Physical Alterations** - Enabling preventative measures to avoid the need for physical alterations in the first place, and when necessary following best practices and providing pain management.
- **Free from Confinement** - Avoiding the confinement of animals to allow for adequate space and access to open environments.
- **Growth Hormones/Promoters** - Reducing and eliminating the need for hormones or other artificial growth promoters.

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 and often are 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.

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.

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