



2019

Corporate Social Responsibility Report



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David Overton
FOUNDER & CEO

From Our Founder & CEO

For the last 40 years, I have had the pleasure and honor of watching this company grow from a single cheesecake recipe, to a single restaurant in Beverly Hills, CA to a company of more than 46,000 staff members and almost 300 restaurants.

We have experienced many highs and lows across the decades, but every experience has allowed us to build the incredible company we are today. While our menu has evolved significantly since we first opened our doors, so many other things remain the same. In fact, we still make our Original Cheesecake essentially the same way my mother made it in the 1940s.

When I look back on our history, I am often struck by the power of an individual idea. My mother had an idea that she could bake delicious cheesecakes and sell them to local stores. I had an idea that we could transform this concept of baking desserts into a fullscale restaurant offering.

At some point we had the idea that we could open a second, third, and thirtieth location. There was an idea to transition our family operation into a public company. Now there is the growing idea that investors are as interested in environmental and social responsibility as they are with revenue and profit growth. Our decisions continue to prioritize the long-term. With innovative concepts, strong brand affinity, operational excellence, and leading sourcing practices, we believe we are positioned to responsibly drive long-term profitable and sustainable growth in today's restaurant industry.

(Continued)



We do not often take a moment to pause and reflect on all our accomplishments. As we gathered our stories, programs and various standards for this report, I had the unique opportunity to truly see all the ways we have grown, the success we have achieved, and the positive force for good we continue to play.

Reading through our first Corporate Social Responsibility report, I hope you are inspired by our accomplishments and optimistic about how we plan to continue to overcome the various challenges our company, industry, country, and society face.

I extend my sincere gratitude to our management team and staff members for their hard work and dedication each and every day. We have the best people in the industry, and they have the best ideas. I am excited to harness that power for our next great idea.

David Overton
Founder & CEO



David M. Gordon
PRESIDENT

From Our President

When I started at The Cheesecake Factory in 1993, I was a front of house manager and we had eight restaurants throughout the company. In 2019, we served more than 100 million guests and continued to gratify our fans with restaurant openings in new and existing markets, both domestically and abroad.

It's not just my professional life that has grown. Early in my career, my wife and I were blessed with a beautiful family. Our children are now adults and starting out on their own. But it isn't just The Cheesecake Factory and my family that have grown and changed - the entire world has as well. And we have done what all great companies do - we adapt.

Just as my parenting has evolved over the years, so have restaurant operations. Never have guests had so many restaurant options to choose from. We have seen tremendous growth in the adoption of takeout and delivery. We have implemented technology in ways we could not have previously fathomed. We have

strived to remain an employer of choice in a competitive labor market as our staff members and guests have rising expectations of who they want us to be as a company.

Historically, successful restaurants just focused on providing great food and welcoming hospitality. While these still remain the foundation of our company, we must also address the issues of sustainability, human rights, and social justice as well as continually changing food trends. The good news is we are, and always have been, fully equipped to take on these challenges.

(Continued)



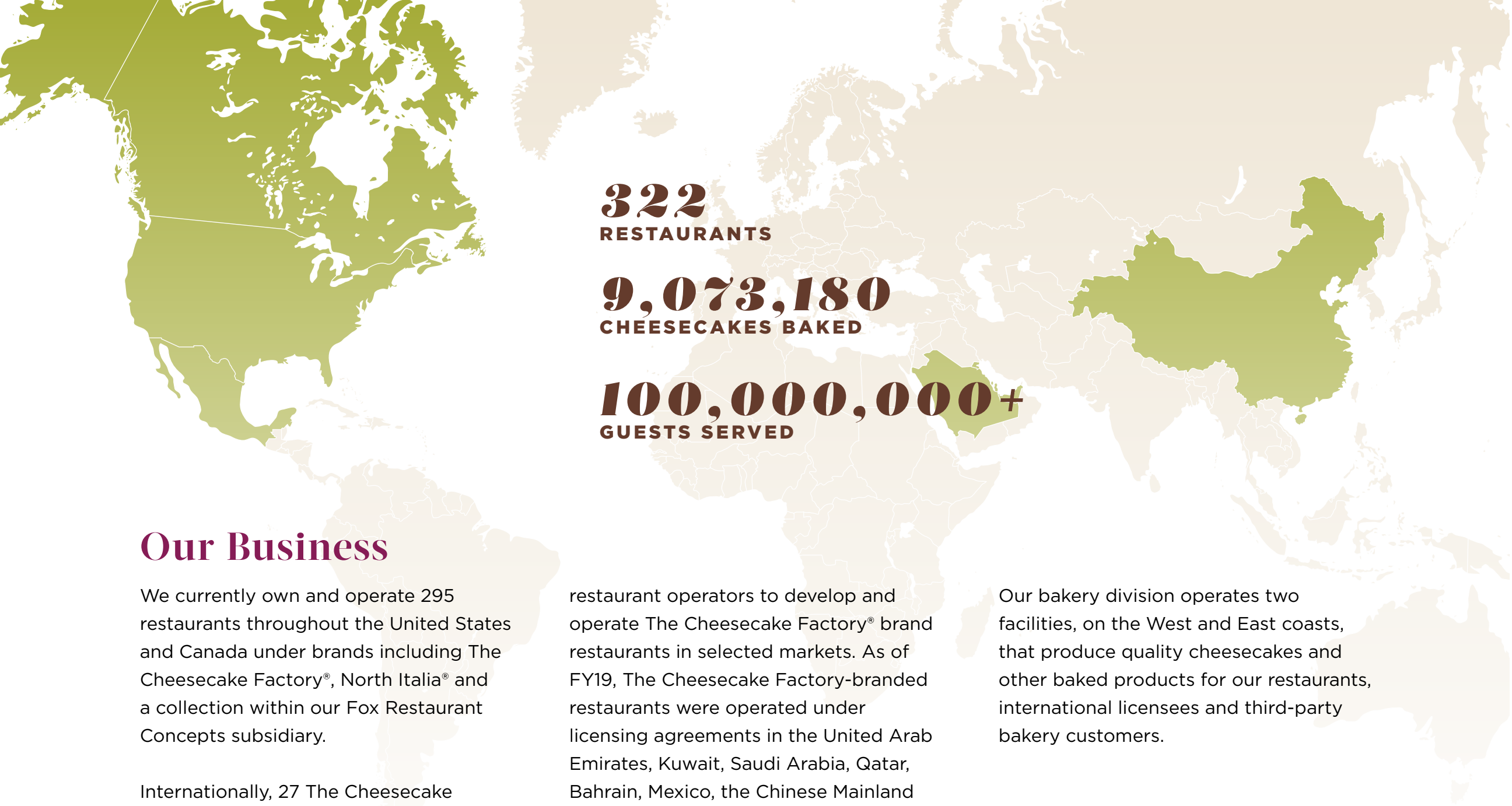
Of course, when we set out to publish our first Corporate Social Responsibility (CSR) report earlier this year, we never imagined the year would have unfolded the way that it has. Before we take a moment to reflect on our CSR efforts, I would be remiss not to acknowledge the changing and challenging environment of 2020. The scope of this report covers the fiscal year 2019, and as such, neither COVID-19 nor the widespread social activism seeking to challenge systems of discrimination, prejudice, and injustice had occurred. While we continue to navigate the unprecedented challenges and impacts from these events, we have not backed away from our CSR goals and we will continue to report on our progress and efforts as we emerge from these crises. For more detailed information regarding our response to these issues, please visit <https://www.thecheesecakefactory.com/founder-message/>

Our Mission of absolute guest satisfaction along with our Purpose to nurture bodies, minds, hearts, and spirits requires us to constantly adapt. We have adapted menus to fit geographical cuisines and international cultures. We have adapted training to offer our staff tools that did not exist before. We have adapted our supply chain to help prevent forced and child labor, and balance environmental impact with sourcing high quality, delicious ingredients. We have adapted to the new ways in which our guests want to eat.

There may never have been such a demanding environment for businesses as the one we face today. Standing on our tradition of innovation, we will continue to adapt to the needs and demands of the world we operate within. This is possible because of our strong culture and values, and we look forward to continuing to update you on the progress we make against our objectives.

For more than 40 years we have succeeded because of our ability to adapt to the world around us. While we acknowledge there are many areas in our business we can improve upon, I am encouraged that the groundwork for each of those improvements was established long ago and is therefore deeply embedded in our culture and everything we do.

David M. Gordon,
President



322
RESTAURANTS

9,073,180
CHEESECAKES BAKED

100,000,000+
GUESTS SERVED

Our Business

We currently own and operate 295 restaurants throughout the United States and Canada under brands including The Cheesecake Factory®, North Italia® and a collection within our Fox Restaurant Concepts subsidiary.

Internationally, 27 The Cheesecake Factory® restaurants operate under licensing agreements with three

restaurant operators to develop and operate The Cheesecake Factory® brand restaurants in selected markets. As of FY19, The Cheesecake Factory-branded restaurants were operated under licensing agreements in the United Arab Emirates, Kuwait, Saudi Arabia, Qatar, Bahrain, Mexico, the Chinese Mainland and Special Administrative Regions of Hong Kong and Macau.

Our bakery division operates two facilities, on the West and East coasts, that produce quality cheesecakes and other baked products for our restaurants, international licensees and third-party bakery customers.

Fox Restaurant Concepts and the North Italia brands are not included within the scope of the 2019 CSR report.

2019 Achievements

FORTUNE/GREAT PLACE TO WORK

“100 Best Companies to Work For®” #25

Best Workplaces for Diversity #40

Best Workplaces for Women #65

Best Workplaces for Millennials #57

Best Workplaces in New York #9

Best Workplaces in Texas #23

NATION'S RESTAURANT NEWS' CONSUMER PICKS

Food Quality and Ambiance #1

BLACK BOX INTELLIGENCE/ PEOPLE REPORT

Workplace Legacy Award

2019 Best Practices Award by TDn2K

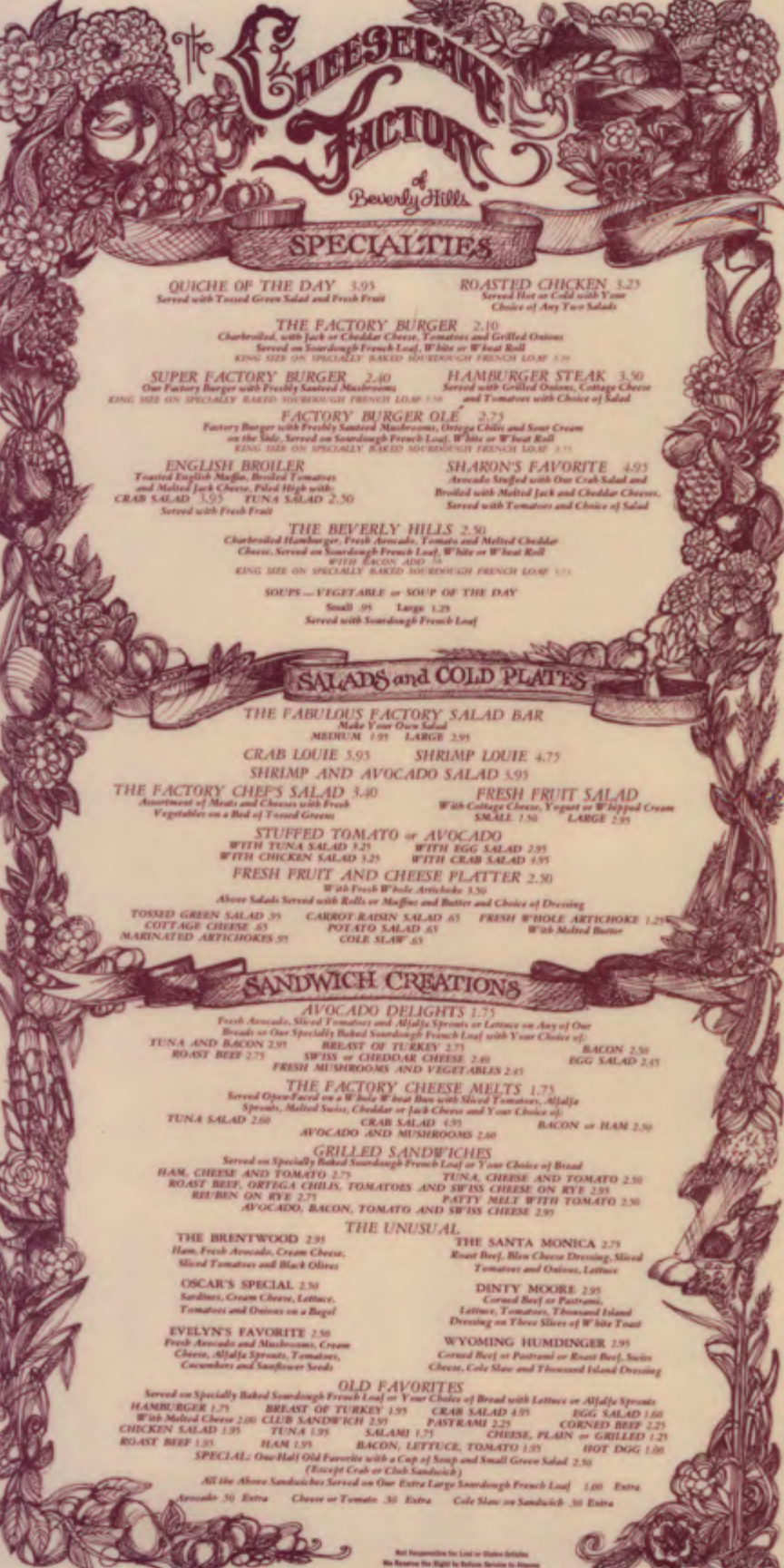
BUSINESS BENCHMARK FOR FARM ANIMAL WELFARE (BBFAW)

Tier 3



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Our History

The Cheesecake Factory story begins in Detroit, Michigan in the 1940s. Evelyn Overton found a recipe in the local newspaper that would inspire her “Original” cheesecake. Everyone loved her recipe so much that she aspired to open a small cheesecake shop, but she eventually postponed her dream of owning her own business in order to raise her two small children, David and Renee. She moved her baking equipment to a kitchen in her basement and continued to bake cakes for several of the best restaurants in town while raising her family.

In 1972, with their children grown, Evelyn and her husband, Oscar, decided to pack up all of their belongings and move to Los Angeles to make one last attempt at owning their own business. With the last of their savings, they opened The Cheesecake Factory Bakery and began selling Evelyn’s cheesecakes to restaurants throughout Los Angeles.

LEFT OUR ORIGINAL MENU

Through hard work and determination, their business grew to a modest size and Evelyn was soon baking more than 20 varieties of cheesecakes and other desserts.

David always believed that his family’s cheesecakes could be a traffic driver for the restaurants that sold them, and he decided to open a restaurant to showcase his mother’s selection of cheesecakes and prove his theory. It was 1978 when he opened the first The Cheesecake Factory restaurant in Beverly Hills, CA. The restaurant was an immediate success with lines forming around the block hours before the restaurant opened. Today, there are more than 230 The Cheesecake Factory restaurants around the world and the lines keep forming with guests who crave our cheesecakes and appreciate the Overtons’ commitment to quality and great taste.



1970's

1972

Mr. and Mrs. Overton leave Detroit to open a bakery business in Southern California.

1975

David Overton joins his parents' business.

1978

Our first restaurant opens in Beverly Hills, CA.

A Restaurant is Born

In 1978, David opens a restaurant to showcase his mom's desserts. The Cheesecake Factory opens in Beverly Hills, CA, with Linda Candioty as our first hire.



Stylin' in the 70's

1978 - The first server uniform was a white shirt, tie, brown pants and a khaki apron. The old logo with the mother and children in front of the oven was printed across the apron.

After the khaki apron, we switched to a dark brown apron.



The Cheesecake Factory, Beverly Hills, CA

Something for Everyone

Beverly Hills opened with this double-sided menu. We changed menus/prices often because David was just beginning to learn the restaurant business.

Salad bar \$1.95

Factory burger \$2.10

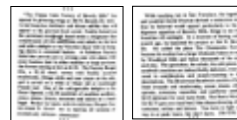
Coffee/tea .40 cents and a glass of house wine was .75 cents!



Back then, servers had to recite the cheesecake flavors. Here's a bakery tear-off sheet with our dessert selections.

In the news, the year we opened

From the Beverly Hills Courier



March 17, 1978

April 14, 1978

Game, Set, Match!

1978 - Our first matchbook was designed when we had only one restaurant in Beverly Hills. Notice how the F in Factory has a curly tail compared to our current logo. Also, no area code for the phone number back then... and yes, we served Quiche! Trés 70's. Beverly Hills and Marina Del Rey each had their "own" match books like this until we switched to the next design...the box.



1980's

In the 1980's we started expanding our locations and our menu. We opened three more locations, revamped our menu design and added pages of new dishes. Over the years, we began to define "The Cheesecake Factory" look and feel of our food, ambiance and service.

1983

Our second restaurant opens in Marina del Rey.

1986

A new 16,400 sq. ft. bakery production facility opens in Calabasas Hills to provide cheesecakes to our restaurants, other local restaurants and warehouse club stores.

1988

Our third location opens in Redondo Beach, CA, the first location with a second story and banquet facilities.

New Ad-dition

1983 - This was our first multi-page menu! We added "Chicken 6 Ways" (Picatta, Dijon, Teriyaki...). It also included advertising, which helped fund the printing of our menus.



Meet Your Match

1983 - Match boxes with wooden matchsticks! More expensive than the matchbooks, but much classier. We kept adding addresses through #4 Woodland Hills in 1989, and then we ran out of room for locations on these expensive boxes. We even sold cigarettes! We had machines in our restaurants (Marina Del Rey, Redondo Beach), Beverly Hills, Washington D.C.). The cigarette machines were always breaking down and eating quarters. (One trick to get the cigarette machine repairman out quickly was to tell him the machines were spitting out money!)

The 80's Club

1983 - The bib apron was retired and head-to-toe white made its first appearance. Our fresh, server look included a white shirt, white pants and a tie or bowtie of your choice. Back in the 80's many servers loosely interpreted the tie requirement, infusing their own casual 80's chic look.



Best Seat in the House

1986 - Mary D'Aguires, a column, a delicious slice of cheesecake on the table and Cheesecake Factory style flooring! We placed first illustrated menu cover. the brand name sideways Mary, the artist: "I thought they started to creep in it would be fun to give it a slightly surreal touch with the chairs in 'conversation' and the hat under the table, font styles a bit"

Heavenly Desserts

1987 - In the early days, we planned on updating the illustrated covers each year. The next menu was an aerial illustration of our restaurant interior with a cherub overhead. Mary, the artist: "The Marina Del Rey location inspired this artwork, with its 'inside-outside' look. It was the first patio! The cherub carrying the cheesecake inspires heavenly desserts."



A Feast for the Eyes

1988 - Mary, the artist: "This is the first appearance of the Cheesecake Goddess, who stayed around for a few years in various forms: menu art, mural subject, even a statue! The arched window of our Redondo Beach location and a cascade of water are the backdrop to her offering of a feast of cheesecake and fresh foods. This drawing was the precursor to the artwork used on the takeout bag a bit later on."



Bowtique Chic

1988 - To step things up from our casual look, we changed our server attire to a white tuxedo shirt, pink or gray bow tie, white pants and gray gamblers apron.

1990's

The 1990's saw expansion. Our first restaurant outside of California opened in Washington, D.C. in 1991. The menu grew to more than 200 items. We went public in 1992 with only five restaurants, and a small but mighty senior management team was created. By 1998, there were 25 restaurants around the United States.

1991
Our first location outside of California opens in Washington D.C.

1992
We go public on NASDAQ with our CAKE stock offering.

1995
Our new 60,000 sq. ft. bakery production facility is opened in Calabasas Hills, CA. We surpass \$100 million in total annual revenues.

1998
Our 25th location opens in Irvine, CA.

1999
Our first Grand Lux Cafe opens in Las Vegas at The Venetian.



Beautiful World, Beautiful Food

1990-2002 - This menu cover was one of the longest running covers during our growth years. It debuted in December of 1989. Mary, the artist: *"The goddess expands here to a universal image and is the only captioned menu with the words 'beautiful world, beautiful food' incorporated into the layout. It's a nod to the incredible expansion that The Cheesecake Factory was embarking on, literally taking the concept everywhere. Of course, I had no idea it really WOULD go all over the actual world. Now, it's a vision that has become real."*



Bringing it Home

Mary D'Altagues also designed our first illustrated To Go bag. *"The To Go Bag art was a further development of a detail from the first 'godless' menu art. This piece was generated putting it in the context of a picnic scene, with a checkered cloth background, implying that everything was ready for al fresco dining, cheesecakes and all!"*



The Sky's the Limit

Mary, the artist: *"This menu cover was immensely popular and a transfer design was created to be printed on a plate, coffee mug and a cheesecake box. The blue sky and stars went on a matchbook and stickers. It was a design of great utility and as a result, stayed in use for the longest time."*

A Match Made in Heaven



1991 - When Washington D.C. opened, we switched back to matchbooks. We wanted a new design because our restaurants had new artwork by Mary. We went celestial blue, similar to our menu cover and kept adding locations inside until the end of 1995 when our 14th restaurant, Chestnut Hills, MA, opened in its original location.



The White Stuff

1998 - Formal bowties and tuxedo shirts were retired and we settled on the traditional necktie. Our server uniforms continued to be known for their head to toe, clean and crisp white look, but now with a new long white apron.

2000's

In the years that followed, doors opened in the Middle East, Latin America, Asia and Canada. It's safe to say at any given time, someone, somewhere in the world, is enjoying Ultimate Red Velvet Cake Cheesecake or Evelyn's Favorite Pasta.

2001

The Oscar and Evelyn Overton Foundation is established and we surpass 500 million in total annual revenues.

2005

We open our 100th location in Palm Beach Gardens, FL and surpass 1 billion in total annual revenues.

2006

Our second Bakery Production facility opens in Rocky Mount, NC.

2008

We celebrate our 30th anniversary. RockSugar opens in Century City, CA.

2012

The Cheesecake Factory opens outside of the United States in the Dubai Mall, and more international expansions follow.

2014

The Cheesecake Factory is named to the Fortune 100 Best Companies to Work For list for the first time.



In the Abstract

2004 - A new menu cover design arrives! Mary, the artist: *"The goddess was renewed in a more modern setting with a change of style and new colors. She is now an observer and oversees an abstract presentation of food forms. Night and day rise behind her with a distant hint of a city. This final menu artwork was the start of the stylized work which goes on into our restaurant murals. It's increasingly modern in form, but with still the emphasis on richness and abundance."*



Take Me Out

2000 - The Cheesecake Factory logo is more prominently featured in this design in a sea of swirls.



2007 - Classic stripes and tempting desserts line our To Go bag design.

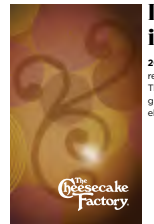


Graphic Glam

2006 - A new era is born! Our modern, graphically designed menu cover debuts, which sets in motion a branding change for our To Go bag, bakery boxes, etc.

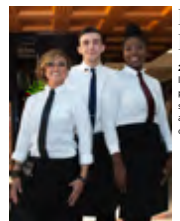


2015 - Continuously evolving was part of The Cheesecake Factory's early beginnings and has remained a key component to our success. See if you can spot the differences between this and the 2006 cover.



Let's Give it a Swirl

2018 - This menu cover reinterprets elements of The Cheesecake Factory graphic style into a casually elegant new design.



Modern Mix

2015 - After a long run, the white pants, aprons and shoes of yore, are replaced with classic black.



Our Values

At The Cheesecake Factory, we honor all the good things that happen when people come together over a meal. They talk and are comforted. They laugh and are celebrated. They debate and the world makes progress. They eat and are filled and fueled, ready to take on the rest of the day. We provide an ambiance that fosters conversation and connection, food that provides both sustenance and pleasure, and service by people who work hard to try to make others' days a little more special, a little more fulfilling.

Our history and values guide our behavior, unite us in a shared purpose, and provide a framework for decision-making. Although our company operates in an ever-evolving environment, our commitment to these values remains constant. We seek to establish and reinforce our values in every area of our business - regardless of position or title.

LEFT OREO DREAM EXTREME CHEESECAKE

In keeping with the tradition and spirit of The Cheesecake Factory, we endeavor to uphold these values:

QUALITY IN EVERYTHING WE DO

Quality is more than a word we use to describe our food and service. It is a philosophy that affects everything we do. Quality is never an accident. It is always the result of high standards, sincere effort, intelligent direction, and skillful execution. It represents the wisest choice among all the alternatives.

PASSION FOR EXCELLENCE

Passion fuels our commitment to the endless quest for excellence. This passion permeates throughout our company. We think creatively, embrace change and continuously improve upon our accomplishments.



We grow our knowledge, learn from our mistakes, and aggressively pursue new ideas and innovation.

INTEGRITY, RESPECT, AND RESPONSIBILITY

We are committed to doing what is right without exception. We are honest, treat others with respect and dignity, and honor our commitments and obligations. Every decision we make and every action we take follow the highest ethical and professional standards. We strive to close the gaps between our principles and practices. We ensure our actions reflect our words. And out of our deep respect for every individual and for all the communities of which we are a part, we treat others as we would like to be treated.

PEOPLE – OUR GREATEST RESOURCE

Outstanding people make it all happen—they lead us toward the future. Each individual's efforts and skills are necessary to

the success of our company as a whole. Everyone's contribution is valuable and critical. We are committed to creating an energized, rewarding, safe, and healthy work environment where each of us has the opportunity to offer new ideas in an unrestricted manner. We are better when we encourage the opinions of others and share the responsibilities as a team. We recognize individual accomplishments and provide opportunity for growth as a reward for outstanding performance.

SERVICE-MINDEDNESS

We are dedicated to unparalleled hospitality and genuine care of our guests. The reason we exist as a company is to provide absolute guest satisfaction. We recognize that we are all linked together in the service process—that each of us plays a distinct and vital role in delivering The Cheesecake Factory's promise of exceptional service. We have a responsibility to support and serve one another, because ultimately, we are all serving our guests.



DYNAMIC LEADERSHIP

As leaders of our company, we have dynamic energy and the ability to energize others. We are open to new ideas from anywhere at any time. We have the self-confidence to involve everyone and be able to acknowledge our own shortcomings. We foster mutual trust, resist bureaucracy, and avoid internal politics. As leaders, we are committed to the success of others at all levels of our organization.

HIGH PERFORMANCE

We are dedicated to maximum levels of performance and productivity in all areas of our business. We set aggressive goals, focus on results and hold ourselves accountable. We approach our work with a sense of urgency and dissatisfaction with the status quo.

CREATE A SUSTAINABLE FUTURE

Out of a deep respect for our planet, our communities, and each other, we will act responsibly for a more sustainable future.



Linda Candioly

VICE PRESIDENT OF
GUEST EXPERIENCE

📍 Calabasas, CA

When did you start?

I started as a test Baker in 1976, a year and half before we opened the first restaurant. I made mousse pies and fudge cakes. When we opened Beverly Hills in February 1978, I became the first host.

What brought you to the company?

I met David through a mutual friend and test baking sounded like fun. David and his mother needed help at the factory. They were busy baking and didn't have much time for R&D. They wanted to add a mousse pie (it was a 70's thing!).

Tell us about that first day at Beverly Hills, how was it?

There was a line outside the door on that first day, and all without knowing anything about us. I guess they were excited to have a new place in town. Plus, the name "The Cheesecake Factory" was intriguing! David was the only one who knew all the recipes, so operationally speaking, we were not very smooth, but fun and hectic. I guess we were happy at the end of the day... we survived!

What is the biggest thing that has changed since that first restaurant?

The systems. In our early years, we made decisions based more on feel and instincts. Today, we have access to amazing data, programs and systems that were created and are now managed by incredibly smart people.

What hasn't changed?

The heart and culture of our company. We still love to take care of our guests - and each other - while delivering delicious desserts and great food and service.

What is the best part of your job?

I've always said the best thing for me about my job is that no two days are the same. Our guests surprise me daily! And each location has a unique feel and special team members. I love it!

(Continued)

CONTINUED

Linda Candiotti

What failure have you learned the most from?

During our fifth restaurant opening in Washington, D.C. (January 1991), we upset a guest with a disability. I asked this guest if she had the capacity to teach me, and in doing so, to help make us better. She agreed and helped us write our first materials about caring for our guests with disabilities. I am still friends with her to this day. I always learn from our guests (staff, too!).

There is a huge following of fans from celebrities to anniversary couples and locals alike. Do any stand out as particularly impactful?

Every location has several extra loyal guests who dine with us many times a week! We have several notable guests who have visited over 100 individual locations each! One has visited more than 175 locations and another couple dines with us at least 10 times a week. We are very lucky so many of our guests value us as much as we value them.

How do you make sure we live our commitment to our staff?

Leaders who don't take care of staff don't tend to succeed here for very long. Our veteran staff just won't have it. They report out and we do our best to make things right. I've always told our staff, "we can't do it without you" and I mean it. We must have a shared commitment to excellence in order for us to succeed.



From Our ESG Committee

When we started the first informal conversations of what a Corporate Social Responsibility (CSR) report could look like for our company, we faced the challenge of justifying why we needed to formalize something that is already so embedded in the way we operate. We appreciated, though, that many of our stakeholders wanted more information about our company's values and culture. While we had already published much of what has traditionally fallen under the "E" of Environmental Social Governance (ESG), with our animal welfare initiatives and sustainable sourcing goals, it made sense to broaden that effort to encompass social and governance values.

Through a yearlong exploration, we decided to align our reporting efforts and strategies with several leading frameworks including the United Nations

Sustainable Development Goals (UN SDGs), Sustainable Accounting Standards Board (SASB), and the Global Reporting Initiative (GRI). The relative subsequent indicators for each of these frameworks can be found in the appendix of this report along with our materiality assessment. Additionally, to help inform our reporting approach we reviewed and referenced various other frameworks and guidance across the ESG industry.

When we came together as the ESG committee, we had not previously viewed many of our social and governance initiatives from the lens of an accredited report according to a formalized framework.

(Continued)

Rather, these initiatives grew organically and in response to opportunities at the time. Our efforts now to affiliate them with the appropriate framework standards are a work in progress and we anticipate that we will evolve our understanding and application of criteria such as these and possibly others in the future. Additionally, when we looked at individual industry reporting standards, we recognized that a “one size fits all” approach would not present an

accurate picture of our business and our material opportunities. Instead of utilizing a singular framework, we have incorporated a number of industry leading frameworks in our approach to developing this report. We have built a reporting structure that we believe is both balanced and relevant to our operations, while focusing on the factors and attributes that represent our best aspirations for the progress we want to see in the coming years.

As we hope you will see throughout this report, we have always sought to embed the underlying values of ESG into our operations and our culture - we believe it’s what makes us “So Cheesecake.”

The ESG Committee



Scarlett May, General Counsel



Stacy Feit, VP of Investor Relations



Dina Barmasse, SVP of Human Resources



Megan Bloomer, VP of Sustainability

ESG Methodology

When developing our CSR report, we reviewed more than 30 reporting and investor ESG frameworks and through a materiality assessment (included in the appendix), we identified the most relevant reporting frameworks for our investors, external stakeholders, guests, and company values.

These include the Sustainable Accounting Standards Board, Global Reporting Initiative, and the United Nations Sustainable Development Goals. While any one of these frameworks would provide us with an established, standardized, and recognized reporting platform, we felt that a combination was necessary to provide the most balanced representation of our business. As such, we combined these three platforms in our reporting structure. This approach allows us to provide additional context on certain ESG issues, and ensures we avoid selecting only those indicators which reflect positively on our business but may eschew areas where we face challenges.

SCOPE

The Cheesecake Factory's Corporate Social Responsibility Report covers the reporting period of fiscal year 2019, unless otherwise specified. Data and information included in the report represents all wholly-owned and managed operations unless explicitly noted otherwise. In 2019 we acquired North Italia and Fox Restaurant Concepts (FRC), including the Flower Child brand, and also opened our new chef-driven fast-casual Asian concept, Social Monk. The sustainability performance of these new businesses and concepts is not included in our 2019 report but will be considered in future reporting years.

This report contains data from all businesses owned and operated by The Cheesecake Factory Incorporated. However, the overwhelming majority of the data subset is specific to restaurant locations that operate as The Cheesecake Factory as these restaurants represent approximately 85% of our total revenue, and in turn are the most material aspect of our operations.

With the majority of data representing The Cheesecake Factory restaurants, the data from other brands will likely be undistinguishable. We give specific consideration throughout the report to highlight other concepts that are part of The Cheesecake Factory Incorporated as applicable and appropriate in an effort to focus on their specific data sets and accomplishments.

STANDARDS

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option. The GRI reporting principles for defining report content and quality, including our materiality assessment, have been applied throughout the information collection and report development process (see appendix). Data and information presented in the report have been internally assured and audited using a process that is substantially similar to the financial tie out process we use for Securities and Exchange Commission (SEC) filings, though at this time, we have decided to not seek external assurance for the report.

Please direct all questions regarding the report to:

Megan Bloomer
Vice President of Sustainability
Sustainability@thecheesecakefactory.com

RIGHT IMPOSSIBLE BURGER



CHAPTER TWO

Staff

Our philosophy is simple: our people are key to our success. That's why we strive to create an environment where everyone feels accepted, cared for, supported, and appreciated, as well as given the opportunity, tools, and resources to continue their development. Guided by our Purpose and our Values, we have developed programs intended to engage our people, provide a sense of belonging, and enable our staff to become their best selves. We believe our approach contributes significantly to staff member engagement levels that surpass industry standards, our superior brand reputation, and industry-leading retention rates.



Our Culture

We employ more than 46,000 people across our operations who work daily to bring our Purpose of nurturing bodies, minds, hearts, and spirits to life.

We maintain an unwavering focus on excellence. David Overton, our founder, opened our first restaurant in 1978 in upscale Beverly Hills, knowing that guests there would have incredibly high standards and would not be easy to please. After all, they could choose to eat at any restaurant they wanted. Since that time, we have understood that our success depends on excellence—food, service and atmosphere—and exceeding guests' expectations. In our people practices, we strive to attract and retain people who inherently hold our same level of dedication to these principles, and we design and execute our policies and programs with excellence and quality in mind.

We are always seeking to be better today than we were yesterday. Even when we give our best and strive for excellence in what we do, we know there will inevitably be times when matters do not go according to plan or when we find a better way to perform the task at hand. An entrepreneurial spirit lives in our continual efforts to be more efficient, effective, resourceful, and innovative as we strive to surpass our achievements. One of the keys to our continued success has been the willingness of our teammates to adapt, evolve and embrace change.

At our core, we nurture people. The Cheesecake Factory exists because a devoted son wanted to make his parents' lives better and help fulfill their dreams. The business success the Overtons achieved never overshadowed the care they had for each other and for the staff who later joined The Cheesecake Factory family. Today, many of our teammates say that they consider their restaurant to be their second home and their fellow staff to be a second family. We are proud of the way our people nurture one another and extend that nurturing to our guests and communities.

It is these qualities that comprise **another key element that makes us a great place to work: the pride that comes with belonging to The Cheesecake Factory family.** We take pride in the work we do, the people we work with, the way we care for one another, the success and prestige of our brand, and the future that lies ahead for our company.





Engagement, Retention, & Development

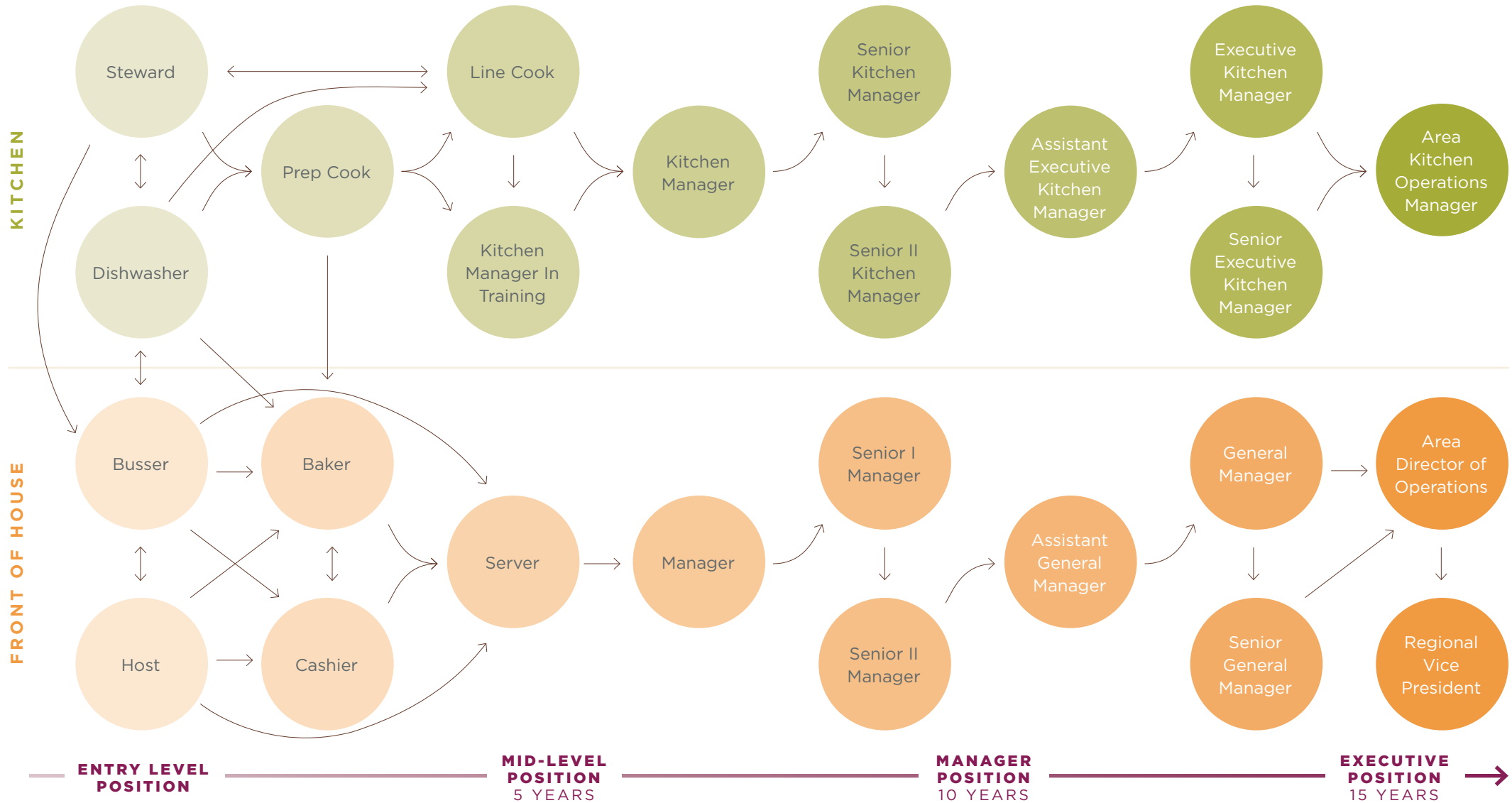
At The Cheesecake Factory, we are always learning and evolving. We believe we have the most robust culinary, guest experience, and leadership training in the industry. We also have industry-leading

staff retention rates. It is our belief this is a direct result of our culture and people, competitive benefit and compensation packages, and career advancement opportunities.

We love seeing our staff grow their careers with us, whether that is a summer, a semester, or a lifetime. We work hard to provide our staff with

career advancement opportunities. When paired with our robust training and educational programs, this allows us to fill a significant portion of our management positions with internal candidates. Our career advancement pathway (*graphic on page 25*) depicts potential career advancement pathways for staff members starting employment in restaurant positions.

Career Advancement Pathway





Jamal Lewis

EXECUTIVE KITCHEN MANAGER

📍 Cambridge, MA

How many years have you been with the company?

20

What role did you start in?

I started as a dishwasher in Baltimore.

What brought you to the company?

Pretty simple, I needed a job.

What does a typical day look like?

I arrive at the restaurant and say good morning to everyone and just check in with each team member and station. Let them know I'm in the building and check in to make sure they are doing well and see if they need anything. Then I check the line, temp checks, etc... and then begin the shift.

How much training do you think you have received during your career?

Hundreds of hours. Too many to count.

How do you make sure we live our commitment to our staff?

Show up and listen. If there is anything going on for them, then we sit down and talk candidly. Maybe I can help them or maybe they are going to tell me something that will help me.

What is the best part of your job?

It is to see people grow within the company and in life.

Given your advancement through different roles, what have you learned about running a successful restaurant?

It's about the relationships and the trust amongst staff and managers. You have to listen and communicate. I try and work with and support staff where they need to be supported. That's really the only way that it can work.

If you could choose one person to share a piece of Cheesecake with, who would it be and why?

My son Kai. He is 11 months old, so it would be his first taste of cheesecake. I expect he would like it.

(Continued)

CONTINUED

Jamal Lewis

What current challenges are you worried about? What gives you the most hope?

The current issues of racial inequality in our country. A lot of people are going to have to have some uncomfortable conversations for things to get better. The challenge is that not everybody is on board and not everybody is going to have those uncomfortable conversations. Giving me hope these days, is volunteering at the Dorchester Youth Collaborative, which serves some of the most at-risk teens in the Boston area. I and/or some of our staff try to visit each week and have helped to fix up and improve their facilities, and also donate things like back to school supplies and food. Really whatever we can do to help out.

What is your management style?

Firm but fair. You don't always know what is going on for someone, so you have to be supportive and communicate, yet still uphold your standards. Just today we had some issues going on with a staff member who I coached in regards to their uniform. Talking with them I found out they are actually at a halfway house right now and don't have an iron they can use. So rather than just criticizing them, we instead talked about how we might be able to work together to fix it.

What is something most people don't know about The Cheesecake Factory that you want to share?

The company supports its staff. They are not going to count one bad day against you but are going to give you an opportunity to succeed.

What is one thing you want The Cheesecake Factory to improve on?

With all that is going on, I wish the company could be quicker in its support and stance on social issues, as it would help to further support our staff. They are expecting and wanting us to take a stand on things. While it can be complicated given our size, we need to provide the space and trust to have these conversations with staff.

What is your "get pumped" song?

Nipsey Hussle "I Don't Stress".

Training & Development

Our Purpose is to nurture bodies, minds, hearts and spirits. But that doesn't just apply to our guests – we believe that nurturing our people is one of the most important things we do. One of the ways we invest in our people is through thoughtful training and development.

The complexity of our operations, coupled with our high standards, require us to be innovative in our training programs and how we help our people learn, retain, and apply new knowledge. We invest heavily to ensure our people receive, what we believe to be, the best training in the industry in order to maximize their potential. On average, our restaurant staff members receive approximately 130 hours of training per year through a combination of online coursework and in-person learning and development. Our managers receive approximately 350 hours of training and development annually, on average. We strive to embed training and learning opportunities in everything we do.

RESTAURANT STAFF

Starting a new job and fitting in with a new team can be stressful, especially with our high sales volumes and complex menu. We work hard to make sure the transition for our staff is a welcoming, supportive, and positive experience. But we do not stop there. We continue to invest in our staff from expanding their culinary knowledge and skills to helping them pursue their GED and associate degrees. We believe these programs create strong connections among our staff and contribute to our industry-leading retention rates.

New Menu All Staff Meeting

Something happens twice a year at The Cheesecake Factory and that is our New Menu Rollout. It is the culmination of months of intense focus and hard work by our culinary and kitchen operations teams. All of our restaurant staff gathers ahead of each new menu rollout to attend training on the new dishes, with front of house staff tasting the new dishes, learning how best to describe them to our guests, and our kitchen staff learning the new cooking techniques and recipes for each dish. It's not just a new menu rollout – it is a cultural touchstone where we have games, competitions, and provide opportunities to donate to local charities.

New Restaurant Opening (NRO)

In preparation for opening a new restaurant, we conduct an extensive training program for all staff of the new restaurant ahead of the opening. Instrumental to this program are existing staff from other restaurants, who temporarily move to a new city to help teach, train, and develop staff who will hold the same position as them, but in the new restaurant. These Designated Trainers (DTs) help provide our new hires with real and invaluable experience, helping them to succeed in their roles.

Diploma and Degree Program

The Cheesecake Factory has been able to build our reputation for delicious, memorable food largely because of our passionate kitchen staff, who work hard

to perfect their techniques and learn new skills. Because our kitchen teams are dedicated to excellence and learning, in 2018, we launched The Cheesecake Factory Diploma and Degree Program to give kitchen staff members the opportunity to earn a high school equivalency diploma or an online associate degree at no cost. We implemented the program based on the results of our Share Your Voice engagement survey, which indicated that a significant portion of our kitchen staff are interested in continuing their education. The program is available to kitchen staff members on their first day of employment with us, and there are no penalties if the staff member leaves the company while they are pursuing their diploma or degree, or after they obtain it.

We partnered with two leading educational providers to deliver high-quality experiences to our staff: GEDWorks® for the high school equivalency diploma, and Pima College for online Business Administration or Liberal Arts & Science associate degrees.

Advisors from each program help participating staff members every step of the way, from enrollment to culmination. To be eligible, a staff member must work at least one shift per week in our kitchens. During our first year of the program, we evaluated the effectiveness of the program and our staff members' satisfaction with their educational experience.

RESTAURANT MANAGEMENT

To foster growth amongst our Kitchen Managers (KMs), we provide them with a number of training and development programs designed to help foster their leadership skills, which, along with strong mentorship, help them to emerge as stronger managers.

Level 5 Assessment

Our Level 5 Assessment is designed to identify a manager's leadership potential and readiness to become a restaurant general manager or executive kitchen manager. The assessment helps provide critical development feedback so that we can partner with our managers to address potential skill, knowledge, or leadership gaps.

Management Team Meetings (MTM)

Each week in every restaurant, our managers get together for an MTM to discuss focus topics, staffing, and other

issues of importance. These meetings are also crucial training touchpoints when we launch a new program or initiative, such as new to-go packaging or a new staff benefit program.

LEADING OUR EVOLVING WORKFORCE THROUGH COMPLICATED TIMES

To help our restaurant teams navigate the myriad of challenges facing us today, from safety and security to issues of racial justice and equality, we developed training to help our managers hone their skills to become better leaders and work to ensure our restaurants are places where every individual feels safe, included, and respected.

Emerging Leaders Program

Our Emerging Leaders Program (ELP) is a year-long development program that is designed to grow high-potential Kitchen Managers (KMs) into future leaders. Each year, approximately 40-50 outstanding KMs and Sr. KMs join us for a special ELP Conference at our Corporate Support Center. Here, they meet with our executives, and discuss the traits and practices of effective leaders. After the conference, KMs continue their development on monthly calls with Area Kitchen Operations Managers (AKOMs), Area Directors of Operations (ADOs), and other leaders. ELP participants are hand selected by their AKOM and ADO based on leadership potential - including their motivation to learn, complete goals, and ability to thrive in fast-paced environments, with a heavy emphasis on management.

Kitchen and Management in Training (K/MIT)

To help our managers succeed in their roles and help us deliver best-in-class service, we provide them with an intensive six to eight week training program focused not just on the operations of the restaurant, but also on how to coach and support their staff and help them prosper.

Leading with Purpose: A Manager's Guide

Building off our Kitchen and Management in Training (K/MIT) program, this leadership training program was developed specifically for our internally-promoted managers. It is assigned to our K/MITs in their first few weeks of training and contains five eLearning courses with interactive exercises, scenarios, and video to help them become effective and supportive managers.

Culinary Operations and Leadership Roadmap

We developed the Culinary Operations and Leadership Roadmap for staff, who upon completing our K/MIT program, want to further increase their knowledge of our Company's operational systems and processes, technologies, and overall leadership capabilities, in order to develop into an EKM or GM. Each staff member is supported and encouraged to expand their field of vision, depth of impact, and level of influence.

Mentor Program

Mentoring is one of the best ways to support the development of our management team. Side-by-side development and one-on-one support are some of the ways we convey the culture, feeling, and passion that have become an integral part of our operations. Any mid-level manager is eligible to become a mentor after they complete their mentor certification with an Area Field Training Manager (AFTM).

CFI and Senior CFI2

To help deepen our restaurant managers, ability to lead the shift, act as positive role models to staff, and coach our staff, we hold workshops where our managers learn from some of our best operators and executive leaders across the company.

General Manager & Executive Kitchen Manager Orientation

All of our new GMs and EKMs attend a multi-day training session to help them successfully transition into their new roles. Held at our Corporate Support Center, our restaurant leaders gain important materials and tools to assist their transition into the next phase of their career.

CORPORATE STAFF & BAKING FACILITIES

Cheesecake U

Cheesecake U is our online learning management system that hosts a variety of training programs and courses for all staff company-wide, from operational elements in our restaurants like composting and food donations, to training on customer and employee relations, to web and information technology security.

Bakery

We provide soft and technical skill training to all leaders and staff at each level of the organization, including foundational courses like “First Steps in Leadership” as well as technical, job-specific training such as Food Safety or Injury and Illness Prevention. Additionally, we have a robust occupational, health, and safety management

system based on continuous improvement with weekly safety toolbox trainings for staff. Opportunities are provided for any non-exempt hourly staff in Production or Sanitation to receive additional compensation for further training and certification, helping to incentivize improvement and professional development.

So Cheesecake

Our staff have a specific combination of wonderful qualities. This combination is difficult to describe, but we can immediately recognize it when we feel it. When we encounter someone whose presence gives us that indescribably uplifting feeling, we say they are “So Cheesecake.”

From the beginning, we’ve used the phrase “So Cheesecake” to describe a great staff member or manager. When you interact with them, they make you feel uplifted and special.

Someone who is “So Cheesecake” naturally oozes warmth and hospitality, radiates positive energy, never compromises their incredibly high personal standards of quality, and loves to celebrate.



Catherine Wright

ASSOCIATE DIRECTOR
OF STAFF TRAINING

📍 Asheville, NC

How many years have you been with the company?

I've worked with the company for a total of about 18 years.

What brought you to the company?

Many years ago, I had lunch at The Cheesecake Factory, Pasadena and had such a wonderful experience as a guest. As a foodie, I think I was just blown away that a “chain” restaurant had such incredible food and service. When I saw a job opportunity in Performance Development for the company, I applied. At the time, I was a schoolteacher and passionate about education. I knew that any company that was this good, had to believe in training. I wanted to be a part of that and so my journey began!

What does a typical day look like?

I work collaboratively with a lot of different teams: Culinary, Kitchen Operations, Beverage and Bakery, QA, Risk Services, Organizational Engagement etc. Anything new or different that goes out to our restaurants, the training department usually plays a part. We brainstorm and collaborate to come up with a training solution

that gets the learner up to speed as quickly and easily as possible. It can be as simple as a printed reference sheet or as robust as an e-learning module with custom videos and scenario-based learning.

What is the best part about your job?

I'm privileged to work with a truly exceptional team. Everyone is so invested in The Cheesecake Factory and focused on bringing their best to their role. I have a network of people in the company who have been a big part of my growth, as a professional and as a person. It's like after college, The Cheesecake Factory was my next “school.”

(Continued)

CONTINUED

Catherine Wright

What is one thing you want The Cheesecake Factory to improve on?

I think our company strives for perfection. As a result, there is a tendency to focus on what's not right about everything. Sometimes we forget to see all the amazing accomplishments we should be grateful for or the exceptional work people are doing right.

What is your favorite dish?

I really love the Miso Salmon. I think it was one of the first entrees I tried as a guest and I just fell in love with it. It's such a beautiful dish, but also hits on the salty, sweet, savory notes that makes it impossible to take just one bite.

What is something most people don't know about The Cheesecake Factory that you want to share?

I think it's unique how much this company has been shaped by the people who work here. I worked on a project for our 35th anniversary where I was able to interview a variety of people who worked at our first restaurant in Beverly Hills. I was struck by how much fondness and love these Cheesecake Factory alumni had for our company. It was just so much more than a job to them. They were like a family! I was able to meet Mary D'Astugues who worked as a server in Beverly Hills and went on to paint the murals that are in our restaurants. It was

incredibly touching to hear her story about how David Overton took a chance on her and how much she has grown and enjoyed a rewarding career as an artist because of it and how her murals shaped The Cheesecake Factory.

What is your "get pumped" song?

The Beastie Boys: Sabotage! I remember when that music video came out and I just thought it was so clever. The song always gets me pumped: Listen all y'all, it's a sabotage! It just makes me feel strong and ready to take on the world.

Caring For Individuals

We believe access to healthcare is a universal right. That is why our approach to benefits coverage is unique for the industry. We strive to make benefits available to staff members who want them.

For example, to be eligible for our healthcare benefits, hourly staff members need to work a minimum of 25 hours per week, on average. This threshold is lower than the Affordable Care Act requires and is highly competitive for our industry. We are self-insured and cover approximately 16,000 individuals, inclusive of staff members and their dependents.

While many companies—both in the restaurant industry and outside of it—offer only a limited selection of coverage plans, we provide a variety of health plans so staff can choose what best suits their needs and the needs of their families. In addition, we provide flexible payment options so staff can

stay current on their insurance premiums and maintain coverage. We also help them with understanding their healthcare options by giving all staff members enrolled in a company medical plan access to our Care Coordinators service — a toll-free line staff members can call for personalized help. Although we could limit the types of insurance plans we offer to contain our costs (for example, some companies offer only high-deductible health plans, which costs the company less but brings more out-of-pocket costs for the enrollee), we choose to continue to offer a variety of plans to meet the different needs of our staff.

Besides receiving comprehensive healthcare coverage, staff enrolled in

Even before it was mandated by the Affordable Care Act, same-sex partners of our teammates were eligible for coverage on our medical insurance plans.

our health insurance plans also receive additional key services, many of which are not commonly offered by restaurant companies and are not required by law. These services include:

- Tools and resources for parents who are raising kids with autism
- Chronic disease care program
- Diabetes management
- Maternal health program, including a free three-month SNOO Smart Sleeper and bassinet rental
- Tobacco cessation program and tobacco-free discount
- Adoption assistance

In June 2018, we lowered premiums for our core high-deductible health plan. Eligible staff can pay premiums as low as \$10 per paycheck for employee-only coverage and have in-network preventive care costs covered at 100%. We conducted a special enrollment period to allow staff to switch to this new plan and immediately take advantage of this low premium. We continue to offer this \$10 premium option to ensure that medical insurance is not out of financial reach for anyone in our company.

Benefits-eligible staff are also offered other benefit programs to help meet their overall coverage needs. This includes coverage for dental, vision, company-paid life, supplemental life, disability, critical illness, accident, hospital indemnity, pre-paid legal and identity theft protection.

Our wellness program gives staff who are covered on our medical plans an opportunity to learn more about their personal health, as well as to lower their insurance premiums. It's designed to help them enhance their quality of life and better understand the resources and services available to them.

Corporate staff and restaurant managers can earn up to \$780 credit per year (or \$1,560 if their covered spouse participates) for completing a biometric screening, online wellness questionnaire, and a health coaching call if applicable.

Restaurant hourly staff who participate in our wellness program can earn up to \$520 credit per year to lower their medical insurance premiums by completing a biometric screening and a health coaching call if applicable.



We do our best to make it easy for our eligible teammates to participate by holding biometric screenings in all of our restaurants and at the Corporate Support Center. Our Benefits team works with all of our restaurants to determine a convenient day and time to have a team of health professionals visit and conduct the screenings. Staff members who receive their screening while on shift are paid for their time. Any staff member who decides they do not want to receive a biometric screening may earn their insurance discount by completing a six-week online wellness workshop on a topic like nutrition, sleep or smoking cessation.

Approximately 70% of our eligible restaurant managers and corporate staff complete their wellness activities, while completion averages 45% among restaurant staff members. Participants tell us the information they receive from their screenings has a real impact.



My wellness screening revealed some unsettling news to me. It motivated me to start eating healthy and then I began running daily. Eventually, I was able to lose a whole person in weight and I'm now training to run my first marathon! I hope more people take advantage of this valuable program!"

We offer other wellness resources to every single one of our staff, even those not enrolled in our medical benefits, including Doctor on Demand, a 24/7 telemedicine service that allows all our staff to connect with a board-certified physician through consultation by phone call or video chat for low cost.

Doctor on Demand also provides mental health services, including appointments with licensed therapists and psychiatrists. These services are available 24 hours a day, seven days a week.

Paid Time Off

Our Paid Time Off (PTO) program gives staff members time off for illness, vacation or any other reason without loss of pay or other benefits. Hourly staff members accrue PTO in pay periods (two-weeks) in which they've worked 60 or more hours. Accrual varies based on state and local time off laws. Staff members can cash out accrued, unused PTO once per calendar year and are paid for unused PTO if they leave the company.



To further enhance schedule flexibility for our staff members, we have entirely eliminated “standby shifts” for all of our workgroups. Standby shifts are work shifts that staff must make themselves available for in case guest volumes require additional staffing, but without a guarantee that the staff member will be called in to work. Staff members told us that being on standby kept them from being able to balance their personal lives with their work schedules. In all of our

restaurants, management teams worked with their staff to eliminate standby shifts in a way that worked for their restaurant. Additionally, we work hard to support staff members who want to transfer to other locations because of personal needs like schooling or spouse relocations.

We offer a variety of time-off benefits for our restaurant managers, Operations Services Technicians (OSTs) and corporate staff (including our field leaders), including two to three weeks of vacation, 40 hours of sick leave, three days of bereavement leave, two to nine paid holidays, and five days of jury duty paid per year.

In addition, many staff members at our Corporate Support Center have telecommuting options and may work from home as business or personal needs arise, on either a temporary or permanent basis and as approved by their department heads.

Flexible Time Policies

We provide outstanding work schedule flexibility to help our staff balance work and personal demands. We have no minimum shift requirements for our restaurant staff members, which is unusual within our industry. We provide our staff members with great flexibility in determining the number of hours they want to work. We make scheduling easy and convenient for our staff with an app that allows staff to access their work schedules and request time off through the web, text messaging, email or phone.

We also provide a flex day holiday for corporate staff, so they feel comfortable taking time off for culturally significant events, religious holidays or observances, or family obligations.



Corporate Support Center Staff Sabbatical

Corporate staff members with at least five years of service may take a three-week paid sabbatical on each five year anniversary to pursue educational, charitable, artistic and intellectual interests. We created the program with our Values and our Purpose to nurture bodies, minds, hearts and spirits in mind. The program is designed to provide our corporate staff with time away from the office to replenish their energy and allow for creative thinking that may not happen in a typical office environment. After returning from their sabbaticals, our staff members share about their experience in a “Lunch and Learn” session, which is open to everyone at the Corporate Support Center. Recently, one staff member utilized her sabbatical to learn to become a better caregiver for her mother, who is suffering with Alzheimer’s.

She took classes with a local caregiver’s support group and participated in an exercise that forced her to navigate a series of tasks while dealing with altered senses, similar to an Alzheimer’s patient. Upon her return, she shared her experience with the Corporate Support Center staff, describing her renewed sense of empathy for her mother and for others in similar positions. We have designed the sabbatical program to equip our long-standing corporate staff members with opportunities and experiences to renew their spirits in a way that will help them best support our restaurants for years to come. Since the program’s inception in 2015, over 76 staff have participated.

HELP Fund

The HELP Fund – Hardship Emergency Lifeline Program – is an employee assistance fund that is funded through voluntary contributions from our staff. The HELP Fund exists to provide financial assistance to eligible staff members who have a financial hardship as a result of an emergency situation or catastrophe, such as:

- Damage or destruction to their primary residence.
- Death in the immediate family (spouse, child, or staff member’s own parent).
- Other unforeseeable emergency situations.

In these instances, the HELP Fund provides grants to prevent homelessness and/or provide for basic needs such as food, utilities and childcare when an eligible staff member is unable to work due to the emergency. We have partnered with the California Community

Foundation, a 501(c)(3) charitable organization that invests and distributes HELP Fund grants. All donations to the HELP Fund, through voluntary payroll deduction, online or in a lump sum, are tax deductible. Over the program’s lifetime more than \$1.3 million in grants have been provided, with almost \$400,000 distributed in 2019 alone.

“Thank you so much, I can’t even begin to express how grateful and thankful I am because I would never be able to say how much this means to me and how much it helps, thank you! thank you! thank you!”

**–JASON, STAFF MEMBER
CCF STONEBRIAR**

“Thank you so much and I appreciate everything you’ve done for my son and me. I hope I recover soon also. Thank you and God bless you.”

**–MELISSA, STAFF MEMBER
CCF SACRAMENTO**

“I cannot thank you and the committee enough. This will greatly help my family and I get back on our feet. I love this company so much and even more now. Thank you. Thank you!!”

**–KAHEA, STAFF MEMBER
CCF SALT LAKE**

Student Loan Assistance

To help our staff alleviate some of the pressure from student loans, we developed a program partnering with a leading student loan benefit provider, CommonBond, to give our staff resources and guidance to better manage and repay their student loans.

Tuition Assistance Program

To further enhance our staff members' professional development, as well as their skills and knowledge related to our business, we have offered eligible staff members an annual \$2,500 tuition reimbursement for degree programs, certificate programs, and courses from accredited institutions. Since the founding of the program in 2014, over 112 staff members have received a reimbursement with 27 staff members participating in the program in 2019.





James Li

TEAM LEAD MULTIMEDIA

📍 Queens, NY

What is your role?

I am the in-house creative services team lead which means I help produce photo and video content. I've been with the company for 11+ years now.

What brought you to the company?

My family has a background of running “mom-and-pop” restaurants so working in the industry was ingrained in me. I was always a huge fan of The Cheesecake Factory and Grand Lux Cafe restaurants and was “hungry” to learn the ins and outs of such a large restaurant company. In my senior year of college, I applied to an internship opening in the Performance Development Department and I've loved being here ever since.

What current challenges are you worried about? What gives you the most hope?

I worry about the future and health of our planet and what it will look like for future generations. What gives me hope are initiatives that large companies like ours have developed and our collective commitment to environmental sustainability.

What has been the best part of working with The Cheesecake Factory?

My favorite memories of working here have been taking photos of all the new dishes on our menu and being able to eat all of them after each shoot. I seriously still can't believe I get paid to do this.

What is something most people don't know about The Cheesecake Factory that you want to share?

Most people have the notion that a chain restaurant company like ours has our food pre-made and that our recipes are decided by fads and trends. What they do not know is that all 250+ items on the menu are made from scratch, even the sauces, and that our Founder and CEO continues to decide what goes on the menu, which he's been doing since the company's inception.

What is your “get pumped” song?

Drake - Nonstop

CHAPTER THREE

Diversity, Equity, Inclusion

The Cheesecake Factory strives to offer a great workplace through an atmosphere of inclusion and belonging for all. The cultural alignment we work to cultivate around respect and inclusion contributes to our business success in many key ways. First, we believe it creates an environment where staff members have trust and confidence in their managers, which fosters teamwork to achieve our common goals. Secondly, our intent is that our people feel valued and respected for their worth as individuals, which maximizes their potential at work. When we welcome each person wholeheartedly, they feel they can bring their authentic selves to work. When that happens, they are also more likely to feel comfortable sharing their perspectives, opinions and ideas. Their ideas and feedback are essential in our quest to make our company better with every passing day.

We believe that our workforce is diverse across a variety of dimensions. We are geographically diverse, with more than 200 restaurants across the U.S. and Canada. We are also ethnically diverse. 62% of our workforce is comprised of people who identify as ethnic minorities. Our people come from all stages and walks of life. We employ students looking for seasonal work, parents who are looking for schedule flexibility so they can spend quality time with their children, culinary and service professionals who

have dedicated their careers to the hospitality industry, among many others. We respect the personal backgrounds of all of our “So Cheesecake” people and see their diversity as a strength for both our culture and our business. For more than 40 years, The Cheesecake Factory has strived to create a welcoming culture that respects and embraces the identities, ideas, perspectives and experiences of our staff and guests.

We are committed to being a great place to work for ALL individuals in our diverse workforce — a place where every person can bring their entire self to work. Where they are seen, heard, represented and cared for. Where they are celebrated for their individuality and unique differences. Where their talents will be recognized, appreciated and developed. A place we truly belong, united by one shared Purpose — to nurture bodies, minds, hearts and spirits.



Leading Our Evolving Workforce

In 2019, we took a significant step toward defining what inclusion looks like at The Cheesecake Factory and aligning our teammates with that vision through our “Leading Our Evolving Workforce” training.

Helping our leaders develop their willingness and ability to hold vulnerable and difficult conversations with teammates is how we will build trust and effectively lead our diverse teams into the future. We took a proactive stance and created our “Leading Our Evolving Workforce” workshop to equip our managers with strategies and techniques for communicating effectively and fostering mutual respect and understanding.

We leaned on our field leaders (Area Directors of Operations, Area Kitchen Operations Managers and Area Field Training Managers) to teach the content and model the behaviors managers

should emulate. In our “train-the-trainer” approach, each Area Director of Operations led the workshops in their restaurants to train our GMs and managers, supported by the Area Kitchen Operations Manager and Area Field Training Manager. The workshop combined leading-edge research with training techniques that work best for our management teams, including personal reflection, storytelling and practice using real-life scenarios.

Key topics included:

- What it means to expand your perspective and why it’s important for holding open, productive conversations.
- Understanding and managing reactivity and what it means to think “heroically” rather than “defensively.”
- The “ladder of inference” and how it represents the unconscious thought process.
- How to use the ladder of inference to avoid the following: making assumptions based on personal bias, jumping to conclusions or making premature decisions or judgments due to blind spots.
- How to avoid reacting with defensiveness, especially when pressure or emotions are high and instinctive defenses are triggered.
- Best practices for creating authentic, open connections with teammates.



After their workshops, GMs and managers told us they were grateful for the training and were excited to immediately apply what they had learned.



I have used it in my personal life. Directly after training, I put it immediately into use. Knowing that I can take a company training and put it to use not just with The Cheesecake Factory but in my personal life as well, means a lot to me. This is not only good for work, but [also] good for my family, good for my relationship. I don't want to sound like I am over exaggerating, because I am not. When you can have self-awareness nowadays, it is such a treasure and valuable. This training puts your self-awareness at the forefront of your mind both at work and at home."

—EVANS, SR II MANAGER, DAYTON, OH

The “Leading Our Evolving Workforce” workshops were just our first step in developing our leaders’ skills and educating our people about our evolving workforce. To reinforce the learnings from our workshops, every quarter we hold an MTM (Manager Team Meeting) specifically on diversity and inclusion topics. We are also making a variety of thought-provoking resources available to our managers on our intranet, including D&I-related podcasts, films, and articles.

The Cheesecake Factory was also recognized as a winner of the 2019 Best Practices Award by TDn2K (now known as Black Box Intelligence), for consistently superior performance in hourly and management retention, compensation, diversity, year-over-year improvement, as well as initiatives in the areas of community involvement and sustainable business practices.

Language Considerations

Our staff members come from a variety of backgrounds and cultures and may need information in languages other than English. Spanish is the second most commonly spoken language among our staff, other than English, so we provide written communications for hourly staff members in both English and Spanish. During new hire orientation, we provide translators to any staff member who may need language assistance. Our annual

Share Your Voice engagement survey is available in French Creole (spoken by many staff members in our Louisiana restaurants) and Portuguese (spoken by many staff members in our Boston-area restaurants), as well as Spanish and English.

Corporate support departments that work directly with our hourly staff members, including Benefits, Staff

Relations, Organizational Engagement and Risk Services, ensure teammates who are fluent in Spanish are available to assist our people. Some of our restaurant teams have hired hearing-impaired staff members, and they make sure to adapt their communications to enable these staff members to feel included and informed.



HELPING ALL OF OUR LOCATIONS BE GREAT WORKPLACES

Our annual Share Your Voice engagement survey gives staff companywide the opportunity to share honest feedback about their work experience with us. These survey results reveal which restaurants and Corporate Support departments are creating a great workplace for their staff members. Staff members and managers in these restaurants tell us they feel supported, respected and appreciated. The survey results also show which restaurants and departments have opportunities for improvement.

Every year, we identify restaurants and departments that have experienced a decline in their engagement levels from the previous year, are in the bottom quartile of engagement scores, or have low survey participation levels, and we provide them with extra support.

The leaders of these restaurants and departments receive assistance from the Organizational Engagement and Staff Relations teams to understand what the drivers of lower engagement levels might be, and to put an action plan in place to improve the workplace experience. Actions might include giving the management team additional leadership development training, finding ways to improve communication between workgroups, building stronger relationships between staff members and managers, and finding ways to remedy other issues that might lead to lower engagement like low staffing levels or chronic lack of proper restaurant equipment. For each of these “focus” restaurants, the Area Director of Operations conducts a “pulse” survey six months after action plans are submitted, to ensure improvements are taking place.

Creating Consistently Great Workplaces for All

As a result of this effort, we have seen significant improvements in our focus

restaurants. With the additional support provided, these focus restaurants improved their engagement scores by an average of seven percentage points overall from 2018 to 2019. In comparison, our overall engagement companywide remains industry-leading during the same timeframe. Our goal is for every one of our restaurants and every one of our corporate departments to provide a great workplace experience.

Open Door Policy

At The Cheesecake Factory we want our staff to feel that they can discuss concerns in an atmosphere that is open, honest, and caring. Our Open Door Policy is designed to provide an environment for our staff to confidentially express their concerns without fear of reprisal or retaliation. In situations where a staff member prefers to make a report in confidence, they are able to use our Careline, which is hosted by a third-party provider.



Fostering the Development of Underrepresented Groups

Our efforts to create and sustain a workforce that is diverse and inclusive include programs to foster the development of underrepresented groups including staff members whose racial or ethnic identity is: American Indian/Alaskan Natives, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, or two or more races. By providing additional mentorship to staff members and managers in these groups, we believe we unleash a wellspring of talent and leadership that can take us into the future and enhance our ability to achieve our Mission of absolute guest satisfaction.

Refugee Resettlement Outreach Program

The Outreach Program, also known as the Refugee Resettlement Program, is nationally funded and coordinated by local charities and agencies that provide new populations (i.e., refugees, asylees) with the opportunity to maximize their potential in the United States, primarily through social services that help them become self-sufficient as quickly as possible after their arrival in the U.S. Candidates from the Outreach Program receive assistance with their applications from their local resettlement agency.

Women's Network Group

We established our Women's Network Group to provide female managers at the Senior II levels (for both front of house and kitchen), as well as the Assistant General Manager and Assistant Executive Kitchen Manager levels with increased mentoring, leadership development and networking opportunities. Our goal is to provide support to these managers as we hope they develop into future General Managers and Executive Kitchen Managers. By elevating female leaders in our restaurants, we believe we strengthen our business and create even more opportunities for everyone. Each year, top-performing female Senior II managers are nominated by their Area Director of Operations for inclusion in the Women's Network Group. Participants selected for the program travel to our Corporate Support Center, all expenses paid, for a two-day kickoff meeting with the rest of the participants and meet their mentors, with whom they are paired for one year.

The mentors, who are GMs, provide insight into our company's management culture and advice for making their way in the industry. The participants spend time with our senior leaders, including our President, SVP of Operations, SVP of HR and our female Area Directors of Operations. They also participate in monthly calls with the rest of the group, in-person visits with their mentors, and attend the annual Women's Foodservice Forum Leadership Development Conference, the industry's premier leadership development event where they can network with and be inspired by other women who are in leadership positions in our industry. Our percentage of female General Managers has nearly doubled from 2010 through 2020.





Experiencing the Women's Network Group



Our conference calls every month were of great benefit. Not just because of the materials we covered, but because of the bond we were creating. We could all reach out to each other and help each other out with anything. We celebrated each other's victories and comforted each failure.

When we all got together at the Women's Foodservice Forum in Orlando, it was like a group of best friends seeing each other after a long separation. And the seminars were incredible... listening to speakers who seem to know exactly who you are. They teach you how to turn your weaknesses into strengths, sometimes with one word. There were times the speaker just told the story of ME right on that stage and I realized, I am not alone. There are other women out there who want to achieve greatness, but don't know how to ask for help, maybe don't know they need the help. Then someone says, "Let go, you can't do it all by yourself. Ask for help. This is your time." And for the first time you actually hear and understand those amazing words.

So, I have learned to do just that. Let go a bit. Ask for help. As a mother with 6 kids, I really thought my role was to do it all. Be a superhero. The

reality of it is, you don't have to be a superhero. I have a wonderful support system now that I reach out to and say, I need you to help with this, I need you to do that. I would have never done that before I joined this group. The women's network is really so successful because, sometimes, we all feel alone on that island of home duties and work. If I work so hard and become successful in my career, what do I sacrifice at home? What do I lose? If I sacrifice at work to be successful at home, what do I lose at work? I learned you lose nothing, you become more. So, in closing, I am no longer one of "them" blending in with the population. I am me, a strong, proud, successful, woman in the world."

- Former WNG participant Stacie, Sr II Manager



“

The women's network is really so successful because, sometimes, we all feel alone... I am no longer one of "them" blending in with the population. I am me, a strong, proud, successful, woman in the world.”

CONTINUALLY A BEST COMPANY TO WORK FOR

For the past six consecutive years, The Cheesecake Factory has been named as one of the FORTUNE 100 Best Companies to Work For®. This accomplishment is unmatched by any other company in our industry.

Our placement on this prestigious list is largely based on sentiment from our staff members, gathered through the Great Place to Work Trust Index survey. Through the survey, 89% of our team members indicate The Cheesecake

Factory is a great place to work, and this sentiment remains consistent across various demographics, including gender identity, tenure, workgroup, race, sexual orientation, and gender expression.



Source: 2019 Great Place to Work® Trust Index © Survey

FORTUNE
100
BEST
COMPANIES
TO WORK FOR
2019

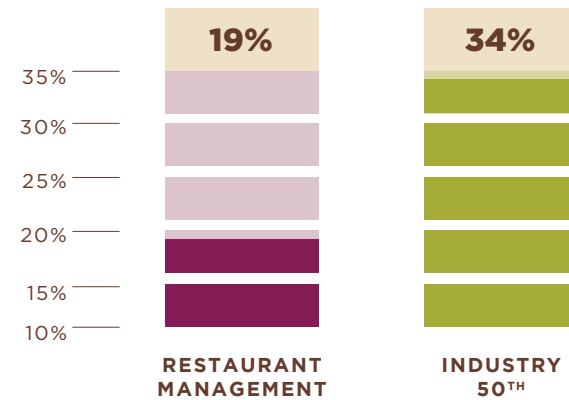
Workforce Demographics

STAFF RETENTION AND TENURE

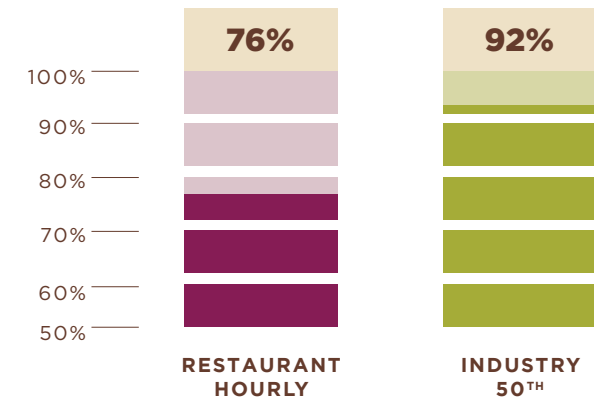
Compared to industry averages*, we have leading tenure and retention rates. We are consistently in the top tenth percentile of our industry with respect to the turnover rates of our restaurant management and hourly staff. We believe these numbers are a tangible result of our culture and people practices, training and educational programs, career advancement opportunities, and competitive pay. The average tenures of our Area Directors of Operations and our Area Kitchen Operations Managers is 18+ years. For our General Managers and Executive Kitchen Managers, the tenure is 13+ years.

For all other restaurant management, our tenure is approximately 7 years. In

RESTAURANT MANAGEMENT TURNOVER VS INDUSTRY



RESTAURANT HOURLY TURNOVER VS INDUSTRY



*Source - Black Box Workforce Intelligence Dec 2019, Industry represents the Upscale Casual segment of restaurants

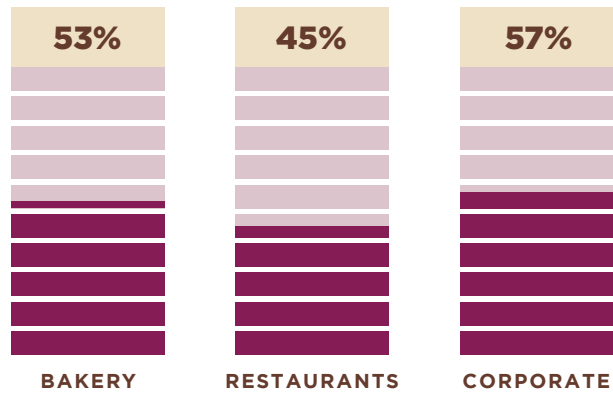
our opinion, the tenure of our restaurant leadership enables us to ensure our restaurants are led by people who have a comprehensive understanding of our values and practices which in turn allows our culture to flourish within the four walls of each restaurant.

DIVERSITY

We respect and celebrate the personal backgrounds of each individual staff member in our company. We see their diversity as a strength for both our

culture and our business. It's what makes us and our people "So Cheesecake". With underrepresented talent making up almost two-thirds of our workforce, we are committed to providing equal opportunities and are working to ensure there is equity in hiring, development, and advancement. We are continuing to work to increase the percentage of both underrepresented and female talent in our senior leadership across the organization.

FEMALE REPRESENTATION



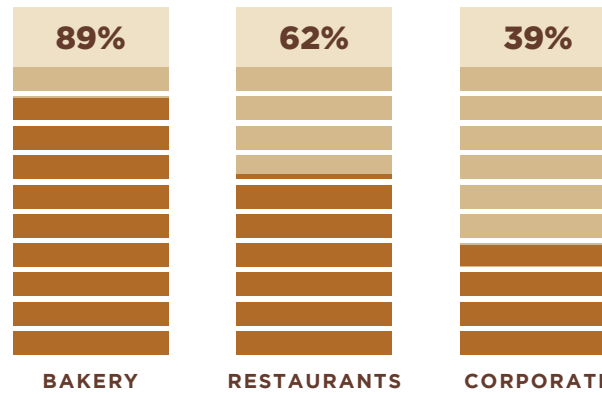
PAY EQUITY

We believe that everyone should have the opportunity to prosper and pay equity is fundamental to helping create that opportunity. We aspire to pay, promote, and reward our staff equally and to close the equity gap that can disadvantage female, minority, and LGBTQIA+ employees. In many instances we pay our staff and managers above market rates.

PAY EQUITY METHODOLOGY

As 97% of our hourly staff and managers are in the restaurants, we prioritize benchmarking these compensation

UNDERREPRESENTED GROUPS



packages with regular reviews. In contrast to the nature of wide variability within our Corporate jobs, the restaurants offer many like to like jobs for easier comparisons. For our restaurant managers, we review each level to compare base pay by gender and ethnicity, factoring in location and tenure to determine if we are paying similarly. If not, we then determine if the variance is due to performance or tenure (both within our Company and prior work experience), or if it is a pay equity gap the Company needs to address. If it is the latter, we take appropriate action to rectify any disparities.

The average pay of both female tipped and non-tipped hourly restaurant staff is **within 2%** of male staff. In many cases, women out earn their male counterparts.

The average pay of underrepresented tipped and non-tipped hourly restaurant staff is **on par with** white staff. In many cases, our underrepresented staff out earn their white counterparts.

In addition to our efforts to monitor pay equity, we foster developmental support groups, like our Women's Network Group which helps advance women into senior level positions.

CHAPTER FOUR

Sourcing

Throughout our company's history, our standards of excellence have not changed. We remain as culinary forward and relentlessly focused on hospitality as we were when our first restaurant opened in Beverly Hills back in 1978. For more than 40 years, The Cheesecake Factory has been known for our extensive menu of more than 250 delicious dishes made from scratch every day in every restaurant with fresh, high quality ingredients. We continue to focus on sourcing and serving delicious, memorable food - prepared with great technique, a lot of care, and in a culture of excellence. In this section, we describe our strategy to sourcing ingredients through our culinary approach, our Sustainable Sourcing Policy, as well as Food Quality and Safety.

THIS IS A REVERSE
CAPTION ON A PHOTO



Culinary Approach

We are dedicated to bringing our guests the best possible food and service. We believe it is “all in the details” and that means our soups, sauces, dressings and marinades are made fresh and from scratch. We hand-make every eggroll, bread every chicken breast, freshly dice our vegetables, and make our famous mashed potatoes from scratch throughout the day. We source more than 700 individual ingredients in order to make our extensive menu. These ingredients are not just of high quality, we also seek to source ingredients that are sustainably grown, harvested and raised. There is something for everyone on our menu, from our Miso Salmon to our Vegan Cobb Salad, or one of our more than 30 legendary flavors of cheesecake. Each dish on our menu is

LEFT AVOCADO EGG ROLLS

the result of hard work (sometimes years of it), extensive culinary evaluations, robust training, and a commitment to quality.

EXECUTION

Food prep starts at 6:00 a.m. each day because almost everything—even the 100+ sauces and dressings—is made by hand in each restaurant. Our Avocado Egg Rolls are one of our most-beloved appetizers and it takes three hours to prepare them every morning. There are around 20 steps and 18 ingredients needed just to make the tamarind-cashew dipping sauce that comes with every order of those same egg rolls.



LEFT LOUISIANA CHICKEN PASTA

EXECUTION

EKMs are responsible for product receiving, preparation, and making sure each menu item is produced according to the very strict standards set by our Culinary Center in Calabasas Hills, CA. Our EKMs are further supported by our AKOMs (with an average tenure of 18 years). In addition to our EKMs and AKOMs, each restaurant has a GM (average of 13 years tenure) and ADO (average of 19 years of tenure). We

believe this dual management structure to be unique in our industry and that it helps to ensure our restaurants are fully supported and equipped to deliver delicious food and a memorable experience. This dual structure allows our kitchen management to focus on food quality and execution while our front of house management is dedicated to service excellence, absolute guest satisfaction, and food quality.

INNOVATION

Something has happened twice a year at our restaurants for more than 40 years and that is our New Menu Rollout. It is the culmination of months of intense focus and hard work from our culinary, kitchen operations, purchasing and training teams. During each New Menu Rollout, we revisit the dishes on our menu and may add about 10 or 15 new dishes and remove about the same number. As a part of the

process we look at every menu item, every piece of equipment, and every piece of to-go packaging. How can we do it better? Can we be more efficient? How can it be designed so our staff can execute it at a higher level of excellence in our restaurants?

Through this process, we continue to be able to offer “something for everyone” through innovation of new items to stay current, while also improving old favorites. A great example of refining and innovating is our Louisiana Chicken Pasta. This dish has gone through 40+ revisions since it was first introduced on the menu in 1999. Whether it is the way we season the chicken, the breadcrumbs we use, how long we fry or pan fry it, the brandied chicken broth we use, or how we cook the peppers - we are always seeking to be better.



BEVERAGES

We take pride in creating custom beverages with fresh ingredients. When creating new beverage recipes, we are very selective with our ingredients and our process. We utilize our procurement power to ensure our bars have access to the same high quality, unique ingredients as our kitchens. For example, when creating our mojito recipe, we tried every organic mint on the market to ensure the taste was precisely the experience we wanted to provide to our guests. We handcraft each cocktail to order and every bartender is provided ongoing training to keep up to speed with our new beverage creations.

SOMETHING FOR EVERYONE

With more than 250 menu items, The Cheesecake Factory has always been about choices. Some guests are dining with us in a celebratory nature and may not be concerned with calories. Others may plan on splitting and sharing their dish – something made possible by our generous portions. And a large percentage of our guests do not finish their meal in the restaurant and choose to take home their leftovers – making for a perfect lunch the next day or midnight snack.

For almost a decade, we have offered our calorie-conscious guests robust dining options rich in taste and flavor, but lower in calories. Our SkinnyLicious® Menu features more than 40 delicious choices all containing 590 calories or less. The SkinnyLicious® Menu is presented to every guest as an accompaniment to our traditional menu. As a way to highlight the availability of these delicious SkinnyLicious® offerings, we designed the physical menu to be distinctly different in size and shape.

RIGHT VEGAN COBB SALAD





We understand that dietary preferences do not end with calorie counts alone. Our menu has evolved as we continually seek to accommodate a wide variety of dietary preferences and changing tastes. In addition to our SkinnyLicious® Menu, we also have sections of the menu dedicated to Small Plates and Snacks and “Super” Foods (dishes crafted with nutrient-rich ingredients). Our menu also offers more than 40 vegan and vegetarian options, like our in-house veggie burger or our Vegan Cobb Salad.

Like with our other dishes, we continue to innovate and improve upon our vegan and vegetarian offerings. Since the Impossible Burger first appeared on our menu, we have tweaked the recipe and replaced or redesigned key components of the dish to evolve it from a vegetarian offering to a fully vegan offering.

LEFT BEET & AVOCADO SALAD

With a name like The Cheesecake Factory, we certainly understand the importance of a delicious dessert to finish out an amazing meal. Our Godiva® Chocolate Cheesecake is gluten free while our Low-Licious Cheesecake is low carb and gluten free, with no sugar added.

In the spirit of absolute guest satisfaction, we continue to evolve our menu offerings to accommodate the changing tastes and dietary preferences of our guests. After all, The Cheesecake Factory has always been, and will continue to be, all about choices.



Chef Bob Okura

**VICE PRESIDENT OF
CULINARY DEVELOPMENT**

📍 Calabasas, CA

What is your role?

Working directly with the Founder & CEO, my primary role has been to develop new dishes for The Cheesecake Factory and Grand Lux Cafe menus and I have been able to do this for the past 32 years.

How has the profession changed since you started working?

Things like care, finesse and a commitment to quality are still at the heart of the culinary arts. What is changing has more to do with personal preferences of the general dining public - cleaner foods, healthier options, and alternative diets (like vegan, vegetarian, and gluten-free) are now the norm versus the exception.

What does a typical day look like?

I'm not sure that "typical" can actually apply to the activities in the Culinary Center and here's why. We are committed to researching and developing at least 20 new dishes every week for a total of more than 1,000 new dishes every year. What we do on any given day totally depends upon what potential recipes have captured our imaginations. So, no two days are ever the same.

What is the best part of your job?

The best part of my job comes in two parts: First is knowing that my work is making millions of people across the country and around the world very happy when they enjoy the food at our restaurants. Second is working with everyone on our Culinary R&D team. They are amazing and the ones who actually make the culinary magic happen.

What is your favorite dish?

My favorite Cheesecake Factory dish at the moment has to be the Crispy Pork Schnitzel...so crispy, juicy and tender with that indescribably delicious braised red cabbage on the side...nothing could be better. A chef colleague of mine from Germany says that ours is better than what his mother made for him as a child.

What is your "get pumped" song?

Celebration by Kool & The Gang



BAKERY

We own and operate two bakery facilities, one in Calabasas Hills, CA, and one in Rocky Mount, NC, where we create approximately 70 varieties of cheesecakes and other baked desserts based on our proprietary recipes. Just like our restaurants, our bakery is continuously innovating to create new, delicious products.

National Cheesecake Day

Each year on July 30, we celebrate the day we are best known for – National Cheesecake Day. In accordance with tradition, we typically use this day to debut a new cheesecake flavor, which often takes nearly a year to create and finalize. In addition to announcing our new cheesecake offering, we use National Cheesecake Day to support

those experiencing food insecurity. Each year, we donate a portion of the sales from the new cheesecake to Feeding America. Between 2008 and 2019, The Cheesecake Factory has donated more than \$4.9 million to Feeding America through the sale of these specially designated cheesecakes.

ABOVE "FRESH STRAWBERRY" CHEESECAKE - OUR BEST-SELLING DESSERT



AT HOME

We are very excited about the introduction of our new The Cheesecake Factory At Home™ line of delicious products ranging from our signature cheesecakes to ice cream, puddings, and Our Famous “Brown Bread”. These products are available in select retailers nationwide and have gone through the same rigorous internal review as our own dishes – including a review of sourcing down to the individual ingredients. All of this is done to ensure our At Home products match the high-quality standards that our guests have come to expect from us.

Families and friends have come together at The Cheesecake Factory for more than 40 years to celebrate every occasion in life – no matter how big or small. We cherish being a part of the love and joy that comes with these celebrations. It is truly how we fulfill our Purpose. But we also realize there are times in life where celebrations happen at home. No matter what the celebration looks like or where it occurs, we want our guests to have the dishes that bring a smile to their face. To help with that, we created home-style versions of some of our most popular recipes available to everyone on our [website](#).

LEFT OUR FAMOUS BROWN BREAD



Cindy Saravia

AREA DIRECTOR OF OPERATIONS

📍 Boca Raton, FL

How long have you been with The Cheesecake Factory?

25 years, I started as a Server in Boca Raton.

What brought you to the company?

A friend mentioned they had eaten at The Cheesecake Factory in Miami and LOVED it. When one opened in Boca Raton, I took a chance and applied even though I did not know anything about the company.

What is the best part of your job?

The absolute best part of my job is the people I work with and meet. Through the years I have worked with some outstanding people that have become like family to me.

What failure have you learned the most from?

Once upon a time I was a VERY aggressive leader and held everyone accountable in a similar manner. That was not very effective. I learned that I had to get to know what makes each member of my team tick and build on that.

What is your “get pumped” song?

Rise by Katy Perry – such an amazing song!

What is something most people don’t know about The Cheesecake Factory that you want to share?

We have such a rich culture that the general public doesn’t necessarily know about. The things we do behind the scenes to be a more responsible, sustainable company are really inspirational and make me proud. The things we do to take care of our teams also are pretty outstanding. I have seen the company be there for its people in times of need countless times over the years, it’s one of the things I really love about the company. We are always striving to evolve and look for opportunities to improve, we never rest on our laurels. It’s really amazing to be a part of that.



Greg Terrazzano

AREA KITCHEN

OPERATIONS MANAGER

◆ Miami/Fort Lauderdale, FL

How long have you been with The Cheesecake Factory?

25 years

What brought you to the company?

I was going to culinary school while working as a sous chef. My executive chef at the time came over to Cheesecake, and as I learned of the concept I understood it was high volume and scratch cooking with large growth plans.

What current challenges are you worried about? What gives you the most hope?

I'm always thinking about how we can better scale, while maintaining our high culinary standards. But what gives me the best hope is that we have the best operators in the business.

What is one thing you want The Cheesecake Factory to improve on?

Including more people in decision making. I believe we can learn a lot from our people. Knowledge builds engagement!

Given the breadth and number of items on the menu, how do you ensure excellence and quality?

This is challenging at times with an extensive menu. I believe relationships and great communication is key! Standards should be high and we need to celebrate when people are doing things right!

What is your management style?

High standards, attention to detail, challenging the status quo. Always making time for people, being approachable.

Sustainable Sourcing

The Cheesecake Factory has one of the largest and most diverse menus in the industry, as such, developing our Sustainable Sourcing Policy was no simple task. After more than a year of working with numerous stakeholders and partners, we formally published our Sustainable Sourcing Policy in 2016. This policy lays out the social, environmental, and animal welfare goals we plan to accomplish by 2025 (unless an earlier date is noted). Our Sustainable Sourcing Policy addresses a number of important areas - from the welfare of the environment and the treatment of livestock to the conditions of the individuals working in and around farms. It also demonstrates our commitment to leading practices within our supply chain and establishes our buying preference for ingredients that are third-party certified for sustainability, that are environmentally and socially responsible, that

promote animal welfare, and that are traceable back to the source or farm, as feasible and appropriate. Lastly, we will continue to monitor compliance through a variety of supplier self-audits; third-party audits, when feasible and appropriate; and desktop audits.

We realize we have a very complex supply chain, which will require us to work closely with our vendors and business partners to meet our goals in time. We recognize that implementing our policy will be an ongoing journey, one where we are continually learning about the opportunities and challenges to securing high-quality and sustainable ingredients. In this section, we detail current progress towards our Sustainable Sourcing Policy and highlight the opportunities and challenges we have identified along the way.

Our policy is founded on the principles of social, animal welfare, and the environment. These are the criteria with which we seek to align our purchasing strategies.

RIGHT CHICKEN BELLAGIO





ABOVE AVOCADO TOAST



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. Our specific efforts focus on:

- Business Integrity
- Freely Chosen Employment
- Working Hours & Compensation
- Safe Working Conditions
- Fair & Equal Treatment
- Environmental Practices
- Reporting & Record Keeping



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. Our animal welfare goals focus on:

- Health & Management
- Space, Housing, & Enrichments
- Feed, Water, Antibiotics, & Hormones
- Physical Alterations
- Breed Selection
- Transport & Processing



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. Our specific efforts focus on:

- Sustainable Seafood
- Deforestation
- Biodiversity & Pollinators
- Pesticides & Fertilizers
- Water Use



Training, Auditing, and Tracking Progress

We recognize that strong performance in social, environmental, and animal welfare requires mutual commitment 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 achieve these goals by 2025.

EVALUATION & ADHERENCE PROCESS



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. The department conducts a wide range of activities and oversees multiple responsibilities. 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 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.



Hari Nagabhirava

SENIOR VICE PRESIDENT
OF SUPPLY CHAIN

📍 Calabasas, CA

What is your role?

I am the supply chain leader at The Cheesecake Factory Incorporated, where I lead and work alongside an incredibly talented team of supply chain associates who source and distribute food and non-food commodities to all our incredible restaurants and concepts.

What does a typical day look like?

Each day is exciting for me and my team as we discover new supply sources and manage product distribution to our restaurants in a complex environment. Our goal is to support our incredible restaurant associates with all of their product needs on time, every day.

What current challenges are you worried about? What gives you the most hope?

I am worried about climate change and how it will impact food sources within this decade. I am hopeful that with more awareness we can be better stewards of our natural resources and change behaviors to be more sustainable for the future.

What is your best habit, and what is your worst?

Reading. Something which stuck with me since I was a child. My worst is I can never stick to my commitment to work out!

What is one thing you want The Cheesecake Factory to improve on?

We need to balance our decision-making with data & analytics on one side and entrepreneurship on the other side. This balance will make us unbeatable in quality and innovation.

What can you not stop thinking about?

My football team - Bayern Munich!!

How has the profession changed since you started working?

The profession is evolving rapidly. It is more data-driven now and is continuing to evolve with the advent of AI. Also, the profession is now fully committed to social responsibility principles and we drive them in every conversation with our supplier partners.

Our Approach

In the pages to come, we provide an account of our performance towards each of our goals. For each goal that is a part of our policy, we have detailed:




- a. the specific goal language
- b. the current status (using the colored key at left)
- c. our progress to date, and any insights or challenges we have encountered in pursuit of our goal.

The information in this report comes from consultation with subject matter experts, guidance from data reporting and verification best practices, and collaboration with our internal auditing and assurance team. The presented information is gathered from responses we have received from our suppliers for the reporting year as a part of our annual supplier reporting process. Please

note that when our performance is denoted as a “percentage of supply”, this percentage is calculated based on our annual volume for each specific category.

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

Key

-  Completed
-  In-Progress
-  Delayed

SOCIAL

As part of our ongoing effort to source in a sustainable and socially responsible manner, we have aligned with a number of well-recognized national and international labor standards as reflected in our Sustainability Code of Conduct. Our Sustainability Code of Conduct, based on international standards from the United Nations and developed in consultation with Liberty Shared, seeks to uphold our values and principles by establishing certain standards for our suppliers with respect to legal requirements, ethical practices and environmental standards. We recognize that the root causes of many of our sustainability challenges are multi-faceted and complex. This requires multiple levels of engagement, not just from business but also from local and national governments and attention not only to environmental challenges, but also to the challenges

potentially faced by individuals involved in our supply chain. Therefore, our Sustainable Sourcing Policy and our Sustainability Code of Conduct are intended to work together to identify and design solutions that match the challenging scope of shifting to sustainable and socially-responsible sourcing. As part of this shift, we regularly review the Sustainability Code of Conduct and the Sustainable Sourcing Policy and revise for, among other things, changes in sustainability standards and practices, process improvements, and the like. At a high level, our expectations of our suppliers is as follows:

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 this Code.





“

The Cheesecake Factory is a best-in-class example for how restaurant companies can proactively engage on sustainable seafood within their operations.”

—WENDY NORDEN, SCIENCE DIRECTOR
MONTEREY BAY AQUARIUM SEAFOOD
WATCH PROGRAM

ENVIRONMENT

When it comes to our menu, we strive to source not only the highest quality ingredients, but also those that are sustainably managed and produced. Globally, there is evidence that fresh water is increasingly scarce, wildlife habitat and biodiversity are declining, and natural resources such as healthy soil, wild fish stocks, and pollinators are coming under increased pressure. We believe it is our responsibility to protect and better manage these vital living systems, as they keep our air breathable, water drinkable, and allow us to serve delicious food.

While we cannot do everything all at once, we seek to focus on the highest priority issues and are partnering with our suppliers to limit our sourcing to ingredients that are produced sustainably and managed so as to minimize any adverse impact to local biodiversity and wildlife habitat.



A NOTE ON SEAFOOD

The foundation for much of our sustainable seafood work is traceability.

We have focused heavily over the last few years to better track our seafood purchases from water to plate, particularly for our wild-caught seafood products. Through this work we have been able to identify where we were already mirroring our social and environmental goals, and where we need to make additional improvements.

To help us with these improvements we began a formal partnership with the Monterey Bay Aquarium Seafood Watch program in 2017. As a formal business partner of Seafood Watch, we have worked over the last three years to advance our sustainable seafood goals in both our own supply chain and in the broader industry.

A Highlight on Our Seafood Performance

- As a part of our partnership with Seafood Watch, we actively participate in several pre-competitive working groups on key seafood species, helping to develop new sustainable practices for suppliers.
- We have grown the number of seafood products we source which are either eco-certified from respected third parties, including Marine Stewardship Council (MSC), Better Aquaculture Practice (BAP), and Aquaculture Stewardship Council (ASC), or recognized by Seafood Watch as environmentally responsible (Best Choices or Good Alternatives).
- We are exploring opportunities to engage and work directly with source fisheries and their management bodies for key wild-caught species.

BELOW CAJUN JAMBALAYA PASTA



SEAFOOD

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Working towards sourcing environmentally and socially responsible seafood as defined by industry programs (such as Monterey Bay Aquarium Seafood Watch).</p>	<ul style="list-style-type: none"> Through collaborative efforts with our suppliers and our partnership with the Monterey Bay Aquarium Seafood Watch program, we instituted a new management program to better monitor, trace, and evaluate the sustainability of the seafood we source, which in instances can now provide traceability down to an individual vessel level. Since 2016, we have worked in close partnership with our suppliers, and have shifted 38% of our purchasing volume out of the red rating and into green or yellow ratings. 	<ul style="list-style-type: none"> Seafood is one of the more challenging ingredients we purchase, given the wide range of species, production practices (wild caught / aquaculture), as well as geographic locations, so it has been and will remain a key area of focus going forward. Several species remain a challenge for us, most notably squid and crab. This is often due to poor fishery oversight at source locations, catch practices, as well as a lack of alignment on the needed improvements between the various stakeholders. We are working to address this through pre-competitive collaboration with our peers and others via working groups and specific projects.

PALM OIL & DEFORESTATION

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing sustainably certified palm oil (RSPO) by 2020 and establishing a buying preference for fully traceable palm oil that does not come from deforestation or clearing of high carbon stocks.</p>	<ul style="list-style-type: none"> Our direct purchases of palm oil are RSPO certified, and from suppliers who have committed to no deforestation and no development on peat/ high carbon stock forests. 	<ul style="list-style-type: none"> We are working to further monitor and evaluate the palm oil sourcing practices of the ingredients we purchase where palm oil may be used as a sub-ingredient.
	<p>Working towards zero deforestation particularly from the sourcing of our produce, cocoa, coffee, and tea.</p>	<ul style="list-style-type: none"> We have made strong progress to combat deforestation related to our RSPO palm oil and are continuing to improve our ability to screen for deforestation related to produce, cocoa, tea, and coffee. 	<ul style="list-style-type: none"> Deforestation is a complex issue which presents several unique challenges, such as traceability and transparency, that will require collective action for us and others to address. As such we are continually seeking opportunities for engagement to ensure our sourcing does not lead to deforestation.

A NOTE ON PRODUCE

We fundamentally understand that sustainable agriculture is a highly complex, ingredient-specific and even site-specific undertaking.

For this reason, we designed our sustainable sourcing goals with an understanding of the interconnectedness of sustainability issues and of the goals themselves.

Given the large variety of fresh produce (fruit and vegetables) we purchase, it was not immediately apparent which produce items had the greatest sustainability risk or opportunity related to our goals and subsequently which should be our initial focus for improvement. After talking with a number of different experts and receiving often contradictory advice, we decided that the best way forward was to develop our own robust methodology with which to prioritize each produce item we purchase and the location(s) we buy it from. Our methodology utilizes peer-reviewed science and data





for key areas including labor, water use, pesticides, fertilizer, biodiversity, pollinators, deforestation, as well as volume and spend.

Using this methodology, we evaluated the sustainability performance of several hundred produce ingredients, ultimately identifying our top priority ingredients based on risk and opportunity. These priority ingredients make up about 30% of our annual produce by volume, including: asparagus; lettuce (romaine, iceberg, boston, and red leaf); peppers (red bell and yellow bell); chiles (ancho, guajillo, poblano and serrano); and strawberries. While our sustainability goals related to produce cover the breadth of our produce purchases, the reported progress here covers only the above identified priority ingredients.




In 2019, we initiated a more formal engagement with our produce partners for these priority ingredients, to both understand their current performance against our sustainable sourcing goals and to identify feasible, mutually beneficial improvement strategies. Through this process, we reviewed many of our produce partners' programs, standard farm operating procedures (SOPs), Good Agricultural Practices (GAP) audits, field level resource consumption data and more in order to analyze on-farm practices and sustainability impacts.

Through this work, our team was able to develop an understanding of where we and our produce partners are performing well, and where we still have room and need for improvement. We are proud that we have received compliments from several of our produce partners on our rigorous yet empathetic approach to sustainability for produce and are excited to share the initial results of this work with you on the following pages.

PRODUCE

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Achieve a 15% reduction (from 2015 baseline) in the amount of water, synthetic pesticides, and synthetic fertilizers our suppliers use to grow our produce.</p>	<ul style="list-style-type: none"> • Our produce partners employ best management practices to address the efficiency of their water, pesticide and fertilizer use. These practices include: <ul style="list-style-type: none"> ○ 68% implemented water-saving technologies and practices including drip irrigation, soil moisture sensing, and consumption measurement. ○ 82% implemented pesticide-reduction practices such as IPM plans. ○ 54% implemented precision fertilizer practices such as fertigation. 	<ul style="list-style-type: none"> • The absolute quantity of water, pesticides and fertilizer a crop needs can vary greatly based on site-specific ecological factors, as well as variable climate factors. This means that to use resource consumption data to locate the greatest opportunities for improvement would be too simplistic an approach. We are working closely with trusted produce partners and agricultural sustainability experts to engage deeply and identify key opportunities for reducing overall use of water, pesticides and fertilizers in our produce supply chain.
	<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"> • 50% of our produce partners do not use pesticides that are listed as World Health Organization (WHO) Classes 1a or 1b. 	<ul style="list-style-type: none"> • We respect that plant protection is a complex science, and we continue to look to experts in the field for emerging information about pesticide toxicity and appropriate use. We are also working to learn more from our suppliers who have been able to successfully transition to no use of WHO Class 1a and 1b pesticides.
	<p>Working to reduce pesticides classified as type 2 and 3 by the World Health Organization for the ingredients we purchase.</p>	<ul style="list-style-type: none"> • The vast majority of our produce partners have implemented actions to reduce both the volume and toxicity of pesticides (mainly WHO Classes 1, 2, and 3). 	
	<p>Encouraging produce suppliers to submit and implement annual integrated pest management plans.</p>	<ul style="list-style-type: none"> • 82% of produce partners have IPM plans and practices in place. 	<ul style="list-style-type: none"> • We are working with our produce partners who have implemented IPM plans to better understand and track the scope of their plans and practices.

PRODUCE (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<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"> 77% of produce partners have a biodiversity plan in place and/or have conducted biodiversity projects, such as creating riparian buffers, crop rotations, and invasive species management. 	<ul style="list-style-type: none"> We are working to better improve our ability to identify biodiversity hotspots located near our sourcing locations, and also be able to identify the appropriate conservation measures.
	<p>Create and implement a pollinator and beneficial insect conservation plan as a part of the larger biodiversity action plan.</p>	<ul style="list-style-type: none"> 29% of produce partners have a pollinator plan in place and/or have conducted projects that benefit pollinators, including habitat building, staff training, and integrated pest management. 	<ul style="list-style-type: none"> Just as many sustainability challenges are intrinsically interconnected, so are many of our sustainable sourcing goals. For example, though many produce partners are aware of and taking action on the issue of pollinator health, many are also using pesticides that are highly toxic to bees. As we address pesticide use through several of our sustainable sourcing goals, we continue to track the use of pesticides that are highly toxic to bees, so that we can work to reduce and/or eliminate these.
	<p>Working to source certain unique produce ingredients which have traditionally gone to waste as unusable and/or unsellable.</p>	<ul style="list-style-type: none"> A number of produce items have been collectively evaluated by our Purchasing, Sustainability, and Culinary teams to determine applicability to our operations and restaurant concepts. 	<ul style="list-style-type: none"> During our evaluation of unique produce opportunities, the key challenge we often encountered was logistics and transportation cost. Going forward, we are looking for innovative opportunities and partnerships to help reduce this cost and open up additional supply.

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, which we plan to achieve fully by 2025 (unless an earlier date is otherwise noted). Our animal welfare goals seek to promote quality as well as the humane and ethical treatment of animals in our supply chain. When our goals are achieved, we will source broiler chickens, pigs, beef cattle, dairy cows, and laying hens only from suppliers who are committed to the “five freedoms” of animal welfare, which include:

- Freedom from hunger and thirst
- Freedom from living in discomfort
- Freedom from pain
- Freedom to express normal species behavior
- Freedom from fear and distress

HIGHLIGHTS AND KEY SUCCESSES FROM 2019

- We developed species-specific key performance indicators (KPIs) to standardize and enhance our internal and external reporting related to animal welfare.
- We created species-specific Supplier Implementation Guides, which detail our animal welfare requirements and provide supporting resources for how ingredients and products are to be raised, transported, and harvested by our suppliers.
- We facilitated detailed supplier reporting and disclosure programs for pigs, beef cattle, dairy cows, broiler chickens, and laying hens.
- We initiated several projects with the Monterey Bay Aquarium Seafood Watch Program to reduce antibiotic and chemical usage and improve the overall sustainability for aquaculture seafood products.



The Cheesecake Factory’s ranking in Tier 3 of the 2019 Benchmark indicates that the company has an established approach to farm animal welfare, as evidenced by the company’s Sustainable Sourcing Policy and its detailed animal welfare performance update, which is published annually. The company performs well above the average score for companies in the restaurants and bars sector. We look forward to seeing further evidence of how The Cheesecake Factory is implementing its animal welfare commitments across its operations and supply chain.”

**— NICKY AMOS, EXECUTIVE DIRECTOR,
BUSINESS BENCHMARK FOR FARM ANIMAL
WELFARE**

COLLABORATION & INNOVATION

As a part of our efforts, we continue to work with a number of leading organizations, partners, industry groups, and stakeholders to implement and facilitate our animal welfare goals. This collaboration is important, as some of the animal welfare issues we would like our suppliers to address must happen at a broader industry level if our own goals are to be achieved. Additionally, given the multifaceted challenges of sustainable food production, it is important that in the pursuit of higher animal welfare standards, other significant tradeoffs such as environmental impacts do not occur. As such, we continue to collaborate with others across our industry.

Partnerships and collaborations include:

- National Dairy Farm Program - Farmers Assuring Responsible Management (FARM)
- Certified Humane by Humane Farm Animal Care
- Global Animal Partnership
- National Pork Board
- National Restaurant Association - Sustainability Executive Session
- World Animal Protection
- Monterey Bay Aquarium - Seafood Watch
- Restaurant Roundtable for Sustainability

Supplier Implementation Guides

Our Supplier Implementation Guides detail specific management practices and supporting resources related to the animals under their care. These Supplier Implementation Guides contain several levels of requirements, which our suppliers are disclosing through self-audits, and we are tracking for adherence as part of our animal welfare policy.

Each Supplier Implementation Guide is species-specific and builds from leading resources such as Certified Humane by Humane Farm Animal Care, Global Animal Partnership, and best practices from industry groups such as the National Dairy Farm Program and others. The resources and practices described in the Supplier Implementation Guides were further developed and reviewed through a consultation process with World Animal Protection (WAP).

The Supplier Implementation Guides focus on several key areas which we are working to achieve by 2025, including:

- **Breed Selection** – Breed selection can have multiple implications for the welfare of animals, operational management, and overall productivity; therefore, we are providing guidance to suppliers to ensure they are evaluating health and welfare and not just productivity when selecting breeds. The Supplier Implementation Guides require suppliers to source animals that have not been subject to genetic engineering or cloning.
- **Feed, Water, Antibiotics, & Hormones** In order to promote positive health and welfare, the Supplier Implementation Guides require suppliers to provide a wholesome, holistic, and high-quality diet, free from hormones, growth promoters, and antibiotics. These guides also detail food and water withdrawal periods before loading, transport, and slaughter. While there are varying antibiotic standards, the

Supplier Implementation Guides require our suppliers to adopt a no antibiotics ever program (NAE), whereby any animals receiving antibiotics will not enter our supply chain. It is important to note that we will never ask or support a producer withholding appropriate veterinary care from a sick or injured animal.

- **Housing & Enrichments** – We believe animals will show healthy growth, reduced rates of disease and lameness, and lower levels of aggressiveness when the housing types and environmental enrichments that are provided allow for greater freedom of movement and expression of natural behaviors, which in turn reduces the need for physical alterations. Accordingly, our Supplier Implementation Guides prohibit the use of production or confinement systems which do not meet certain specified animal welfare criteria. Additionally, we are working to better understand and influence the future capital expenditures of

suppliers related to housing types and design, so as to improve housing-related issues like air quality, freedom of movement, and access to natural light.

- **Health & Management** – A high degree of caring and responsible management is vital to ensure animal welfare. The Supplier Implementation Guides require that suppliers' management and key staff are thoroughly trained and competent in animal husbandry and welfare and have a good working knowledge of their system and the animals under their care. Additionally, the Supplier Implementation Guides require suppliers and producers to have a written animal health plan, developed in consultation with a veterinarian that, depending on the species, includes monitoring and reporting on body condition scoring, rates of lameness, morbidity and mortality causes, euthanasia policies, stocking densities, foot pad dermatitis, vaccinations, and management strategies to minimize aggressiveness.

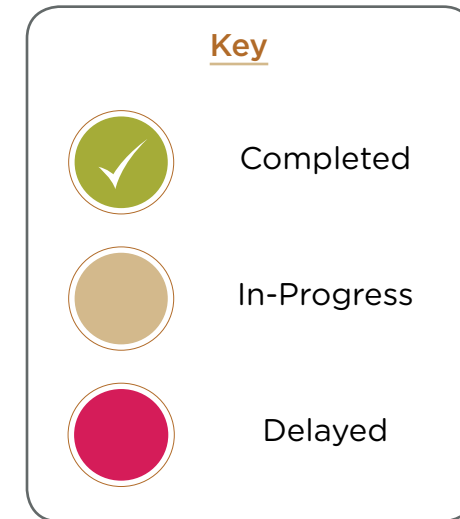
- **Physical Alterations** – Recent studies have demonstrated the need to perform physical alterations on animals can be greatly reduced or even eliminated by reducing overall stress, better managing housing densities, and providing environmental enrichments that allow animals to display natural behaviors. When physical alterations must be performed, the Supplier Implementation Guides require suppliers adhere to best practices related to the age of the animal, method used, provision of pain relief, and require express written permission from us for the practice to be performed.
- **Handling & Transport** – We believe animal handling and transport systems should be designed and implemented to minimize unnecessary distress or discomfort, and to provide adequate space and thermal comfort. Accordingly, the Supplier Implementation Guides require

suppliers to keep the handling and transport of animals to an absolute minimum, and for personnel involved with handling and transport of animals to be thoroughly trained and competent to carry out the tasks required of them.




- **Processing & Harvesting** – The Supplier Implementation Guides require for animals to be slaughtered as soon as possible following arrival at a processing facility and to be slaughtered as close as possible to the point of rearing to minimize travel times. The guides require harvested animals to be stunned prior to processing, and we encourage the implementation of Controlled Atmosphere Stunning (CAS) and Video (CCTV) recording for processing facilities.

Animal Welfare Goals

For each animal welfare goal that is a part of our policy, we have detailed over the following pages, by species: the current status (using the colored key below), the specific goal language, our progress to date, and a snapshot of our future outlook.






DAIRY COWS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free dairy, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> • When antibiotics are to be provided due to ill health, then strict withdrawal periods must be met to ensure no traces of the medicine remain in the milk. • While our dairy suppliers have committed to responsible use of antibiotics with veterinary oversight, we are continuing to work with our suppliers to source no antibiotics ever (NAE). 	<ul style="list-style-type: none"> • The majority of the food service and restaurant industry antibiotic goals are focused on eliminating antibiotics medically important to human use. The group of companies committed to NAE is significantly smaller. As such, we face challenges as our collective purchasing power is not yet large enough to sway larger producers and suppliers to pursue NAE if they are not already doing so. To address this, we are actively partnering with our producers and suppliers to build a phased approach around their commitments to phase out medically important antibiotics and actively establish a pathway to NAE production in alignment with our goals.
	<p>Phasing out physical alterations as a preventive measure, including for dairy cows: tail docking, dehorning, disbudding, and ear notching. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> • Tail Docking <ul style="list-style-type: none"> ○ 95% of our supply is free from tail docking. • Dehorning & Disbudding <ul style="list-style-type: none"> ○ <1% of our supply is free from dehorning or disbudding. ○ While the majority of our supply is subject to dehorning or disbudding, 82% of our supply is provided pain relief during the procedure. • Ear Notching <ul style="list-style-type: none"> ○ 74% of our supply is free from ear notching. 	<ul style="list-style-type: none"> • We are working in tandem with our suppliers and animal welfare partners to better understand current and emerging best practices related to physical alterations.
	<p>Ensuring our dairy comes from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.</p>	<ul style="list-style-type: none"> • At present, approximately 37% of our supply meets this standard. 	<ul style="list-style-type: none"> • Given a wide range of feed practices from our suppliers, based on local conditions and product specifications, we are continuing to work with our suppliers to ensure their specific feed formulations and standards utilize high quality and holistic feed, and are working to verify the specific feed types being provided.




DAIRY COWS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing dairy and dairy products free from rBST/rBGH.</p>	<ul style="list-style-type: none"> 76% of our supply is produced without the use of rBST/rBGH. 	<ul style="list-style-type: none"> We are continuing to work with our suppliers who may not be in direct control of their own dairy sourcing to increase the percentage of rBST/rBGH free dairy.
	<p>Ensuring dairy cows have adequate space to move freely and eliminating the practice of tethering cattle (except during milking or veterinary care).</p>	<ul style="list-style-type: none"> The majority 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. 23% of our supply comes from cows not tethered (except during milking or veterinary care). 	<ul style="list-style-type: none"> We are continuing to partner with our suppliers to develop strategies for further implementing improved animal welfare practices related to space requirements and tethering.


PIGS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free pork, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> • Our pork suppliers are practicing responsible use of antibiotics with veterinary oversight. • We are continuing to work with our suppliers to source no antibiotics ever (NAE). 	<ul style="list-style-type: none"> • The majority of the food service and restaurant industry antibiotic goals are focused on eliminating antibiotics medically important to human use. The group of companies committed to NAE is significantly smaller. As such, we face challenges as our collective purchasing power is not yet large enough to sway larger producers and suppliers to pursue NAE if they are not already doing so. To address this, we are actively partnering with our producers and suppliers to build a phased approach around their commitments to phase out medically important antibiotics and actively establish a pathway to NAE production in alignment with our goals.
	<p>Phasing out physical alterations as a preventive measure, including for pigs: tail docking, castration, teeth clipping, and ear notching. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> • Tail Docking <ul style="list-style-type: none"> ○ 11% of our supply is free from tail docking. ○ 65% of our supply is subjected to tail docking at <7 days of age. ○ 48% of our supply that is subjected to tail docking is provided pain relief during the procedure. • Castration <ul style="list-style-type: none"> ○ 30% of our supply is castrated at >3 days of age. ○ 46% of our total supply is provided pain relief during the procedure. • Ear Notching & Teeth Clipping <ul style="list-style-type: none"> ○ >95% of our supply is free from ear notching or teeth clipping. 	<ul style="list-style-type: none"> • We are working in tandem with our suppliers and animal welfare partners to better understand current and emerging best practices, particularly around approved types of pain relief and proactive management strategies to help reduce or eliminate the need for physical alterations. This includes several pilot projects implemented by suppliers to test non-surgical castration of boars.
	<p>Sourcing pigs free from added growth hormones and growth promoters.</p>	<ul style="list-style-type: none"> • At present, 46% of our supply is raised without growth hormones and promoters. 	<ul style="list-style-type: none"> • We are continuing to work with our suppliers to better understand strategies and challenges to sourcing product free from growth hormones and promoters, particularly beta-agonists like ractopamine.




PIGS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Eliminating pig gestation crates from our supply chain by 2020.</p>	<ul style="list-style-type: none"> • 17% of our supply is raised without the use of gestation crates at all. • 9% of our supply is raised in gestation crates for <28 days. • 29% of our supply is raised in gestation crates for <45 days. 	<ul style="list-style-type: none"> • We are continuing to work with our suppliers to phase out gestation crates/stalls where they are still in use and are also working to learn more from our suppliers who have been able to successfully transition to no use (zero days) of gestation crates/stalls. • A challenge we continue to encounter is that there is not a commonly applied definition of gestation crate free in the industry or amongst our peers. While we believe gestation crate free to be zero days, some producers and peer companies define 30-60 days of sow confinement as “gestation crate free” or have switched to “group sow housing” with an undefined number of days of gestation crate use. Since this was not our intent, we are building from the currently recommended average of less than 28 days and are continuing to work with our suppliers towards zero days.
	<p>Ensuring all pigs are housed in a group pen setting from birth as appropriate and are provided environmental enrichments.</p>	<ul style="list-style-type: none"> • At present, the majority of our suppliers house pigs in group housing. • Farrowing <ul style="list-style-type: none"> ○ 74% of our supply is housed in farrowing crates for on average 21 days. • Environmental Enrichments <ul style="list-style-type: none"> ○ 6% of our supply is provided enrichments including hanging toys, ropes, chains, bar-mounts, movable objects, and straw. 	<ul style="list-style-type: none"> • The continued uncertainty and challenges with the current trade climate is making a number of producers reluctant to invest in new infrastructure or improved housing, and as a result, changes to farrowing and gestation crates/stalls, or certain environmental enrichments are more difficult.
	<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"> • At present, 46% of our supply is raised without growth hormones and promoters. 	<ul style="list-style-type: none"> • We are continuing to work with our suppliers to better understand strategies and challenges to sourcing product free from growth hormones and promoters, particularly beta-agonists like ractopamine.




PIGS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Ensuring that during transport, pigs are handled by trained staff using low stress handling techniques and that there is adequate space and thermal comfort for animals. Any sick or injured animals or animals that may have difficulty withstanding transport may not be transported without veterinary treatment.</p>	<ul style="list-style-type: none"> • We understand live animal transport creates stress for the animals, and so we ask our suppliers to implement training and programs (Pork Quality Assurance (PQA+), Transport Quality Assurance (TQA), Pork Avenue, etc.). 77% of our supply is transported under these programs. • 38% of our supply is transported to slaughter in under 8 hours. 	<ul style="list-style-type: none"> • We are continuing to partner with our suppliers to gain visibility into the transportation process, and to work with them on strategies and practices that lower stress levels and improve comfort for animals being transported to processing facilities.
	<p>Ensuring humane practices, such as controlled atmosphere stunning (CAS) or controlled atmosphere killing (CAK), are utilized prior to harvest, and support tools such as live video monitoring to ensure humane processing.</p>	<ul style="list-style-type: none"> • Animals harvested by our suppliers and vendors are required to be rendered unconscious prior to slaughter in order for them to be insensible to pain and distress until death. • 34% of our supply comes from CAS (CO2 stunning) facilities, with about 99% under the North American Meat Institute guidelines. 	<ul style="list-style-type: none"> • We are continuing to encourage our suppliers to utilize and invest in controlled atmosphere stunning (CAS) and are encouraging the continued adoption and use of third-party remote video monitoring for both sow farms and processing facilities.




BEEF CATTLE

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free cattle, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> • Our suppliers for cattle are practicing responsible use of antibiotics with veterinary oversight. • We are continuing to work with our suppliers to source no antibiotics ever (NAE). 	<ul style="list-style-type: none"> • The majority of the food service and restaurant industry antibiotic goals are focused on eliminating antibiotics medically important to human use. The group of companies committed to NAE is significantly smaller. As such, we face challenges as our collective purchasing power is not yet large enough to sway larger producers and suppliers to pursue NAE if they are not already doing so. To address this, we are actively partnering with our producers and suppliers to build a phased approach around their commitments to phase out medically important antibiotics and actively establish a pathway to NAE production in alignment with our goals.
	<p>Phasing out physical alterations as a preventive measure, including for beef cattle: dehorning, disbudding, ear notching, and castration. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> • Dehorning/Disbudding & Castration <ul style="list-style-type: none"> ○ <1% of our supply that is subjected to dehorning, disbudding, or castration is provided pain relief during the procedure. • Tail Docking and Ear Notching <ul style="list-style-type: none"> ○ >95% of our supply is free from tail docking or ear notching. 	<ul style="list-style-type: none"> • We will continue to partner with our suppliers to develop strategies for further implementing improved welfare practices related to physical alternations.
	<p>Sourcing beef cattle free from added growth hormones and growth promoters.</p>	<ul style="list-style-type: none"> • <1% of our supply is raised without use of growth hormones or promoters. 	<ul style="list-style-type: none"> • We are continuing to learn from suppliers who are raising beef cattle without the use of growth hormones and promoters, so that we can bring their efforts to our other beef cattle suppliers.



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"> At present, approximately 36% of our supply meets this standard. We are continuing to work with our suppliers to source no antibiotics ever (NAE). 	<ul style="list-style-type: none"> We are continuing to work with our suppliers to ensure high quality and holistic feed and are working to verify the specific feed types provided.
	<p>Ensuring that during transport, animals are handled by trained staff using low stress handling techniques and there is adequate space and thermal comfort for animals. Any sick or injured animals or animals that may have difficulty withstanding transport may not be transported without veterinary treatment.</p>	<ul style="list-style-type: none"> Over 50% 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. 47% of our supply is transported to slaughter in under 8 hours. 	<ul style="list-style-type: none"> We are continuing to partner with our suppliers to gain visibility into the transportation process. Specifically, we are working to better understand the transportation and journey times to processing facilities, so as to better monitor and minimize pre-slaughter transport times, in line with expert animal welfare guidance.
	<p>Ensuring humane practices, such as controlled atmosphere stunning (CAS) or controlled atmosphere killing (CAK), are utilized prior to harvest, and support tools such as live video monitoring to ensure humane processing.</p>	<ul style="list-style-type: none"> Animals including both beef cattle and dairy cows harvested for us by our suppliers and vendors are required to be rendered unconscious prior to slaughter so that they are insensible to pain and distress before death. About half of our beef cattle are processed at facilities which include 3rd party remote video auditing (RVA) of animal welfare practices. 	<ul style="list-style-type: none"> We are working to better understand new research and best practices related to humane processing and are encouraging the continued adoption and use of third-party remote video auditing across the industry.




LAYING HENS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free eggs, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> • At present, antibiotics are used only occasionally for disease prevention and treatment and when used, are used responsibly and with veterinary oversight. • Approximately 3% of our supply is confirmed to have never been administered antibiotics. 	<ul style="list-style-type: none"> • While these current efforts are an important step, we are continuing to work with our suppliers to source no antibiotics ever (NAE) products.
	<p>Phasing out physical alterations as a preventive measure, including for laying hens: beak trimming, dubbing, de-spurring, and de-toeing. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> • At present all of our egg supply comes from hens that are beak trimmed, generally with infra-red at 1-day of age or precision trimming at 9 days. 	<ul style="list-style-type: none"> • We are working with our suppliers to better inventory their current debeaking practices so as to develop strategies to identify and prevent incidences of feather pecking and cannibalism quickly.
	<p>Sourcing 100% cage-free eggs for restaurant operations by 2020, and for bakery operations by 2025.</p>	<ul style="list-style-type: none"> • As of 2019 our restaurants sourced 19% cage-free shell eggs. However, as of the date of publication in 2020, our restaurants and west coast bakery are on track to be 100% cage-free (liquid and shell) with our east coast bakery remaining on track to reach our 2025 cage-free egg goal for our bakeries. • A number of suppliers have also switched to cage-free eggs for products where eggs are a sub-ingredient. 	<ul style="list-style-type: none"> • We are on track to meet both our 100% cage-free egg goal for our restaurants as well as for our two bakeries.






LAYING HENS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Offering environmental enrichments (such as perches, litter, and pecking objects) for egg laying hens.</p>	<ul style="list-style-type: none"> • 17% 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). • 7% of our supply is provided with natural light. 	<ul style="list-style-type: none"> • We are continuing to work with our suppliers and partners to better determine the most effective enrichments as well as the best flock age to introduce enrichments.
	<p>Ensuring our eggs from laying hens come from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.</p>	<ul style="list-style-type: none"> • At present, approximately 81% of our supply meets this standard. 	<ul style="list-style-type: none"> • Our suppliers currently provide a nutritious diet specifically designed to meet each hen's age-related needs and we are further working with them to ensure high quality and holistic feed.

BROILER CHICKENS

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Sourcing antibiotic-free broiler chickens, defined as no-antibiotics ever (NAE). We will not support a supplier withholding appropriate veterinary care from a sick or injured animal, but once treated with antibiotics, these animals may not enter our supply chain.</p>	<ul style="list-style-type: none"> • Our suppliers for broiler chickens are practicing responsible use of antibiotics with veterinary oversight. • We are continuing to work with our suppliers to source no antibiotics ever (NAE). 	<ul style="list-style-type: none"> • The majority of the food service and restaurant industry antibiotic goals are focused on eliminating antibiotics medically important to human use. The group of companies committed to NAE is significantly smaller. As such, we face challenges as our collective purchasing power is not yet large enough to sway larger producers and suppliers to pursue NAE if they are not already doing so. To address this, we are actively partnering with our producers and suppliers to build a phased approach around their commitments to phase out medically important antibiotics and actively establish a pathway to NAE production in alignment with our goals.
	<p>Phasing out physical alterations as a preventive measure including: beak trimming, dubbing, caponization, de-spurring, and de-toeing. When physical alterations are undertaken, pain management must be administered and/or best practices implemented.</p>	<ul style="list-style-type: none"> • Beak Modifications <ul style="list-style-type: none"> ○ 57% of our supply has no beak modifications performed. ○ 31% of our supply has their beaks trimmed using infra-red, with not more than 1/3 of the beak removed. 	<ul style="list-style-type: none"> • We are working with our suppliers to better understand their use of physical alterations and to assess the potential implications from using slower growing breeds.
	<p>Ensuring that during transport, animals are handled by trained staff using low stress handling techniques and there is adequate space and thermal comfort for animals. Any sick or injured animals or animals that may have difficulty withstanding transport may not be transported without veterinary treatment.</p>	<ul style="list-style-type: none"> • We ask suppliers to ensure staff responsible for transportation and transport equipment be trained in the proper handling of birds when catching, loading, unloading, and while in transit. Additionally, several of our suppliers have implemented third-party remote video auditing (RVA) programs to help monitor live bird handling. • 57% of our supply is transported to slaughter in under 8 hours. 	<ul style="list-style-type: none"> • We are continuing to partner with our suppliers to gain visibility into the transportation process.

BROILER CHICKENS (CONTINUED)

STATUS	2025 GOAL	CURRENT PERFORMANCE TO GOAL	INSIGHTS & CHALLENGES
	<p>Ensuring our broiler chickens come from suppliers who utilize a wholesome, quality, and holistic feed with no animal by-products.</p>	<ul style="list-style-type: none"> At present, approximately 60% of our supply meets this standard. 	<ul style="list-style-type: none"> Our suppliers currently provide a nutritious diet specifically designed to meet each bird's age-related needs and we are further working with them to ensure high quality and holistic feed.
<p>In alignment with Global Animal Partnership (GAP) 5-Step™ Animal Welfare Rating Standards for Chickens Raised for Meat v2.0, we are committed to:</p>			
	<p>Purchasing broiler chickens raised without the use of fast-growing practices or breeds.</p>	<ul style="list-style-type: none"> Breeds <ul style="list-style-type: none"> 30% of our supply comes from slower growth breeds and/or practices. 	
	<p>Lowering the maximum stocking density for broiler chickens to be equal to or less than 6 pounds per square foot within supplier's operations.</p>	<ul style="list-style-type: none"> Density <ul style="list-style-type: none"> 30% of our supply is stocked at a density of <6 lbs. per sq. ft. 	<ul style="list-style-type: none"> We are currently working, as are many in the industry, to better identify and define slower growing breeds and practices.
	<p>Offering environmental enrichments (such as lighting, perches, litter, and pecking objects) for broiler chickens.</p>	<ul style="list-style-type: none"> 25% of our supply is provided with environmental enrichments, with these enrichments generally provided within the first week. 25% of our supply is raised in production facilities with natural light. 	<ul style="list-style-type: none"> Several of our suppliers are conducting pilot programs to better determine the most effective enrichments as well as the best flock age to introduce enrichments.
	<p>Expanding humane slaughter practices of CAS/CAK to include the elimination of live shackling or live dumping.</p>	<ul style="list-style-type: none"> Animals harvested by our suppliers and vendors are required to be rendered unconscious prior to slaughter in order for them to be insensible to pain and distress before death. <1% of our supply comes from CAS (CO2 stunning) facilities. 	<ul style="list-style-type: none"> We are continuing to encourage our suppliers to utilize and invest in CAS, with several suppliers currently planning to transition to CAS by 2022.

VEAL CALVES

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

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 responsible for ensuring 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.





FOOD SAFETY HIGHLIGHTS

- 100% of our restaurants are inspected by a third party auditing company on a monthly basis.
- Our staff perform food safety self-audits at the beginning of each shift.
- Our kitchen staff conduct line checks every three hours. This includes checking temperatures of foods that must be maintained at specified temperatures to ensure safety, checking labels, making sure food is covered properly, checking sanitizer buckets, ensuring utensils are stored properly and stations are clean.
- We require logs to be completed for all foods that are in the cooling process. Compliance is monitored through the third party monthly audit program.
- Our Quality Assurance (QA) team monitors and responds to any health department or third party audit infractions, requiring restaurants to complete a Corrective Action Plan (CAP).
- We immediately follow-up, through a “Red Alert” system, on any critical issues.
- Staff receive robust training on food safety and sanitation at the start of their employment.
- All managers are required to pass the ServSafe Manager Course and maintain a valid certificate.
- Staff and restaurants are provided with a comprehensive food safety reference guide explaining the standards and policies pertaining to food safety and sanitation. This guide is used as a tool during self and third party audits.
- We have implemented the use of ozone units in our prep kitchen for produce washing, which disinfect produce instantly without the use of chemicals.

CHAPTER FIVE

Environment

While the majority of our environmental impact occurs in our supply chain, we are still focused on reducing our impact through each of the restaurants we operate in the key areas of energy, water, waste, packaging, and climate. We do this through a combination of technological innovations, resource management, and staff training and engagement. As we work to reduce the environmental impact in our restaurants there are challenges we face, some of which can be out of our control like waste infrastructure or landlord managed utilities, whereas others like the increasing demand for to-go meals (and packaging) can present difficult operational and design considerations for our teams. We are addressing these challenges and others on a daily basis with our creative, resourceful, and passionate teams.



Built Environment

We are always looking for ways to improve the design and function of our restaurants and offices and to reduce our use of natural resources like energy and water. Consistent with this approach, we have been exploring green building techniques and materials in our LEED® Platinum certified Training Center in

Calabasas, CA, as well as our eight LEED® certified restaurants across the country.

We have two additional restaurants that are in the process of LEED® certification and one location that though not submitted for LEED® certification, was developed with the same sustainability features as our certified restaurants.

FIGURE 3 LEED® PLATINUM TRAINING CENTER

THROUGH THE INCLUSION OF SOLAR PHOTO-VOLTAIC PANELS WE ARE ABLE TO GENERATE 344,000 KWH ANNUALLY FOR OUR CORPORATE SUPPORT CENTER AND LEED PLATINUM TRAINING CENTER.

Highlights of our progress include:

- Reduced our electricity consumption per square foot by 3% and our GHG emissions intensity per square foot by 8% per restaurant from 2015.
- Diverted over 30 million pounds from landfills, and improved our diversion rate by 5% from 2015.
- Reduced our virgin plastic to-go footprint by 10%, from 2018 to 2019.
- Over the last five years nearly 20% of our new restaurants are LEED® certified or built to a similar sustainability level.

ENERGY USE

From our facilities and restaurant design teams, to our field managers and restaurant staff, we have worked to reduce our energy use through the way our restaurants are designed to the way

we use and maintain our kitchens and equipment. As a fresh from scratch operation, the majority of our energy usage (electricity and natural gas) occurs in our kitchens. In turn, this area has been a major focus of our energy reduction efforts. Through these efforts we have been able to reduce our per restaurant energy usage per square foot by more than 1% and reduce our electricity usage per square foot by 3% since 2015. Additionally, at present about 38% of our electricity usage comes from renewable or non-GHG emitting sources.

Solar

We have installed solar thermal systems in seven of our restaurants, which help us to reduce the energy needed to heat water by 6-7% each year. To date, we estimate these solar thermal systems reduced greenhouse gas emissions by more than 180 metric tons annually.

Lighting

We continue to evaluate and install new lighting technologies, and have switched from incandescent to LED lamps in most of our lighting fixtures in both public areas and the back of house. This switch is estimated to reduce our kilowatt usage by 2% each year.

Heating, Ventilation, Air Conditioning (HVAC)

We are installing energy efficient HVAC models in all of our new restaurants and as replacement units in our older restaurants. We select HVAC units with the highest possible Seasonal Energy Efficiency Ratio (SEER) rating.

Behavior Change

While technology and equipment are huge assets for reducing energy we also realize the importance of our own behaviors and habits.

We are working to further reduce our energy use through a number of additional efforts, such as better managing our equipment turn-on and turn-off schedules. Collectively, these efforts are estimated to help us reduce our energy consumption by about 5% year-on-year.

Kitchen Ventilation

In 2014, we began retrofitting approximately 80 of our restaurants with an innovative demand ventilation system, which automatically adjusts the exhaust and make up air fan speed by measuring the temperature, steam, and smoke in the hood. While the system worked well initially, substantially reducing energy usage, we have since found them to wear out significantly faster than expected. This replacement cost and associated embodied energy of more frequent fan replacement eliminates the energy saving potential of the fans. We are continuing to look for new opportunities and evaluating new technologies.

As we continue to drive towards reducing our energy and climate impact, challenges remain. As a growing and geographically diverse business, we must find solutions for different sites, many of which have disparate regulations, leasing arrangements and data quality. We will continue to look for opportunities to advance solutions across our operation. Please see [Appendix: Environmental Data Summary](#) for a break-down of our energy usage for the last five years.

WATER MANAGEMENT

Water is a critical and invaluable ingredient in our kitchens, as well as for our guests, staff, and local communities. While our biggest opportunity to influence water conservation and stewardship is in our upstream supply chain (See Sustainable Sourcing) we are also working to manage water use in our

restaurants through efficiency, recovery, and proper wastewater disposal. At present about 4% of our restaurants, bakeries, and corporate offices are located in areas of extremely high-water stress, with another 12% located in areas of high-water stress. Despite increasingly busy restaurants, we have been able to hold per square foot water intensity at our restaurants steady since 2015.

WASTE

Waste is a big part of our overall footprint and a key area of focus for us. Managing and eliminating waste can be a challenge for an operation such as ours, where we are making dishes from scratch using fresh ingredients every day in each restaurant. Nonetheless, we continue to improve waste diversion across our restaurants. Since 2015 we have increased our diversion rate by nearly 5% and as of 2019 were able to divert approximately 16% of our waste stream.



Additionally, we have expanded several initiatives to further reduce waste and are continuing to see strong results from these programs, including:

Managing Waste

Our restaurants work to prevent food waste on a daily basis through efficient inventory management and food preparation techniques, and detailed information tracking of food efficiencies across

nine key categories. This food efficiency tracking helps us prevent excess waste by being able to effectively forecast guest demand and ensure our ingredient preparation, food pulls, and product ordering are not in excess of what we will need. Using this information, we have been able to further identify ways to reduce our food waste, increase recycling, improve the amount of food waste we capture for organics collection via composting or digester programs, and increase donations of usable food across our restaurants. Additionally, we work with our suppliers and vendors to try to consolidate shipments and packaging to cut down on packaging materials for our deliveries.

Glassware

In 2019, we updated our glassware as a part of a new “straws upon request” program in a number of restaurants. To keep the old glassware out of the landfill, we worked with Copia, our food

donation and recovery platform, to find homes for more than 100,000 pounds of glassware with local non-profits and food banks.

Composting

We have implemented an organic diversion program in more than 65 of our restaurants. This program was primarily driven by input from our highly engaged staff members, and includes sorting food in our prep kitchens, bakery and bar, so as to be diverted from the waste stream. This past year our staff diverted 107% more organic waste than in 2016 when the program began, keeping thousands of tons of organic waste out of landfill.

Recycling

We continue to expand our recycling programs, and in 2019 we diverted more than 24 million pounds of recyclable materials away from landfills, which represents a 36% increase over 2015.



Packaging

We have invested significant time and resources over the last few years to improve our to-go packaging to both enhance the guest experience and reduce our environmental impact. Our redesigned to-go packaging, which launched in 2019, better maintains the temperature of the dish and by increasing the strength and structural integrity of each container, better protects our delicious food during transport delivery. This was achieved while also using less raw materials and consolidating the material types - now just polypropylene and 100% post-consumer recycled polyethylene. In total, our new packaging and to-go line of products have saved almost half a million pounds of plastic annually while also greatly improving the recyclability of the containers and thereby reducing what is destined for landfill, all while improving the guest experience.

GREENBOX PIZZA

In 2017, we launched a new pizza box. The “GreenBox” is an eco-friendly pizza box made with 100% recycled material. The top of the box breaks down into plates, and the bottom transforms into a storage unit for leftovers - eliminating the need for wasteful materials like plastic wrap, aluminum foil and disposable plates. When we introduced our new flatbread pizzas in 2019, we worked with GreenBox to redesign the pizza box to accommodate the new flatbreads, so that we could continue using the more guest and environment-friendly box.

NAPKINS

We mandate the use of 100% recycled material, including 20% post-consumer content, in our paper dinner napkins.

Climate Change

We recognize that climate change has fundamental implications for how we source ingredients, build our restaurants, and ultimately the experience we are able to deliver to our guests. Fighting climate change will require a concerted and significant effort from organizations like ours, but will also require significant levels of global collaboration and commitment that will need to transcend industries and geopolitical borders. To better understand our responsibility, we undertook a greenhouse gas inventory to identify where our primary direct (scope 1) and indirect (scope 2) emissions are, as well as our upstream and downstream emissions (scope 3) sources and fugitive emissions from refrigerants. Our overall estimated CO₂e emissions were 263,796 metric tons in 2019, which represents an emissions intensity reduction of 8% per square foot since 2015.

We also permanently discontinued the use of HCFC refrigerants in our bakeries, adopting ammonia as a climate-friendly alternative.

To further our contribution, in 2021, we will be undertaking a comprehensive review of our climate change impacts and strategy, so as to better align our operational and business targets with science-based reduction scenarios and recommendations from guiding frameworks. We will continue to report on our annual emissions and reduction efforts.

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 VP's 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 office buildings.

SCOPE 3

Our scope 3 emissions include business travel (both air and vehicle), as well as emissions from landfilled, recycled, and composted waste.



Megan Bloomer

VICE PRESIDENT OF SUSTAINABILITY

📍 Calabasas, CA

How many years have you been with the company?

Going on 7 years

What brought you to the company?

I was excited by the opportunity to create a sustainability program from scratch within a company that has such a natural inclination towards doing the right thing.

What does a typical day look like?

There really isn't a typical day, but it can include anything from preparing strategy with our President and CEO, to reviewing an investor request around animal welfare, to leading composting training and providing on-site troubleshooting for our restaurants.

What current challenges are you worried about? What gives you the most hope?

The failure of governments to take meaningful action on climate change keeps me up at night, but the growing engagement of companies and citizens also gives me hope that we can correct our course for the future.

What is your best habit, and what is your worst?

My best habit is my punctuality (I am always early thanks to my dad!). My worst habit is interrupting. I interrupt when I am excited about an idea. It's never malicious – but still a bad habit!

What is something most people don't know about The Cheesecake Factory that you want to share?

The plethora of vegan and vegetarian options on our menu! Our culinary teams hold our vegan dishes to the same standards as any other dish and the results are amazing!

What is one thing you want The Cheesecake Factory to improve on?

I would love for us to adopt the principle of failing fast. We tend to prefer not failing at all, but I wonder if we sometimes miss opportunities by fearing failure.

(continued)

CONTINUED

Megan Bloomer

How has the profession changed since you started working?

It's day and night. When I first started in sustainability 15 years ago, we focused on trash/water/energy. Today I spend the majority of my time working on animal welfare and social justice.

What do you feel is your most important priority in this moment?

Ensuring social equality and social justice are embedded throughout our programs and operations.

How are you thinking about the future efforts of the company's sustainability programs?

We've had so much success working with suppliers to positively influence governments and industries on

environmental and labor practices, I would love to see us continue to push the envelope there.

What are some of your observations in your first 5 years leading sustainability with the company?

We are incredibly open-minded when it comes to change - sometimes we over-analyze it - but no one has ever said "no" because something was new or unconventional. That might be my favorite thing about the company.

How is sustainability managed internally at The Cheesecake Factory?

Our department reports directly to the President, but we have daily conversations (and responsibilities to) the CEO, General Counsel, VP of Investor Relations, CFO, Sr VP of HR, and many others - it's truly a collaborative operation.

What is the one thing you want a reader of this report to know about The Cheesecake Factory?

This report is a 6-year journey by one of the most amazing executive teams and companies I have ever worked with. It's not perfect, but it's impressive.

What is your "get pumped" song?

I love music so it depends on the situation, but these are my go-to songs:

- Welcome to the Jungle - Guns N' Roses
- All I Do Is Win - DJ Khaled
- Problem - Natalia Kills

CHAPTER SIX

Community

We understand that as a part of the communities in which we operate, our outstanding service and hospitality does not stop with serving what is on the menu. This is why we continue to extend our hospitality beyond the walls of our restaurants and support local non-profits and community organizations with nourishing meals, helping hands, and financial support. Since 2006, The Cheesecake Factory and The Oscar and Evelyn Overton Charitable Foundation have donated more than \$8.6 million to charitable organizations and local non-profits and over 5 million meals to local food banks and community agencies.



The Cheesecake Factory Oscar & Evelyn Overton Charitable Foundation

Through their hard work, kindness and generosity, Oscar and Evelyn Overton have had a profound effect on our company culture and the values we strive to achieve each day. In honor of their indelible spirit and charitable nature, we proudly established The Cheesecake Factory Oscar & Evelyn Overton Charitable Foundation (the “Foundation”) in 2001. The Foundation is a 501(c)3 qualified non-profit organization. It was established as a means to support the communities that our restaurants serve, and to offer our staff members opportunities to volunteer their time to assist the Foundation with its many charitable endeavors. The key programs from the Foundation include:

GIVE BACK TEAM SPONSORSHIP

The Foundation’s signature program, Give Back, sponsors teams of staff members who volunteer their time to the Foundation for fundraising and community service projects for the charities they care about most. Team shirts are provided and the Foundation makes a financial donation to the non-profit beneficiary based on the number of staff members on the team. The more Give Back staff members involved, the larger the donation! Through this program, the Foundation supports hundreds of 501(c)3 non-profit organizations across the country.

FEEDING AMERICA

The Cheesecake Factory Incorporated has partnered with Feeding America®, the largest domestic hunger-relief organization in the country, to provide relief to children and adults in need. Since 2008, we have donated more than \$4.9 million to Feeding America through the sale of our specially designated cheesecakes.



During September, in honor of Hunger Action Month, staff members volunteer to support the Foundation by contributing peanut butter to local Feeding America® member food banks. Through the 2019 Peanut Butter Drive, 250,000 pounds of peanut butter was collected, stocking food bank shelves just in time for Back-to-School lunches for hungry kids.

THANKSGIVING FEAST AT THE SALVATION ARMY

On Thanksgiving Day, thousands of staff members volunteer for the Foundation's

annual Thanksgiving Day Feast for The Salvation Army in major cities across the United States. Volunteer staff members, along with their friends and family, create a special day of thanks by preparing and serving an elaborate holiday meal for thousands of disadvantaged individuals and families. This program takes place in 13 cities and serves 6,000 community guests.

GOLF TOURNAMENT FUNDRAISER FOR CITY OF HOPE

Each June, the Foundation hosts its annual charity golf tournament raising money for the City of Hope Comprehensive Cancer Center in Duarte, CA. City of Hope is an innovative biomedical research, treatment and educational institution dedicated to the prevention and cure of cancer and other life-threatening diseases. As a result of this tournament, the Foundation has contributed more than \$3 million to the City of Hope.

SOUTH LOS ANGELES YOUTH & COMMUNITY CENTER

The Foundation supports the South Los Angeles Youth & Community Center by contributing \$50,000 annually. Before the Foundation stepped in to help, the Center did not have the funding to remain open on Saturdays. The Foundation's contributions have given the children in this neighborhood a safe place to play and learn every Saturday since 2006.

Gift Card Donations

The Cheesecake Factory Incorporated proudly supports charitable organizations and schools in the communities we serve. Each General Manager has a monthly charitable giving budget. Donations are made in the form of gift cards for fundraising efforts of the non-profit organizations our guests care about.



Nourish Program

For more than ten years, our Harvest Food Donation Program helped collect and donate excess food from our restaurants to non-profits and food banks. Each of The Cheesecake Factory and Grand Lux Cafe restaurants had access to the food donation program. The program allowed us to annually donate about 400,000+ pounds of food that no longer met our gold standard but was still wholesome and nourishing for local soup kitchens, shelters, transitional housing and after-school programs. While this program made a big impact in our local communities, we felt we could do better both in our own operation, as well as in our service to our local communities.

With an extensive menu that features more than 250 dishes - handmade, in-house with fresh ingredients - we struggled at times with our Harvest

Program to consistently find non-profits that were equipped to receive all of the food donations we could offer. Our teams set off to try and find a better solution and after evaluating several leading platforms, launched a pilot program with a new “zero food waste” technology platform called Copia in late 2018 that continued to expand throughout 2019.

The new program, which will roll out to all The Cheesecake Factory locations in 2020, leverages the Copia mobile app that allows each restaurant to donate excess food when it is most convenient for them. Once a restaurant has prepared excess food for pickup, they simply submit a request via the app and Copia’s real-time demand signaling technology matches the donation to local nonprofits that need it most and are able to accept the specific type of food being donated.

This allows us to match a donation of something like excess pancake batter after our weekend brunch service with a non-profit that has a cooktop one day, and a donation of soup with a different non-profit on another day. Each donation is picked up on demand and delivered directly to non-profits through Copia's integration with DoorDash, our exclusive national delivery provider, which makes it seamless for our restaurants and the non-profits receiving the donation.

Through our operational improvements, in conjunction with Copia's software and logistics platform, our pilot restaurants were able to increase their donations by three to five times. Additionally, given the significant improvement in the ease of use for our staff, they have embraced the new program with great enthusiasm, helping to further our stated Purpose to nurture bodies, minds, hearts and spirits.





Moises Urbina

KITCHEN STEWARD

📍 Sherman Oaks, CA

How many years have you been with the company?

I started as a dishwasher 4 years ago and have been the steward for the last 3 years.

What brought you to the company?

I was looking to work for a company that I could grow with that had endless possibilities. The Cheesecake Factory has since become my second home.

What does a typical day look like?

It is an adventure!! Ordering, receiving, and organizing storage locations are three of the things I do every day.

What is the best part of your job?

Knowing that my coworkers rely on me to provide them with everything they need to do their job.

How do you help reduce food waste in your operations?

I try to stick to the pars (minimum inventory) when ordering especially when it comes to fresh produce.

I do a lot of food pulls (stocking) daily like bread and meat so I do my best not to pull more than what we are going to go through for the day.

How has the Nourish Food Donation Program made an impact with your restaurant/staff?

It makes us more aware of the wasted product. It also makes everyone that works here feel good that we are contributing to a great cause daily. As someone who didn't always have food daily when I was growing up, this cause personally hits home for me.

What is your favorite dish?

Cajun Jambalaya Pasta

(continued)

CONTINUED

Moises Urbina

Your restaurant has one of the strongest food donation programs in the company. What has been the greatest contribution to your success?

When we switched to using Copia as our partner. They have the most user-friendly system and the fact that we know that the food we donate is being used locally and that we can view what it is being used for on our dashboard is very rewarding.

What is something most people don't know about The Cheesecake Factory that you want to share?

Most people know we are an all scratch kitchen but I don't think everyone realizes how much pride and love goes into making that food every day.

What can you not stop thinking about?

Did I order enough to-go supplies?!!

What is your "get pumped" song?

Bad to the Bone by George Thorogood

Anything else you want to share

I absolutely love my job and I am grateful every day to work for a company that actually cares about me.

Led by steward Ramon Moreno, Team Wauwatosia has one of the strongest food donation programs in the company. Donating more than 8x the company average, they are helping to support their local community with wholesome and nourishing meals.



CHAPTER SEVEN

Governance

The Cheesecake Factory Incorporated strives to establish policies and procedures that adhere to strong corporate governance standards. Both the Board of Directors and management believe that ethical business practices and good corporate governance are important to ensure that the company is managed for the long-term benefit of all stakeholders. We strive to operate with the highest standards of principle and integrity and are committed to excellence in all that we do. See the Corporate Governance section of our website to learn more about our broader corporate governance structures, documents, and processes.

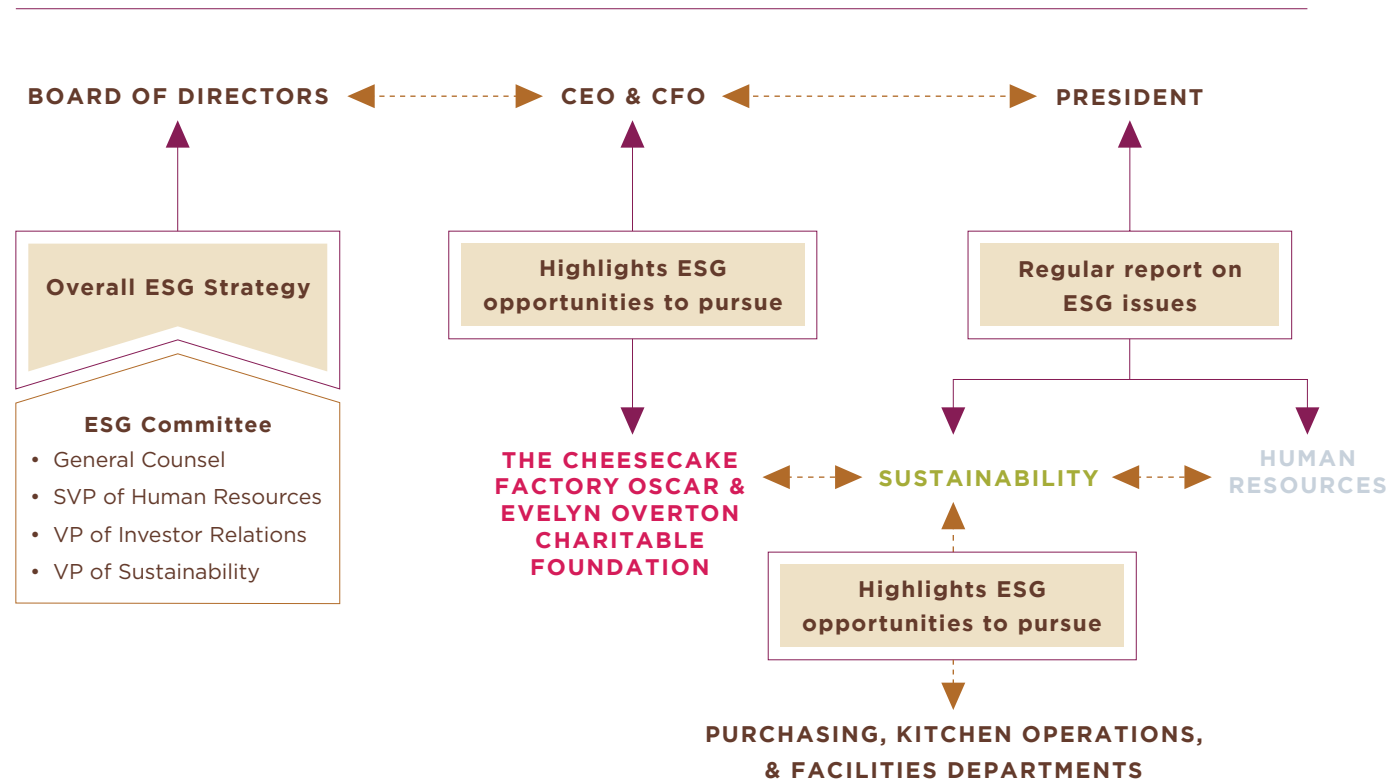
ESG Oversight & Management

On a day-to-day basis our ESG Committee, which includes our Legal, Investor Relations, Human Resources, and Sustainability teams, are responsible

for developing our reporting approach and commitments; while our leadership team has ultimate accountability for our corporate social responsibility programs. This effort 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 if appropriate, will raise ESG issues to the relevant Board committee. The chart below illustrates this process.

ESG MANAGEMENT



Multiple resources are employed to effectively manage and address ESG issues, including:

- Internal ESG meetings and briefings.
- Sustainability reporting frameworks such as Sustainable Accounting Standards Board (SASB), Global Reporting Initiative (GRI), United Nations Sustainable Development Goals (SDGs), and others.
- Industry and market screening, benchmarking, and external stakeholder engagement.
- Industry working groups, associations, and collaborations.

Through these processes our teams are able to remain aware of current or emerging risks and opportunities in our industry and beyond, allowing for proactive management and appropriate escalation to senior executives and Board committees.





INTEGRATING SUSTAINABILITY INTO COMPANY GOALS

When our Sustainability department was formally established in 2014, it was headed by our Senior Vice President of Operations Services, but has since been elevated into a more formal and senior reporting structure under our President, David Gordon. As a part of this structure and ownership, we have formally undertaken to establish sustainability performance objectives for the company.

Each year the company sets several Strategic Imperatives (SIs) that are of critical importance for the year. These SIs apply across the company and impact a portion of each eligible staff member's potential performance bonus.

If an SI is not achieved, then there is a corresponding reduction in the bonus potential for all bonus-eligible employees across the company. Over the last seven years, we have set and achieved three sustainability SIs, and sustainability has also informed several major business objectives outside of our formal performance bonus structure, underscoring the holistic reach of our commitment.

Our 2019 Proxy Statement, available online, includes more information about executive compensation.



Stacy Feit

VICE PRESIDENT OF
INVESTOR RELATIONS

📍 Calabasas, CA

How many years have you been with the company?

4.5 years (but feels longer than that!)

What brought you to the company?

I grew up going to The Cheesecake Factory and as a foodie that loves going to restaurants, I couldn't think of a better place to add value to the IR function while working for a brand and an industry that I love.

What does a typical day look like?

Living on the West Coast but with a majority of my stakeholders on the East Coast, I start my day early, around 5:30 AM PT. I start before the stock market opens to catch up on any material news developments overnight or in the early morning hours that could influence the trading of CAKE's stock and the broader market. I usually spend the balance of my day speaking and meeting with investors, collaborating with the rest of our Finance team and other teams in our company, and developing our investor-facing communications, including earnings releases, presentations, etc.

What is the best part of your job?

It's very dynamic, there is rarely a dull moment.

What is your best habit, and what is your worst?

Best: I'm a committed user of to-do lists to keep track of all of the balls in the air in my world. Worst: I feel like I have to eat something sweet every day.

What is something most people don't know about The Cheesecake Factory that you want to share?

Our menu items across our concepts are made fresh from scratch every day.

What is one thing you want The Cheesecake Factory to improve on?

I would like our company to become more progressive, which I have started to see happen this year.

(continued)

CONTINUED

Stacy Feit

What is your favorite dish?

It's a tie between the Roadside Sliders and the Vegan Cobb Salad plus Shrimp... not exactly vegan, but really delicious.

What is your “get pumped” song?

Jump Around – House of Pain (fellow University of Wisconsin – Madison alumni will understand)

How has the profession changed since you started working?

It's 24/7 now.

What is ESG to The Cheesecake Factory and why does it matter?

ESG is ultimately about doing the right thing, which is core to our values system and is actually institutionalized as one of our official company commitments.

What differentiates The Cheesecake Factory's ESG program and approach from others?

Doing the right thing is woven into the fabric of our corporate culture, it's not something we're doing just because it's in vogue.

What is the one thing you want a reader of this report to know about The Cheesecake Factory?

The company's heart is always in the right place.



Matt Clark

CHIEF FINANCIAL OFFICER

📍 Calabasas, CA

How many years have you been with the company?

Almost 15 years.

What brought you to the company?

It is a growth company, with a “fun” product, good people, and to return to California!

What does a typical day look like?

Some meetings and calls, administrative stuff, but also analysis. I love to dig into the numbers, do some of my own analysis and research the industry.

What current challenges are you worried about? What gives you the most hope?

It is tough to make a good profit in the full-service restaurant sector with all of the structural headwinds; however, we have a great brand and some great growth opportunities with new brands.

What’s the best mistake you ever made?

We all make mistakes, all the time. I try to learn from them, but also be honest

with myself about what is realistic, what is good, what is not. Failure is a big word... it is never as good or as bad as you think it is in the moment.

What is your favorite dish?

Our SkinnyLicious Salmon is my go-to, but I also really like our sliders.

What is your “get pumped” song?

The whole U2 Joshua Tree Album

What is ESG to The Cheesecake Factory and why does it matter?

We all have to make sure that the world is around and healthy to have a future. Eating is so fundamental to human survival that we have an opportunity to play an out-sized role, from sourcing product to how we treat our many employees.

(continued)

CONTINUED

Matt Clark

What differentiates The Cheesecake Factory's ESG program and approach from others?

The breadth of our menu means we touch many more areas. The size of our restaurants means we have to be more careful in resource utilization. Our diverse guest base requires different aspects that are important to them.

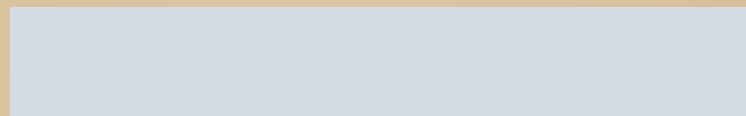
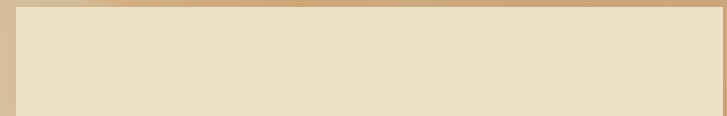
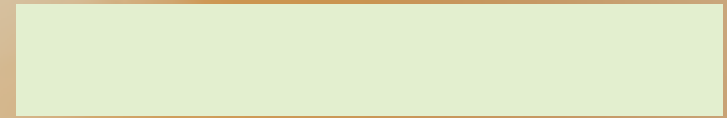
One of the challenges with ESG data is a lack of strong metrics and verified data, how have you addressed this?

We try to target specific opportunities as well as having broad-based objectives. We are a metric-driven company at heart, so it was easy for us to peel back the onion and try to figure out how much plastic we could save with our new to-go packaging, for example.

What is the one thing you want a reader of this report to know about The Cheesecake Factory?

We are truly committed to their future.

Appendix



Materiality Assessment

We conducted a materiality assessment to identify the key environmental, social, and economic issues, taking into consideration their relative importance to our

business success and stakeholder expectations. Through this process, over 40+ issues were ranked against criteria representing their importance to our staff, guests, investors, and other external stakeholders. We regularly review our priority issues with key stakeholders, including staff, guests and investors, as

well as against established frameworks such as SASB and others. These issues reflect the topics of highest concern to our business and stakeholders and guide our ESG strategy and disclosures. The results of our most recent prioritization are illustrated below.



Environmental Data Summary

INDICATOR	2015	2016	2017	2018	2019
# of Restaurants*	192	203	208	214	218
Energy					
Electrical Consumption (kWh)	278,103,417	290,945,039	298,213,251	302,299,307	301,512,303
Electricity from Renewable or non-Emitting Sources (%)	34%	36%	30%	38%	38%
Natural Gas Consumption (kWh)	485,489,226	497,246,023	507,403,358	536,240,803	541,426,645
Other Energy Consumption (kWh)	4,109,575	3,717,490	3,243,251	3,414,883	2,898,718
Total Energy Consumption (kWh)	767,702,219	791,908,552	808,859,860	841,954,993	845,837,667
Restaurant Portfolio Energy Intensity (kWh/sq ft)	331	326	325	329	326
Water					
Water Consumption (kGal)	987,856	1,033,945	1,043,973	1,070,669	1,096,104
Water Consumption in Areas of High or Extremely High Baseline Water Stress (kGal)	163,098	175,173	186,139	179,572	191,804
% of Locations with High or Extremely High Baseline Water Stress	15%	15%	15%	15%	16%
Restaurant Portfolio Water Intensity (kGal/sq ft)	0.426	0.426	0.419	0.418	0.423
Waste					
Landfill (metric tons)	64,288	66,738	70,528	72,341	70,688
Recycling (metric tons)	8,134	8,566	9,731	9,917	11,064
Organic Diversion (metric tons)	0	1,138	1,627	2,123	2,358
Food Donation (metric tons)	223	198	213	201	223
Total Volume Diverted from Landfill (metric tons)	8,356	9,902	11,571	12,242	13,645
Landfill Diversion Rate (metric tons)	11%	13%	14%	14%	16%
Greenhouse Gas Emissions					
Scope 1 (metric tons CO ₂ e)	87,925	89,834	92,238	96,150	96,772
Scope 2 (metric tons CO ₂ e)	122,682	119,366	120,706	115,547	114,941
Scope 3 (metric tons CO ₂ e)	47,502	49,202	51,309	52,746	52,083
Total Absolute Emissions (metric tons CO ₂ e)	258,109	258,401	264,253	264,444	263,796
Restaurant Portfolio GHG Intensity (mtCO ₂ e/sqft)	0.1112	0.1063	0.1063	0.1033	0.1017

Scope of environmental data: The data contained in the Environmental Data Summary chart includes The Cheesecake Factory, Grand Lux Cafe, and RockSugar restaurants, as well as both bakery production facilities, and The Cheesecake Factory Corporate Support Center (including the Corporate Training Center).

*Restaurants that opened or closed during the year are accounted for on a pro rata basis when estimating resource use; therefore the number of restaurants may vary from the restaurant counts detailed in our Annual Reports on Form 10-K.

Sustainable Accounting Standards Board (SASB) Index

SASB is an independent, private sector standards-setting organization dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. The table below cross-references the SASB accounting metrics with where that information can be found in the report.

FOOD & BEVERAGE - RESTAURANTS					
TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
Energy Management	(1) Total energy consumed	Quantitative	Kilowatt Hours (kWh)	FB-RN-130a.1	Environment (pages 100-108), Environmental Data Summary (page 127)
	(2) percentage grid electricity		Percentage (%)		
Water Management	(1) Total water withdrawn	Quantitative	Kilogallons (kGal),	FB-RN-140a.1	Environment (pages 100-108), Environmental Data Summary (page 127)
	(2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress		Percentage (%)		
Food & Packaging Waste Management	(1) Total amount of waste	Quantitative	Metric tons (mt),	FB-RN-150a.1	Environment (pages 100-108), Environmental Data Summary (page 127)
	(2) percentage food waste		Percentage (%)		
	(3) percentage diverted				
	(1) Total weight of packaging	Quantitative	Metric tons (mt),	FB-RN-150a.2	Environment (pages 100-108), Environmental Data Summary (page 127)
	(2) percentage made from recycled and/or renewable materials		Percentage (%)		
	(3) percentage that is recyclable, reusable, and/or compostable				

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
Food Safety	(1) Percentage of restaurants inspected by a food safety oversight body (2) percentage receiving critical violations	Quantitative	Percentage (%)	FB-RN-130a.1	Food Quality and Safety (pages 98-99)
	(1) Number of recalls issued and (2) total amount of food product recalled	Quantitative	Number, Metric tons (mt)	FB-RN-140a.1	When we learn about illnesses that may be linked to the sourcing or preparation of an ingredient, we take swift action. In FY19, we had eight recalls. We use an automated system to initiate and document all product recall and require our restaurants to take action and complete a Certificate of Destruction (COD) within 2 hours.
	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Quantitative	Number, Percentage (%)	FB-RN-150a.1	In FY19, the company had no confirmed foodborne illness outbreaks.
Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	Quantitative	Percentage (%), Reporting currency	FB-RN-260a.1	The Cheesecake Factory follows federal and local regulations as they pertain to nutritional requirements for restaurant chains within 20 or more locations and sodium warnings. We partner with an accredited laboratory company to manage our nutritional information and have a team to ensure we have the most accurate and up to date specification and nutritional information for 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 food and drink supplemental nutritional guide for our guests to view complete nutritional information.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
Nutritional Content	(1) Percentage of children's meal options consistent with national dietary guidelines and (2) revenue from these options	Quantitative	Percentage (%), Reporting currency	FB-RN-260a.2	Our kids' menu is in adherence with dietary guidelines per region. Several cities and local jurisdictions have requirements to ensure kids have healthy choices when eating out. We have several healthy options for kids, which include vegetables and non-sugary drinks.
	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Quantitative	Number, Percentage (%)	FB-RN-260a.3	Promotional and marketing efforts are not targeted towards children.
Labor Practices	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Quantitative	Rate	FB-RN-310a.1	Staff (pages 21-42)
	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	Quantitative	Number, Percentage (%)	FB-RN-310a.2	Staff (pages 21-42)
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	Quantitative	Reporting currency	FB-RN-310a.3	2019 10-K

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA RESPONSE AND REFERENCE
Supply Chain Management & Food Sourcing	Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third party environmental and/or social standards	Quantitative	Percentage (%) by cost	FB-RN-430a.1	Sourcing (pages 56-99); the percentage provided is by volume, as we have found this to be a more accurate and consistent metric than by cost.
	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	Quantitative	Percentage (%) by number, Percentage (%) by weight	FB-RN-430a.2	Sourcing (pages 56-99)
	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 (pages 56-99)
	Number of (1) company-owned and (2) franchise restaurants	Quantitative	Number	FB-RN-000.A	Our Business (page 6)
	Number of employees at (1) company-owned and (2) franchise locations	Quantitative	Number	FB-RN-000.B	Our Business (page 6)

Global Reporting Initiative (GRI) Index

GRI 101: FOUNDATION 2016		
GRI 102: GENERAL DISCLOSURES 2016		
GRI STANDARD	DISCLOSURE	LOCATION / COMMENTS
Organizational Profile		
102-1	Name of the organization	The Cheesecake Factory Incorporated
102-2	Activities, brands, products, and services	Our Business (page 6)
102-3	Locations of headquarters	Calabasas, California
102-4	Location of operations	Our Business (page 6)
102-5	Ownership and legal form	2019 10-K
102-6	Markets served	2019 10-K
102-7	Scale of the organization	2019 10-K
102-8	Information on employees and other workers	Staff (pages 21-42), Diversity, Equity and Inclusion (pages 43-55)
102-9	Supply chain	Sourcing (pages 56-99)
102-10	Significant changes to the organization and its supply chain	2019 Annual Report
102-11	Precautionary Principle or approach	Sourcing (pages 56-99)
102-12	External initiatives	Sourcing (pages 56-99), Environment (100-108), Community (109-116)
102-13	Membership of associations	Community (109-116)
Strategy		
102-14	Statement from senior decision maker	From Our Founder & CEO (pages 2-3), From Our President (pages 4-5)
102-15	Key impacts, risks, and opportunities	2019 10-K
Ethics and Diversity		
102-16	Values, principles, standards, and norms of behavior	Our History (pages 9-11), Our Values (pages 12-14)
102-17	Mechanisms for advice and concerns about ethics	Staff (pages 21-42), Diversity, Equity, and Inclusion (pages 43-55)

Governance		
102-18	Governance structure	Governance (pages 117-124)
102-19	Executive-level responsibility for economic, environmental, and social topics	Governance (pages 117-124)
102-20	Consulting stakeholders on economic, environmental, and social topics	Governance (pages 117-124), Materiality Assessment (page 126)
Stakeholder Engagement		
102-40	List of stakeholder groups	Community (pages 109-116), Governance (pages 117-124)
102-41	Collective bargaining agreements	Staff (pages 21-42)
102-42	Identifying and selecting stakeholders	Governance (pages 117-124), Materiality Assessment (page 126)
102-43	Approach to stakeholder engagement	Governance (pages 117-124), Materiality Assessment (page 126)
102-44	Key topics and concerns raised	Materiality Assessment (page 126)
Reporting Practice		
102-45	Entities included in the consolidated financial statements	2019 10-K
102-46	Defining report content and topic boundaries	ESG Methodology (pages 19-20)
102-47	List of material topics	Materiality Assessment (page 126)
102-48	Restatements of information	No restatements as of publication date
102-49	Changes in reporting	No changes in reporting as of publication date
102-50	Reporting period	ESG Methodology (pages 19-20)
102-51	Date of most recent report	ESG Methodology (pages 19-20)
102-52	Reporting cycle	ESG Methodology (pages 19-20)
102-53	Contact point for questions regarding the report	ESG Methodology (pages 19-20)
102-54	Claims of reporting in accordance with the GRI Standards	ESG Methodology (pages 19-20)
102-55	GRI content index	GRI Content Index (pages 132-139)
102-56	External assurance	We did not seek external assurance of the report.
Management Approach		
103-1	Explanation of the material topic and its boundary	ESG Methodology (pages 19-20), Materiality Assessment (page 126)
103-2	The management approach and its components	Governance (pages 117-124), ESG Methodology (pages 19-20)
103-3	Evaluation of the management approach	Governance (pages 117-124), ESG Methodology (pages 19-20)

GRI 200: ECONOMIC STANDARDS		
Economic Performance		
201-1	Direct economic value generated and distributed	2019 10-K
201-2	Financial implications and other risks and opportunities due to climate change	Sourcing (pages 56-99), Environment (pages 100-108)
201-3	Defined benefit plan obligations and other retirement plans	2019 10-K
201-4	Financial assistance received from government	As of publication no financial assistance was received.
Market Presence		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Staff (pages 21-42), Diversity, Equity & Inclusion (pages 43-55)
202-2	Proportion of senior management hired from the local community	Staff (pages 21-42), Diversity, Equity & Inclusion (pages 43-55)
Indirect Economic Impacts		
102-16	Values, principles, standards, and norms of behavior	Our History (pages 9-11), Our Values (page 12-14)
102-17	Mechanisms for advice and concerns about ethics	Staff (pages 21-42), Diversity, Equity, and Inclusion (pages 43-55)
Anti-Corruption		
205-2	Communication and training about anti-corruption policies and procedures	Staff (pages 21-42), Diversity, Equity & Inclusion (pages 43-55)
GRI 300: ENVIRONMENTAL STANDARDS		
Materials		
301-1	Materials used by weight or volume	Environment (pages 100-108)
301-2	Recycled input materials used	Environment (pages 100-108)
301-3	Reclaimed products and their packaging materials	Environment (pages 100-108)
Energy		
302-1	Energy consumption within the organization	Environment (pages 100-108), Environmental Data Summary (page 127)
302-2	Energy consumption outside of the organization	Sourcing (pages 56-99), Environment (pages 100-108)

302-3	Energy intensity	Environment (pages 100-108), Environmental Data Summary (page 127)
302-4	Reduction of energy consumption	Environment (pages 100-108), Environmental Data Summary (page 127)
302-5	Reductions in energy requirements of products and services	Environment (pages 100-108)
Water		
303-1	Interactions with water as a shared resource	Sourcing (pages 56-99), Environment (pages 100-108)
303-2	Management of water discharge-related impacts	Environment (pages 100-108)
303-3	Water withdrawal	Environment (pages 100-108)
303-4	Water discharge	Environment (pages 100-108)
303-5	Water consumption	Environment (pages 100-108), Environmental Data Summary (page 127)
Biodiversity		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	None of our restaurants or corporate facilities are located within protected areas. Biodiversity is a material concern for us due to agricultural impacts within our supply chain. While we do not own or operate any agricultural operations, we are working to improve biodiversity considerations in our supply chain through our Sustainable Sourcing Policy. For more information, please see Sourcing (pages 56-99).
304-2	Significant impacts of activities, products, and services on biodiversity	Sourcing (pages 56-99)
304-3	Habitats protected or restored	Sourcing (pages 56-99)
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Sourcing (pages 56-99), Environment (pages 100-108)
Emissions		
305-1	Direct (Scope 1) GHG emissions	Environment (pages 100-108), Environmental Data Summary (page 127)
305-2	Energy indirect (Scope 2) GHG emissions	Environment (pages 100-108), Environmental Data Summary (page 127)
305-3	Other indirect (Scope 3) GHG emissions	Environment (pages 100-108), Environmental Data Summary (page 127)
305-4	GHG emissions intensity	Environment (pages 100-108), Environmental Data Summary (page 127)

305-6	Emissions of ozone-depleting substances (ODS)	In 2017, we permanently phased out the use of HCFCs in our two bakery facilities. Fugitive GHG emissions from our use of HCFCs during 2015-2017 are not material.
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Air emissions primarily include particulate matter and organic compounds from ingredient handling and cooking at our two bakery facilities, which are governed by applicable local, state, and federal regulations.
Effluents and Waste		
306-1	Water discharge by quality and destination	Environment (pages 100-108), Environmental Data Summary (page 127)
306-2	Waste by type and disposal method	Environment (pages 100-108), Environmental Data Summary (page 127)
Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	Sourcing (pages 56-99)
308-2	Negative environmental impacts in the supply chain and actions taken	Sourcing (pages 56-99), Environment (pages 100-108)
GRI 400: SOCIAL STANDARDS		
Employment		
401-1	New employee hires and employee turnover	Staff (pages 21-42), Diversity, Equity & Inclusion (pages 43-55)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Staff (pages 21-42)
401-3	Parental leave	Staff (pages 21-42)
Occupational Health & Safety		
403-1	Occupational health and safety management system	Staff (pages 21-42)
403-2	Hazard identification, risk assessment, and incident investigation	Staff (pages 21-42), Sourcing (pages 56-99)
403-5	Worker training on occupational health and safety	Staff (pages 21-42)
Training & Education		
404-2	Programs for upgrading employee skills and transition assistance programs	Staff (pages 21-42), Diversity, Equity & Inclusion (pages 43-55)

404-3	Percentage of employees receiving regular performance and career development reviews	Staff (pages 21-42) All of our staff set performance and development goals which they review with their managers on at least an annual basis. The intent of these conversations is connection and development.
Diversity & Equal Opportunity		
405-1	Diversity of governance bodies and employees	Diversity, Equity & Inclusion (pages 43-55)
405-2	Ratio of basic salary and remuneration of women to men	Diversity, Equity & Inclusion (pages 43-55)
Non-Discrimination		
406-1	Incidents of discrimination and corrective actions taken	Diversity, Equity & Inclusion (pages 43-55)
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	Sourcing (pages 56-99)
Forced & Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sourcing (pages 56-99)
Human Rights Assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	Sourcing (pages 56-99)
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Community (pages 109-116)
Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	Sourcing (pages 56-99)
Public Policy		
415-1	Political contributions	No political contributions were made in 2019.
Customer Health & Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Sourcing (pages 56-99), SASB Index (pages 128-131)
Marketing & Labeling		
417-1	Requirements for product and service information and labeling	Sourcing (pages 56-99), SASB Index (pages 128-131)

FOOD PROCESSING SECTOR SUPPLEMENT

Aspects of Sourcing

FP1	Percentage of purchased volume from suppliers compliant with Company's sourcing policy	Sourcing (pages 56-99)
FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	Sourcing (pages 56-99)

Healthy & Affordable Food

FP4	Nature, scope and effectiveness of any programs and practices that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need	Staff (pages 21-42), Community (pages 109-116)
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Customer Health & Safety

FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	Sourcing (pages 56-99), SASB Index (pages 128-131)
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars	Sourcing (pages 56-99), SASB Index (pages 128-131)
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	Sourcing (pages 56-99), SASB Index (pages 128-131)

Animal Welfare

FP9	Percentage and total of animals raised and/or processed, by species and breed type	We do not raise or process animals in our operations. Animal products that are used in our operations are processed and/or raised by our suppliers. Sourcing (pages 56-99) provides details on our animal welfare goals and performance.
FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anesthetic	Sourcing (pages 56-99)

FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type	We do not raise or process animals. Sourcing (pages 56-99) provides details on our animal welfare goals and performance.
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	Sourcing (pages 56-99)
FP13	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals	We do not transport, handle or slaughter live terrestrial or aquatic animals. Sourcing (pages 56-99) provides details on our animal welfare goals and performance.

United Nations Sustainable Development Goals Index

Developed in 2015, the United Nations Sustainable Development Goals (SDGs) are centered around promoting sustainable, equitable, and universal growth. The following SDGs were supported by our activities and programs during 2019, and highlight our commitment to pursuing policies, strategies and actions to help achieve the targets set out by the SDGs.

	UN SDGs	ACTIONS		UN SDGs	ACTIONS
	End poverty in all its forms everywhere.	Community (pages 109-116)		Achieve gender equality and empower all women and girls.	Diversity, Equity, Inclusion (pages 43-55)
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	Community (pages 109-116)		Ensure availability and sustainable management of water and sanitation for all.	Environment (pages 100-108)
	Ensure healthy lives and promote well-being for all at all ages.	Staff (pages 21-42)		Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Staff (pages 21-42)
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Staff (pages 21-42)		Reduce inequality within and among countries.	Diversity, Equity, Inclusion (pages 43-55)

	UN SDGs	ACTIONS		UN SDGs	ACTIONS
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Ensure sustainable consumption and production patterns.	Sourcing (pages 56-99)	 <p>15 LIFE ON LAND</p>	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.	Sourcing (pages 56-99) Environment (pages 100-108)
 <p>13 CLIMATE ACTION</p>	Take urgent action to combat climate change and its impacts.	Environment (pages 100-108)	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	Sourcing (pages 56-99) Community (pages 109-116)
 <p>14 LIFE BELOW WATER</p>	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	Environment (pages 100-108)	 <p>17 PARTNERSHIPS FOR THE GOALS</p>	Strengthen the means of implementation and revitalize the global partnership for sustainable development.	Governance (pages 117-124)

Forward-Looking Statements

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 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, as well as statements that are preceded by, followed by or that include words or phrases such as “believe,” “plan,” “will likely result,” “expect,” “intend,” “will continue,” “is anticipated,” “estimate,” “project,” “may,” “could,” “would,” “should” and similar expressions. These 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 cautionary statements are to be used as a reference in connection with any forward-looking statements. Factors that could cause results to differ from those in the forward-looking statements include unexpected impacts of climate change, new environmental, social or other governmental regulations, carbon or other greenhouse gas taxes or charges, changing consumer demands, protests or boycotts, supplier misconduct or deviation from company standards, 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 speak only as of the date on which they are made, and we undertake no obligation to publicly update or revise any forward-looking statements or to make any other forward-looking statements, whether as a result of new information, future events or otherwise, unless required to do so by law.

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



The
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2019