

INVESTOR PRESENTATION

October 27, 2026



SAFE HARBOR STATEMENT / NON-GAAP INFORMATION

Cautionary Statement Regarding Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. This includes, without limitation, financial guidance and projections, including underlying assumptions, and statements with respect to expectations of the Company's future financial condition, results of operations, cash flows, share repurchases, dividends, objectives, growth potential, engines and opportunities, expected growth rates and targets, market potential and total addressable market runway; growth outlook; industry-leading comparable sales growth, retention and competitive position; quality control and supply chain efficiencies; operational execution and retention; annualized average unit volume; the Company's differentiation in the off-premise channel; the opportunity for additional domestic and foreign locations and licensees and territories; target returns for new restaurant openings; international expansion; North Italia and Fox Restaurant Concepts ("FRC") as growth drivers and FRC as an incubation engine; new restaurant targeted ranges and unit growth rates.

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 current expectations and involve risks and uncertainties which may cause results to differ materially from those set forth in such statements. Investors are cautioned that forward-looking statements are not guarantees of future performance and that undue reliance should not be placed on such statements. These forward-looking statements may be affected by various factors including: economic, public health and political conditions that impact consumer confidence and spending, including government shutdowns, trade policy, interest rate fluctuations, periods of heightened inflation and market instability, and armed conflicts; supply chain disruptions; demonstrations, political unrest, potential damage to or closure of our restaurants and potential reputational damage to us or any of our brands; public health crises, including the potential for quarantines or restrictions affecting in-person dining; acceptance and success of The Cheesecake Factory in international markets; acceptance and success of North Italia, Flower Child and other FRC restaurants; the risks of doing business abroad through Company-owned restaurants and/or licensees; foreign exchange rates, tariffs and cross-border taxation; changes in unemployment rates; increases in minimum wages and benefit costs; the economic health of our landlords and other tenants in retail centers in which our restaurants are located, and our ability to successfully manage our lease arrangements with landlords; the economic health of suppliers, licensees, vendors and other third parties providing goods or services to us; the timing of our new unit development and related permitting; compliance with debt covenants; our ability to satisfy our obligations under our convertible senior notes due 2030; strategic capital allocation decisions including with respect to share repurchases or dividends; the ability to achieve projected financial results; the resolution of uncertain tax positions with the Internal Revenue Service and the impact of changes in tax laws; changes in laws impacting our business; adverse weather conditions and natural disasters in regions in which our restaurants are located; factors that are under the control of government agencies, landlords and other third parties; the risks, costs and uncertainties associated with opening new restaurants; and other risks and uncertainties detailed from time to time in the Company's filings with the Securities and Exchange Commission ("SEC"). Forward-looking statements speak only as of the dates on which they are made and the Company undertakes 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. Investors are referred to the full discussion of risks and uncertainties associated with forward-looking statements and the discussion of risk factors contained in the Company's latest Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K as filed with the SEC, which are available at www.sec.gov.

Non-GAAP Financial Measures

In addition to the results provided in accordance with the Generally Accepted Accounting Principles ("GAAP") in this presentation, the Company is providing non-GAAP measurements which present free cash flow, adjusted net income, adjusted diluted net income per common share, adjusted net income margin and adjusted earnings before interest, tax, depreciation and amortization ("EBITDA"). The non-GAAP measurements are intended to supplement the presentation of the Company's financial results in accordance with GAAP. The Company believes that the presentation of these items provides additional information to facilitate the comparison of past and present financial results. These non-GAAP measures may not be comparable to similarly-titled measures used by other companies and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with GAAP. We calculate these non-GAAP measures by eliminating from cash flow from operations, net income, diluted net income per common share, net income margin and EBITDA the impact of items we do not consider indicative of our ongoing operations. Additionally, free cash flow, EBITDA and adjusted EBITDA exclude the impact of certain non-cash transactions. We use these non-GAAP financial measures for financial and operational decision-making and as a means to evaluate period-to-period comparisons. Our inclusion of these adjusted measures should not be construed as an indication that our future results will be unaffected by unusual or infrequent items. In the future, we may incur expenses or generate income similar to the adjusted items. Please refer to the Appendix of this presentation for a reconciliation of non-GAAP measures to the most directly comparable financial measures prepared in accordance with GAAP.



COMPANY OVERVIEW



INVESTMENT HIGHLIGHTS

- Experiential dining category leader with diversified growth engines
- Best-in-class operational execution and industry-leading retention
- Significant growth opportunities driving one of the highest expected growth rates in the casual dining industry
- Strong free cash flow generation supporting consistent shareholder returns, dividends and opportunistic share repurchases



CAKE AT A GLANCE

FOUNDED
1972

IPO
1992

HEADQUARTERS
CALABASAS HILLS, CA

TICKER
CAKE

MARKET CAP⁽¹⁾
\$5.3B

REVENUE⁽²⁾
\$3.8B

We own and operate 383 restaurants⁽³⁾ across the US and Canada including:

- 218 The Cheesecake Factory locations
- 52 North Italia locations
- 47 Flower Child locations
- 60 FRC locations

Our more than 48,000 staff members helped us become one of the Fortune "100 Best Companies to Work For®" for the 13th consecutive year



PORTFOLIO OF EXPERIENTIAL DINING CONCEPTS



35

**International
CCF Locations**

China
Thailand
Mexico
Bahrain
Kuwait
Saudi Arabia
Qatar | UAE

(1) Market data as of September 29, 2026.

(2) Represents fiscal year 2025 revenue for the twelve months ended December 30, 2025.

(3) Locations as of October 27, 2026.

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The
Cheesecake
Factory®





Company-Owned: 218

(Including Toronto, Canada)



Latin America

Mexico City (5)
Monterrey (1)
Guadalajara (2)
Querétaro (1)
Puebla (1)
Metepc (1)

Middle East

UAE (6)
Saudi Arabia (4)
Kuwait (3)
Qatar (3)
Bahrain (1)



Asia

Shanghai (3)
Beijing (1)
Hong Kong (1)
Macau (1)
Thailand (1)



International - Licensed: 35

Opportunity for 300 Domestic Locations

Long runway for growth as we continue to open in new and existing markets

Continued International Expansion

In existing and new markets with current licensees and evaluating additional new markets

High-quality, High-profile Locations Worldwide

Strong presence in premier markets with attractive consumer demographics

The Cheesecake Factory® | A HIGHLY DIFFERENTIATED CONCEPT



MENU



OPERATIONS



AMBIANCE



BAKERY

Menu Breadth and Innovation
Made Fresh From Scratch

Best-in-Class Execution
Exceptional Service

High-Energy Atmosphere
Contemporary Décor

Distinct, High-Quality
Cheesecakes and Desserts



INTEGRATED BAKERY - THE "CHEESECAKE" MAGIC

Significant, Consistent Dessert Sales

2 Bakery production facilities

58 Varieties of cheesecakes & desserts

17%
OF TOTAL SALES
FY 2025

4 CONSECUTIVE
FISCAL YEARS
(2022 - 2025)
AT ~17% OF SALES

Enables creativity, quality control and supply chain efficiencies



BEST-IN-CLASS STAFFING AND OPERATIONS

EXCEPTIONAL SERVICE AND OPERATIONAL EXECUTION SUPPORTED BY INDUSTRY-LEADING RETENTION

Well-positioned to attract and retain high-quality, experienced staff as an employer of choice

- Top-tier recruiting and training programs
- Fortune '100 Best Companies to Work For®' List for 13 consecutive years
- 2025 Black Box Intelligence Employer of Choice Award in Upscale Casual
- Competitive compensation, benefits and healthcare options
- High sales volume restaurants provide predictability and stability for staff



Average Tenure by Position

Executive VP of Operations	37 years
Regional Vice Presidents	29 years
Area Directors of Operations	25 years
Area Kitchen Operations Managers	23 years
General Managers	17 years
Executive Kitchen Managers	16 years

DIFFERENTIATION IN OFF-PREMISE

LEVERAGING OUR DIFFERENTIATED POSITIONING TO DRIVE THE HIGHEST OFF-PREMISE AVERAGE WEEKLY SALES



Exceptional Value

- Extensive menu with over 225 items made from scratch daily
- Large portions designed for sharing
- Lower incremental delivery pricing versus peers



Guest Experience and Convenience

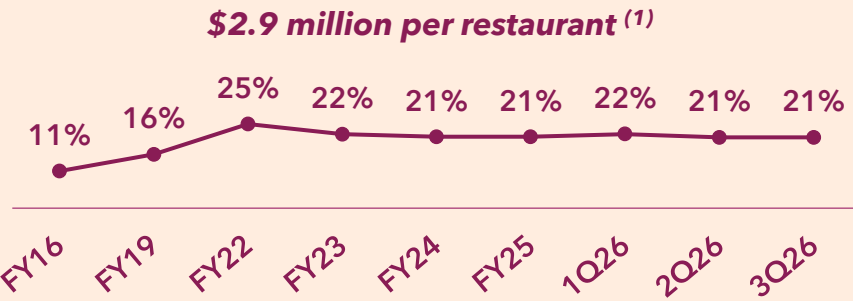
- Omni channel ordering - Online | Delivery | Phone | In-person
- Curbside delivery, geo-location and real-time tracking
- Redesigned to-go packaging to improve food quality



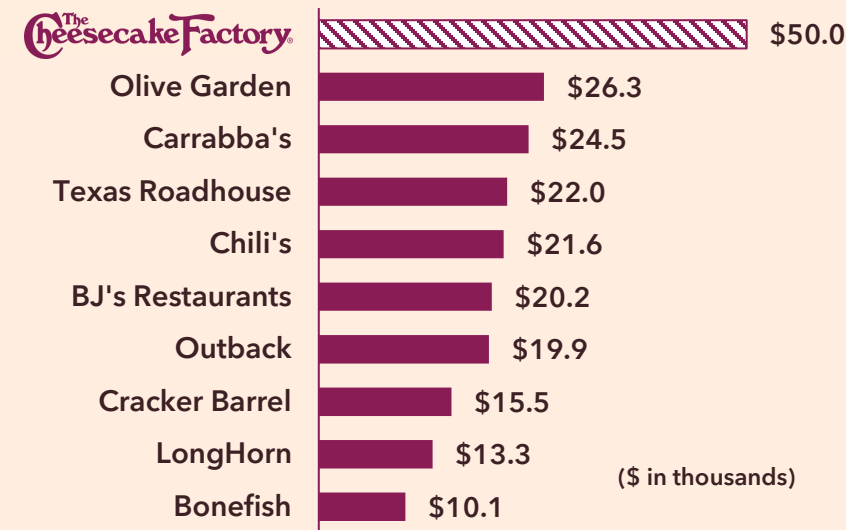
Operational Execution

- Fully integrated systems for better execution
- Separate bakery counter and register for pick-up of orders

OFF-PREMISE SALES % OF TOTAL REVENUE



OFF-PREMISE AWS FOR FY 2025⁽²⁾



(1) \$2.9 million in off-premise sales per restaurant based on annualized 3Q26.
(2) Company reports and Gordon Haskett Research Advisors.

ICONIC BRAND AND CULT STATUS



It's Me, Hi: Your Cheesecake Factory Order, Based on Taylor Swift's Eras

This is our place, we make the rules.

BY COLLETTE REITZ

MAY 4, 2023 5:39 PM

stylecaster



Travis Kelce's Pregame Outfit Was Strikingly Similar to a Cheesecake Factory Bag: 'Fashion Icons'

By Chris Barilla | Published on January 22, 2024 05:13PM EST



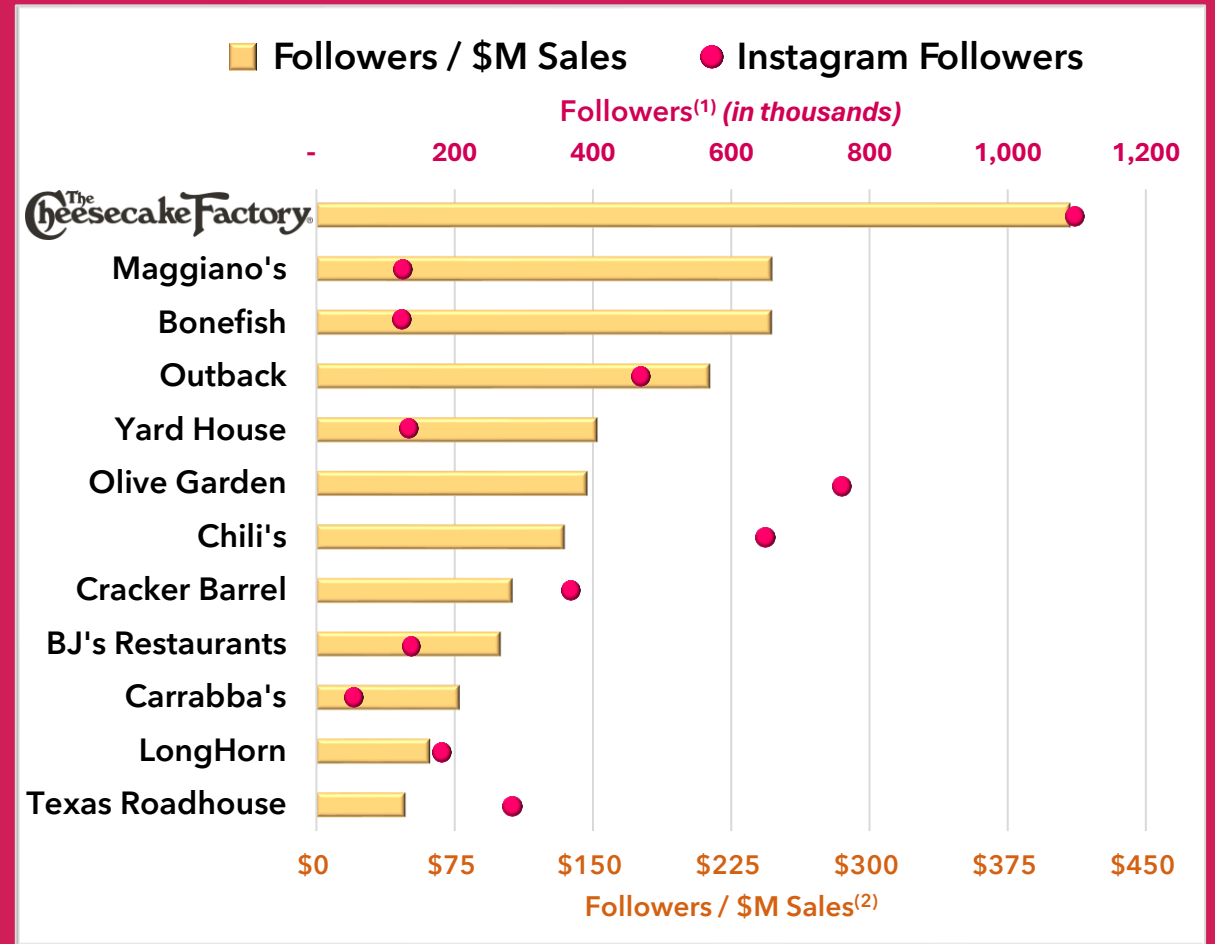
STRONG CONSUMER ENGAGEMENT

Leveraging the **STRENGTH OF OUR BRAND** across social media channels to **ENGAGE WITH OUR CONSUMERS** and further **ENHANCE BRAND AWARENESS**

MILLIONS OF FOLLOWERS



CAKE has more Instagram followers and significantly outpaces peers in followers relative to sales



EXPANDING BRAND REACH

BOLDER CREATIVE

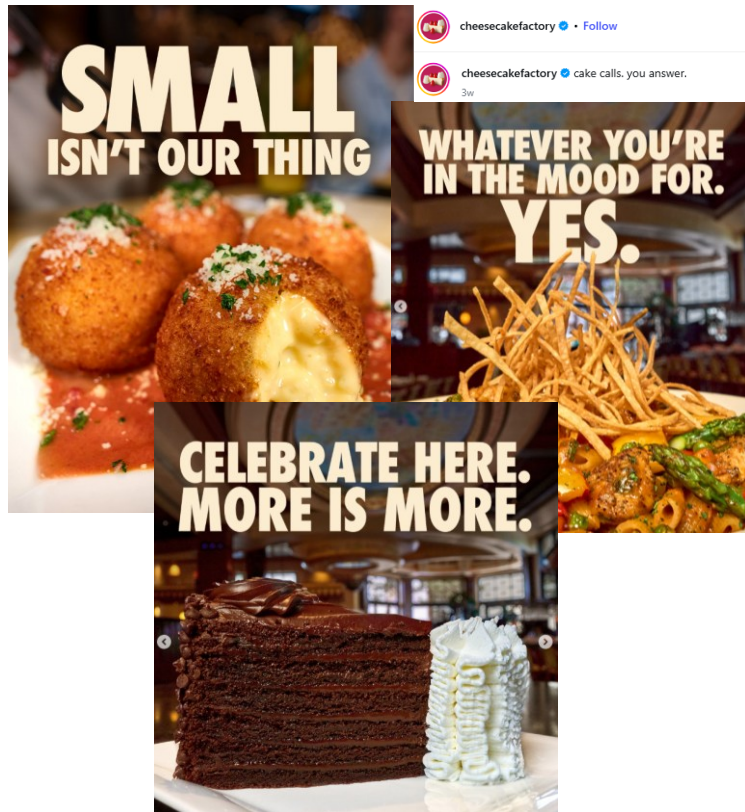
Bringing our brand personality, menu innovation and signature offerings to life

CULTURALLY RELEVANT ENGAGEMENT

Leveraging timely cultural moments to amplify brand visibility

HIGH-IMPACT MEDIA COVERAGE

Showcasing the quality, scale and differentiation of the concept



theclairiest 05/09/26
Cheesecake-gate update: I messaged the neighborhood mom/baker this morning expression my disappointment in the cheesecake I bought from her for my daughter's birthday yesterday. Her response was that her cheesecakes are lighter and more dense than NY style. She apologized and said she would take my feedback in mind. Did not offer to refund any money. In case you missed it, she charged me \$50 for this cheesecake. And no it wasn't good. The topping was sour, tasted like lemon juice.



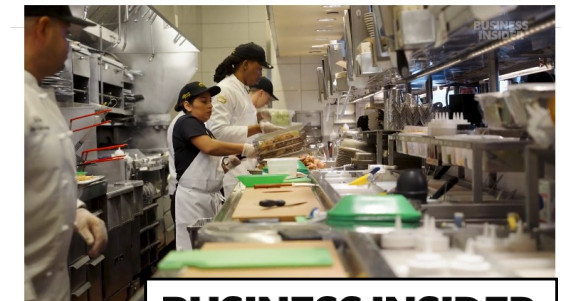
cheesecakefactory 05/10/26
small isn't our thing. check your messages for a cake on us



TODAY
EXCLUSIVE
TRENDING
Woman Orders \$50 Cheesecake From Neighborhood Baker for Daughter's Birthday. What She Gets Goes Viral
May 13, 2024, 8:07 AM PDT / Source: TODAY



Everything you eat at The Cheesecake Factory is made in-house, except for its most iconic dish



BROADER, MORE STRATEGIC MARKETING EFFORTS ARE STRENGTHENING BRAND AWARENESS AND SUPPORTING TRAFFIC

BROAD APPEAL AND BRAND AFFINITY



Diverse Appeal

Relevant across generations and dining preferences



Menu Relevance

Something for every taste and price point

Supported by innovation and made-from-scratch quality



Multiple Occasions

Go-to destination for everyday meals, celebrations and group gatherings

Distinct, experiential dining experience



Brand Hallmarks

Iconic cheesecakes and signature desserts

Generous portions and compelling value

OUR MENU BREADTH, QUALITY, VALUE AND DIFFERENTIATED EXPERIENCE SUPPORT CONTINUED RELEVANCE, SUSTAINED DEMAND AND REPEAT VISITS

CHEESECAKE REWARDS®

Opportunity to drive incremental traffic

PROGRAM

A **SURPRISE** and **DELIGHT** program

OBJECTIVE

To drive incremental sales and support restaurant-level margins by leveraging data analytics to more effectively engage guests

Published Offers

To support member acquisition and consistent engagement

Offered to all rewards members

Personalized Offers

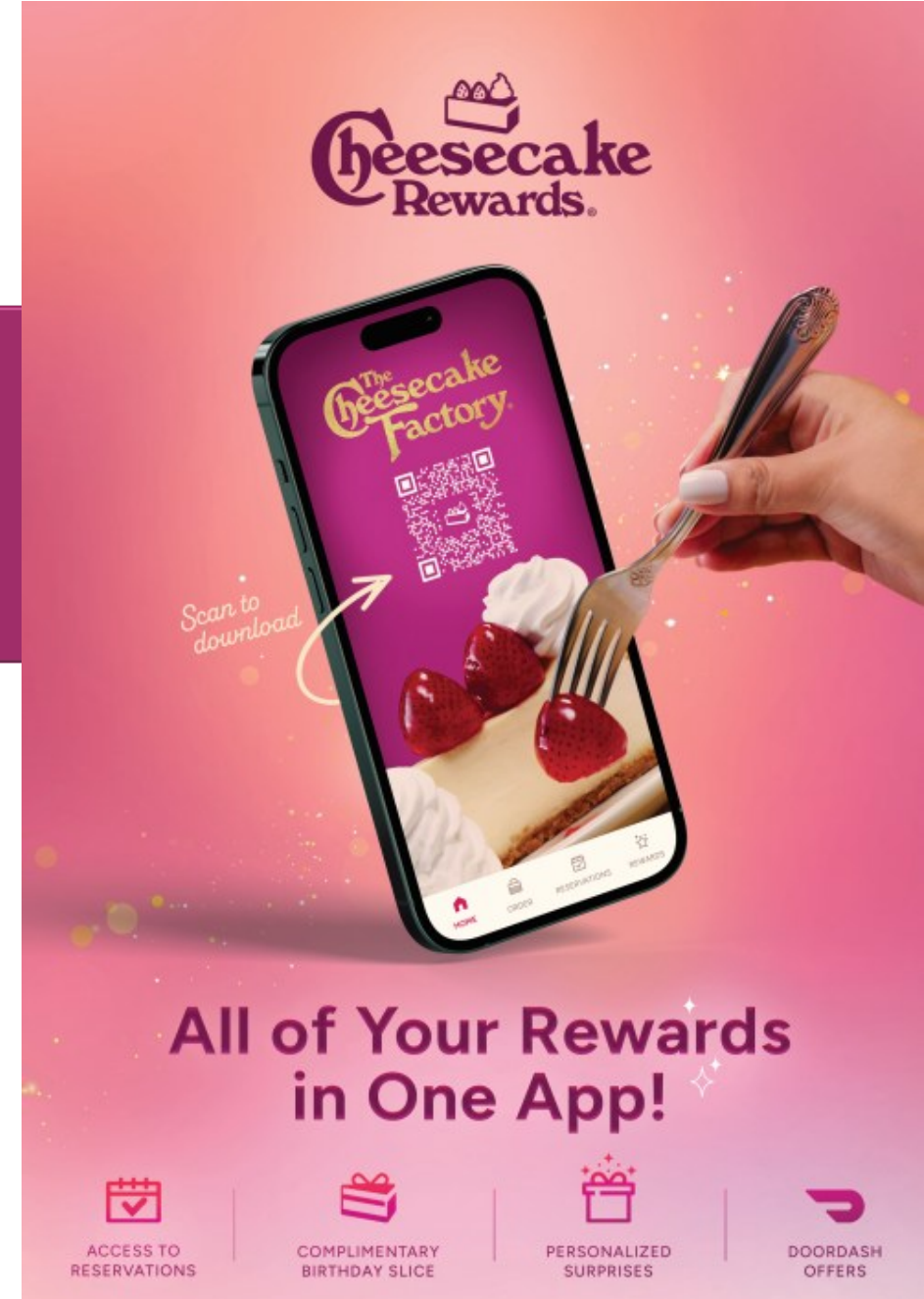
Tailored offers based on guest behavior and preferences – designed to surprise, engage, and increase frequency

Tailored rewards offered to all members

Marketable Offers

Tied to cultural and brand moments (April Fools', National Cheesecake Day) that drive excitement and broad engagement

Offered to all rewards members



CHEESECAKE REWARDS® APP

Seamless Digital Experience

Integrates rewards, reservations and online ordering into one app

Personalized Guest Engagement

Delivers tailored offers, rewards and communications to drive engagement

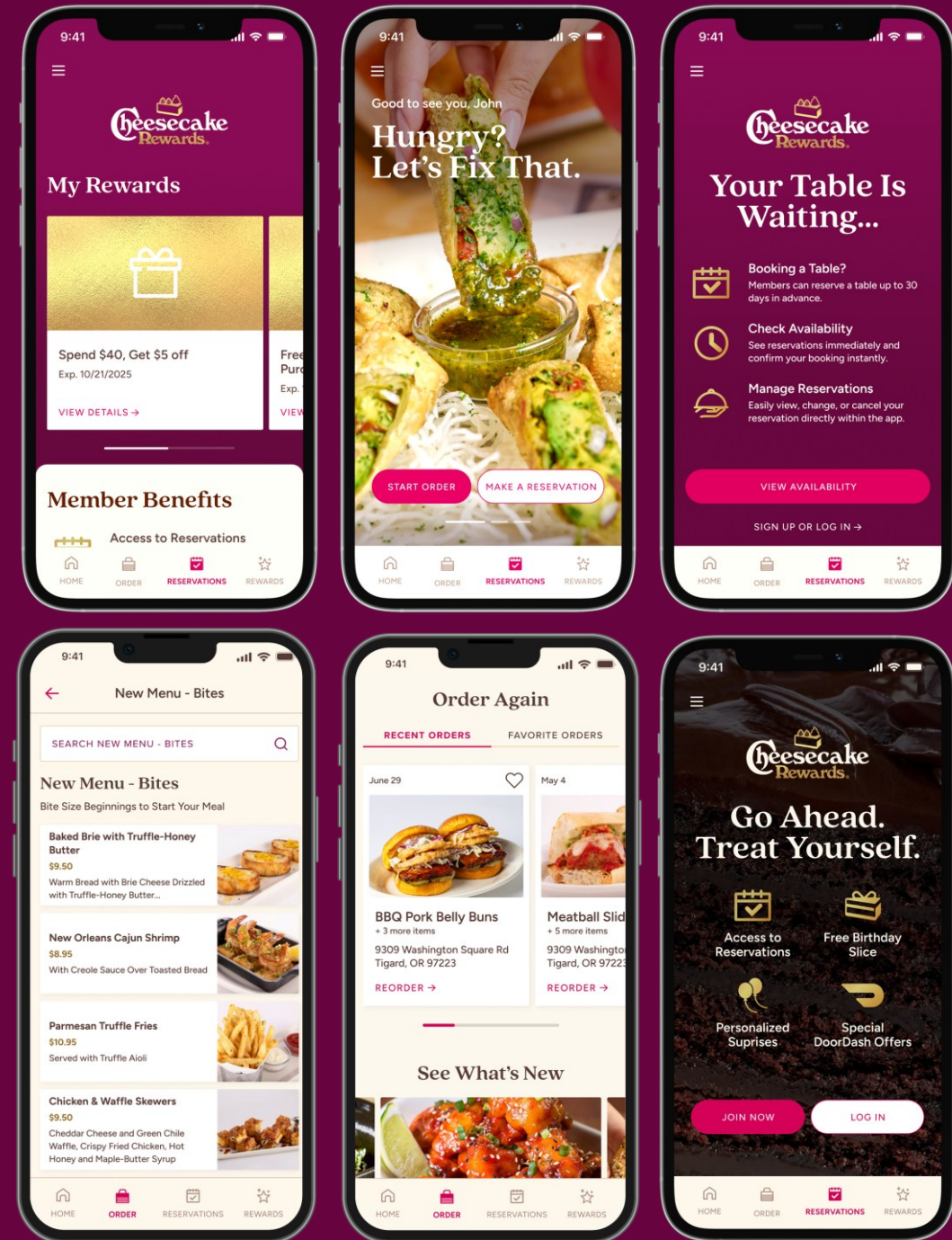
Strong Early Momentum

Encouraging guest adoption and engagement following the launch

Foundation for Future Growth

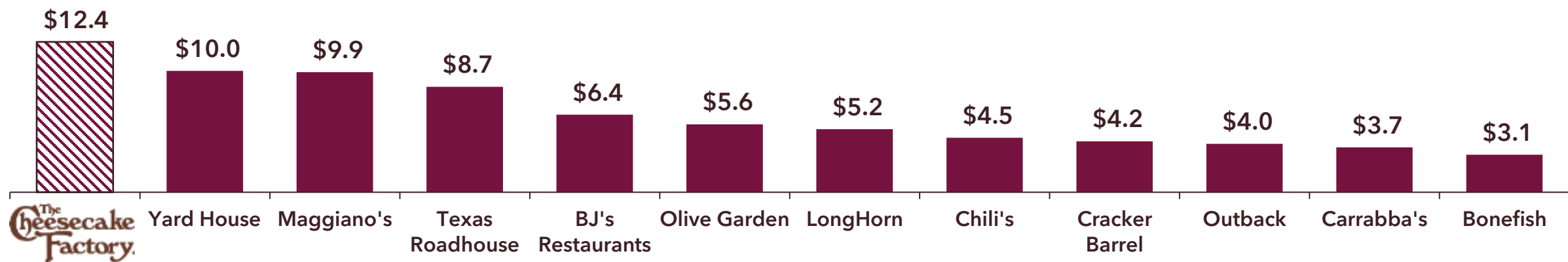
Expands our ability to connect with guests and evolve the Rewards experience over time

**APP BUILDS ON OUR REWARDS PLATFORM BY
MAKING IT EASIER FOR GUESTS TO ENGAGE
WITH OUR BRAND ACROSS EVERY VISIT**

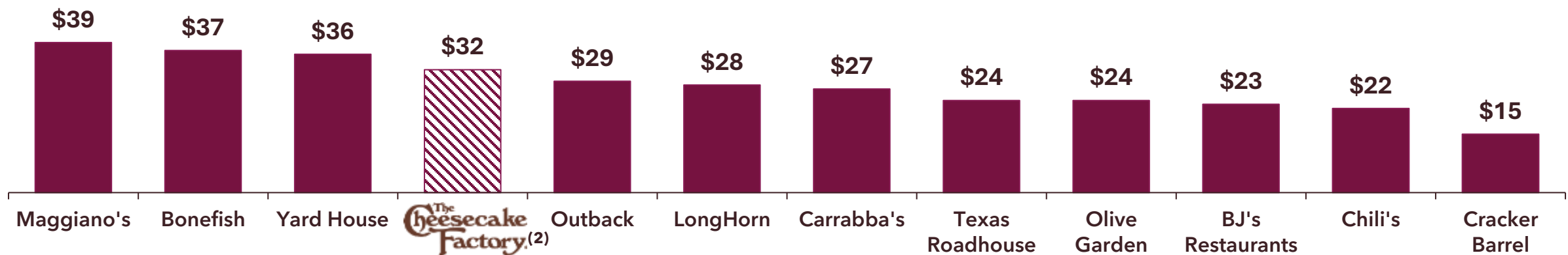


Driving the Highest Unit Volumes in the Industry⁽¹⁾

(\$ in millions)



With a Moderate Average Check⁽¹⁾



(1) Latest SEC 10-K filings and company presentations for FY 2025.
(2) Average check for The Cheesecake Factory defined as on-premise average check for FY 2025.



NORTH ITALIA



NORTH ITALIA



- Filling White Space for an On-Trend, Contemporary Italian Offering
- Menu features classic Italian favorites with a fresh twist from hand-tossed pizzas and homemade pastas to crave-worthy appetizers, salads and seasonal entrees
 - Unique menu items tailored to local markets
 - All dishes handmade from scratch daily
 - Serving lunch, dinner, weekend brunch & weekday happy hour
- Robust selection of wine, beer and craft cocktails driving ~25% alcohol mix
- Average check of mid \$30s for lunch and mid \$40s for dinner



NORTH ITALIA



- Potential for 200 domestic locations over time
 - Currently have 52 locations in 17 states & Washington D.C.⁽¹⁾
 - Italian is one of the most popular ethnic cuisines in the United States
- Attractive return profile and sales growth

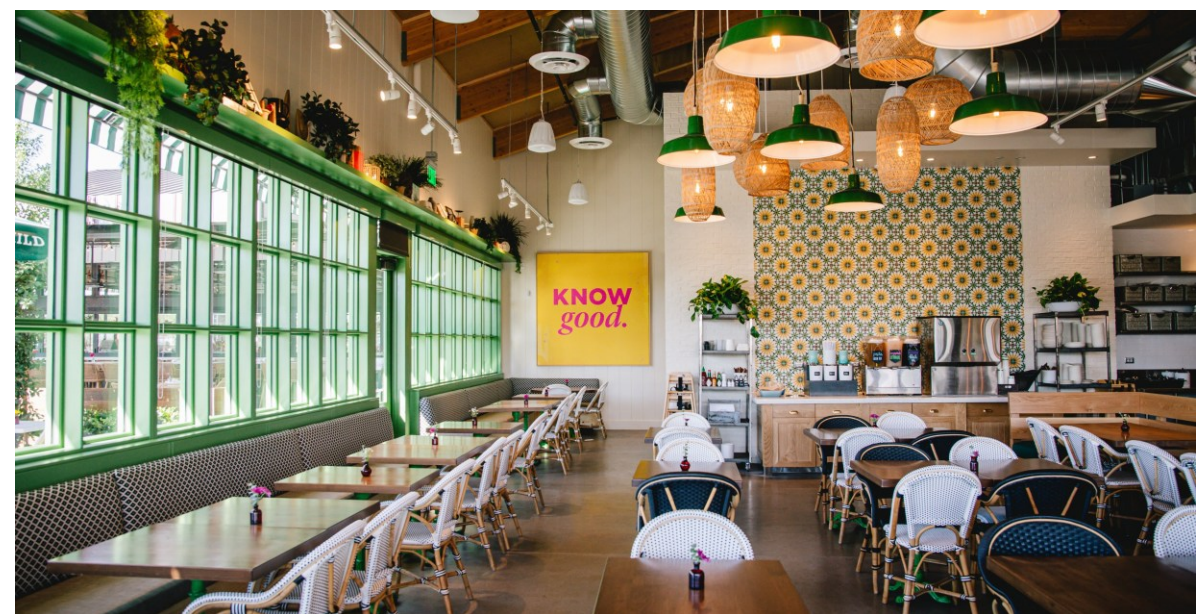
FY 2025	REVENUES \$346M <i>Up 15% from PY</i>	COMP SALES (2)%
Q3 2026	REVENUES \$93M <i>Up 11% from PY</i>	COMP SALES (3)%





FLOWER CHILD

HEALTHY FOOD FOR A HAPPY WORLD



FLOWER CHILD



HEALTHY FOOD FOR A HAPPY WORLD

On a simple, soul-satisfying mission to spread positively delicious vibes and healthy food.

- Potential for 700 domestic locations over time
- A differentiated concept in the growing fast casual segment
 - 47 locations in 18 states⁽¹⁾
- Targeting ~20% average annual unit growth
- Attractive consumer demographic
- A healthy, balanced dining experience with organic, gluten-free and vegan dishes
 - All dishes handmade from scratch daily
 - Menu features customizable bowls, wraps, salads, veggies and healthy proteins
- Significant off-premise volumes - averaging over 50% of sales



FY 2025

REVENUES

\$185M

Up 28% from PY

COMP SALES

5%



Q3 2026

REVENUES

\$56M

Up 17% from PY

COMP SALES

11%



FLOWER CHILD

HEALTHY FOOD FOR A HAPPY WORLD

(1) Locations as of October 27, 2026.



FRC RESTAURANTS



FRC RESTAURANTS

FRC

FRC serves as an incubator, innovating new food, dining and hospitality experiences to create fresh, exciting concepts for the future

FRC's experiential concepts are designed to deliver unique guest experiences across different industry segments, occasions, square footage and geographies

Provides **Diversification** | **Accretive Unit Growth** | **Value Creation Opportunities**

FRC HIGHLIGHTS ⁽¹⁾

- Locations 60
- Geographies 13 states
- FY 2025 Revenue \$355M



(1) Fiscal year 2025 revenue represents revenue for the twelve months ended December 30, 2025 and excludes revenue for Flower Child. Locations as of October 27, 2026.



BLANCO



wildflower
AMERICAN CUISINE



The Greene House

Olive & Ivy

Zinburger

THE HENRY



SOCIETY SWAN
AMERICAN BRASSERIE

25

DIVERSIFYING OUR PORTFOLIO ACROSS EXPERIENTIAL FOR GROWTH

Culinary forward. First class hospitality. Concepts like no other.

Global
Footprint

The
cheesecakeFactory

National
Expansion

NORTH
ITALIA

FLOWER CHILD
HEALTHY FOOD FOR A HAPPY WORLD

Testing
Growth


CULINARY DROPOUT

THE HENRY
THE GREATEST NEIGHBORHOOD RESTAURANT

Boutique
Brands

Incubation
Stage

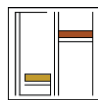
DOUGHBIRD
PIZZA + CHICKEN


Pushing Daisies

BLANCO
COCINA + CANTINA

Zinburger

The
ARROGANT
BUTCHER
QUALITY FOOD & PREMIUM DRINKS


The Greene House
Inspired California Cuisine


wildflower
AMERICAN CUISINE



Olive & Ivy
RESTAURANT + MARKETPLACE
SOCIETY SWAN
AMERICAN BRASSERIE



ACCELERATING UNIT GROWTH

AS MANY AS 26 NEW UNITS IN 2026

16 NROs YTD

As of October 27, 2026

**THE
CHEESECAKE
FACTORY**

Forsyth, GA
Wichita, KS

**NORTH
ITALIA**

Walnut Creek, CA
Brea, CA
Katy, TX
Madison, WI

**FLOWER
CHILD**

Riverton, UT
Omaha, NE
Kansas City, KS
Boise, ID
Fishers, IN

**CULINARY
DROPOUT**

Omaha, NE
Salt Lake City, UT

**THE
HENRY**

Scottsdale, AZ
Chicago, IL
Plano, TX

**16 NEW UNITS
IN 2023**

6 Cheesecake Factory's
3 North Italia locations
1 Flower Child locations
6 FRC locations

**23 NEW UNITS
IN 2024**

3 Cheesecake Factory's
6 North Italia locations
6 Flower Child location
9 FRC locations

**25 NEW UNITS
IN 2025**

4 Cheesecake Factory's
6 North Italia locations
6 Flower Child location
9 FRC locations





FINANCIAL PERFORMANCE



DRIVING STRONG SALES GROWTH



FY 2025		Q3 2026	
REVENUES	COMP SALES	COMP SALES	AVERAGE WEEKLY SALES
\$2,689M <i>Up 1% from PY</i>	vs 2024 0.1%	vs 3Q25 15.2%	~\$267,700 Equates to \$13.9M Annualized AUV ⁽¹⁾

NORTH
ITALIA

\$346M <i>Up 15% from PY</i>	(2)%	(3)%	~\$139,400 Equates to \$7.2M Annualized AUV ⁽¹⁾
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FY 2025		Q3 2026	
REVENUES	AVERAGE WEEKLY SALES ⁽²⁾	AVERAGE WEEKLY SALES ⁽²⁾	
\$355M <i>Up 18% from PY</i>	vs 2024 0%	vs 3Q25 4%	~\$120,100 Equates to \$6.2M Annualized AUV ⁽¹⁾

Q3 2026 HIGHLIGHTS⁽¹⁾

Total Revenue

\$1.0B

Up 14% from PY

Net Income

\$61M

Up 92% from PY

Adjusted
EBITDA⁽¹⁾

\$99M

Up 38% from PY

Diluted Net
Income Per Share

\$1.19

Up 80% from PY

Adjusted Diluted Net
Income Per Share⁽¹⁾

\$1.02

Up 50% from PY

Unit Growth

6 NROs

Restaurant
Count⁽²⁾

380

Up 4% from
364 in PY

Capital Allocation

\$58M

CapEx⁽³⁾

\$14M

Dividends

\$2M

Repurchases

2026 UNDERLYING KEY ASSUMPTIONS⁽¹⁾

Consolidated Sales	Approximately \$4.09 Billion
CCF AUVs	Approximately \$13.4 Million
Net Income Margin	Targeting approximately ~5.75% at the stated sales level
New Unit Growth	As many as 26 New Restaurant Openings • 5 The Cheesecake Factory locations • 8 North Italia locations • 7 Flower Child locations • 6 FRC restaurants
Cash Capital Expenditures	Approximately \$210 Million
Dividend Program	Q4 2026 dividend of \$0.30 per share ⁽²⁾
Share Repurchase Program	Opportunistically support EPS, and over the long term offset dilution from employee stock-based compensation ⁽²⁾

QUALITY LONG-TERM GROWTH OPPORTUNITY

Diversified Portfolio

Differentiated experiential concepts diversified across industry segment, price point, cuisine, occasion and real estate

Attractive Growth Potential

Significant runway for future development across portfolio of concepts to drive accretive growth over time

Value Creation Opportunities

Leveraging brand power, operational excellence, scale, supply chain and real estate development expertise

New Unit Growth Potential⁽¹⁾⁽²⁾

	Size ⁽³⁾	Sales per Sq Ft ⁽³⁾	Annual Unit Growth
	7,000 - 10,000	~\$1,100 - \$1,200	~2% - 3%
NORTH ITALIA	6,000 - 7,000	~\$1,100 - \$1,200	~20%
FLOWER CHILD	3,000 - 4,000	~\$1,100 - \$1,200	~20%
FRC RESTAURANTS	6,000 - 8,000	~\$1,100	~10% - 15%

GROWTH POTENTIAL⁽²⁾

AVERAGE ANNUAL GROWTH TARGETS

1% - 2%
Comparable Sales Growth

7% - 8%
Topline Revenue Growth

MARKET POTENTIAL | LARGE TAM RUNWAY

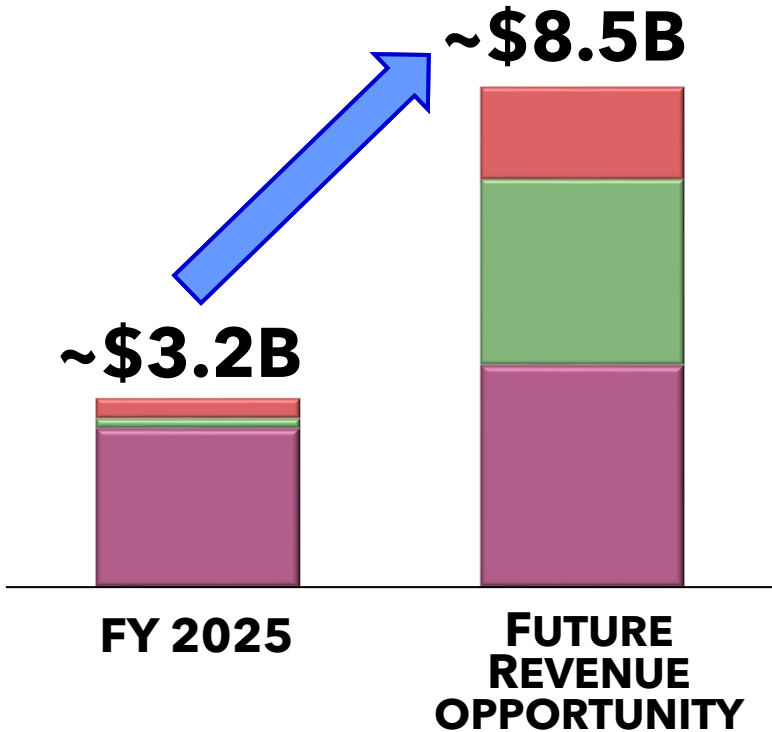
	FY 2025 AUVS	# OF LOCATIONS ⁽¹⁾	MARKET POTENTIAL
	\$12.4M	218	300
FLOWER CHILD	\$4.6M	47	700
NORTH ITALIA	\$7.6M	52	200

NOTABLE UPSIDE POTENTIAL
FROM OTHER GROWTH
CONCEPTS



THE HENRY

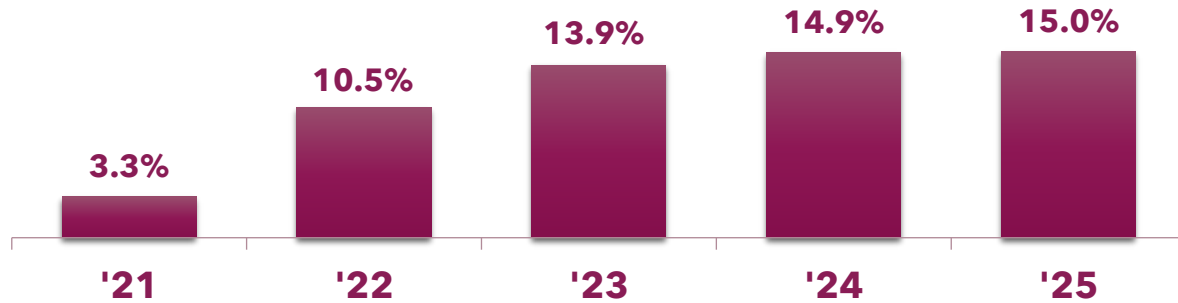
\$5B REVENUE
GROWTH
POTENTIAL



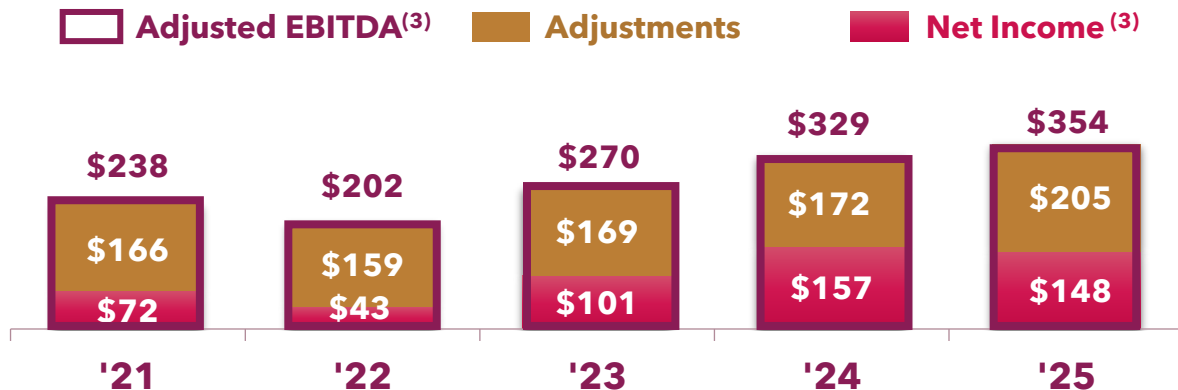
FINANCIAL STRENGTH TO SUPPORT GROWTH AND RETURNS⁽¹⁾

(\$ in millions)

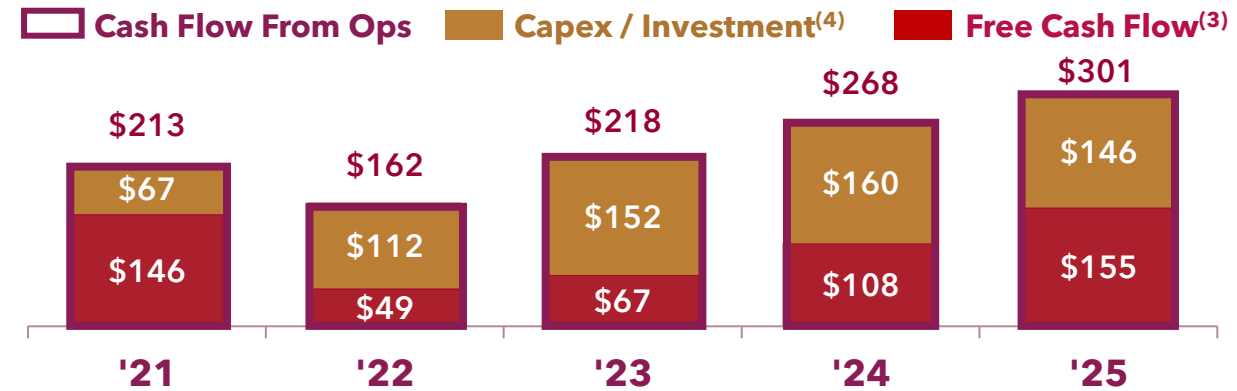
The Cheesecake Factory Comparable Sales⁽²⁾



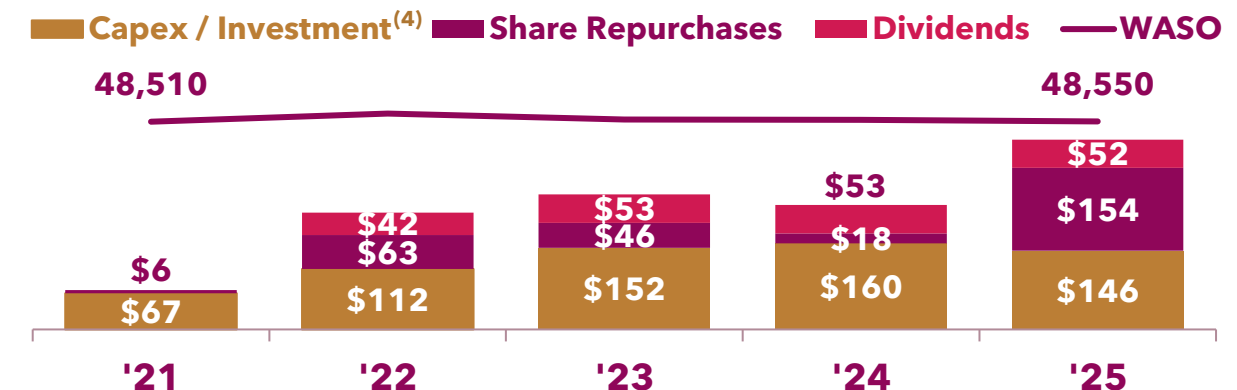
Net Income and Adjusted EBITDA⁽³⁾



Cash Flow



Capital Allocation Detail



(1) A reconciliation of Non-GAAP measures to the most directly comparable GAAP measure can be found in the appendix.

(2) Due to impact of COVID-19 pandemic on results 2021, 2022, 2023, 2024 and 2025 compare against 2019.

(3) Free cash flow, Cash Flow from Operations, Net Income and Adjusted EBITDA may not add due to rounding.

(4) CapEx excludes some new restaurant construction expenses, which may be classified as operating lease assets instead of additions to property and equipment in the statement of cash flows.



APPENDIX

NON-GAAP RECONCILIATIONS

(\$ in thousands)

	Fiscal Year				
	2021	2022	2023	2024	2025
Cash flow from operations	\$ 213,006	\$ 161,926	\$ 218,401	\$ 268,325	\$ 301,281
Capital expenditures / investments ⁽¹⁾	66,943	112,464	151,565	160,364	146,204
Free cash flow ⁽²⁾	\$ 146,063	\$ 49,462	\$ 66,836	\$ 107,961	\$ 155,077

(\$ in thousands)

	Fiscal Year					Fiscal Quarter	
	2021	2022	2023	2024	2025	3Q25	3Q26
Net income	\$ 72,373	\$ 43,123	\$ 101,351	\$ 156,783	\$ 148,427	\$ 31,899	\$ 61,300
Depreciation and amortization expenses	89,654	92,380	93,136	101,450	109,031	27,419	29,175
Interest expense, net	11,625	7,488	10,160	10,107	10,448	2,247	1,988
Income tax (benefit)/provision	(753)	(10,231)	(1,337)	14,264	14,468	3,582	12,105
EBITDA⁽²⁾	\$ 172,899	\$ 132,760	\$ 203,310	\$ 282,604	\$ 282,374	\$ 65,147	\$ 104,568
Impairment of assets and lease termination expenses/(income) ⁽³⁾	\$ 18,139	\$ 31,387	\$ 29,464	\$ 13,647	\$ 22,990	\$ (104)	\$ 8
Acquisition-related contingent consideration, compensation and amortization expenses/(income) ⁽⁴⁾	19,510	13,368	11,686	2,429	14,449	910	(12,889)
Gift card adjustment, net ⁽⁵⁾	-	-	-	-	(9,396)	-	-
Loss on debt extinguishment ⁽⁶⁾	-	-	-	-	15,891	-	-
Stock-based compensation	22,988	24,426	25,781	29,962	27,234	5,672	7,035
COVID-19 related costs ⁽⁷⁾	4,917	-	-	-	-	-	-
Adjusted EBITDA ⁽²⁾	\$ 238,453	\$ 201,941	\$ 270,241	\$ 328,642	\$ 353,542	\$ 71,625	\$ 98,722

(1) CapEx excludes some new restaurant construction expenses, which may be classified as operating lease assets instead of additions to property and equipment in the statement of cash flows.

(2) Free cash flow, EBITDA and Adjusted EBITDA may not add due to rounding.

(3) A detailed breakdown of impairment of assets and lease termination expenses recorded can be found in the Selected Segment Information table in the 10-K and 10-Q.

(4) Represents changes in the fair value of the deferred consideration and contingent consideration and compensation liabilities related to the North Italia and FRC acquisition, as well as amortization of acquired definite-lived licensing agreements.

(5) Represents gift card breakage revenue of \$17.3 million as a result of a change in historical redemption patterns, partially offset by a non-recurring \$7.9 million write-down of gift card inventory.

(6) Represents premium paid and acceleration of previously unamortized deferred financing costs as a result of partial redemption of our convertible senior notes due 2026.

(7) Represents incremental costs associated with COVID-19 such as sick and vaccination pay, healthcare and meal benefits for furloughed staff members, additional sanitation and personal protective equipment.

NON-GAAP RECONCILIATIONS

(\$ in thousands, except per share data)

	Fiscal Year					Fiscal Quarter	
	2021	2022	2023	2024	2025	3Q25	3Q26
Net income ⁽¹⁾	\$ 49,131	\$ 43,123	\$ 101,351	\$ 156,783	\$ 148,427	\$ 31,899	\$ 61,300
Impairment of assets and lease termination expenses/(income) ⁽²⁾	18,139	31,387	29,464	13,647	22,990	(104)	8
Termination of interest rate swap	2,354	-	-	-	-	-	-
Acquisition-related contingent consideration, compensation and amortization expenses/(income) ⁽³⁾	19,510	13,368	11,686	2,429	14,449	910	(12,889)
Gift card adjustment, net ⁽⁴⁾	-	-	-	-	(9,396)	-	-
Loss on extinguishment of debt ⁽⁵⁾	-	-	-	-	15,891	-	-
Dividends on Series A preferred stock	18,661	-	-	-	-	-	-
Net income attributable to Series A preferred stock to apply if-converted method	4,581	-	-	-	-	-	-
COVID-19 related costs ⁽⁶⁾	4,917	-	-	-	-	-	-
Uncertain tax positions	7,139	-	-	-	2,023	717	553
Tax effect of adjustments ⁽⁷⁾	(11,679)	(11,637)	(10,699)	(4,180)	(11,423)	(210)	3,349
Adjusted net income	\$ 112,753	\$ 76,241	\$ 131,802	\$ 168,679	\$ 182,961	\$ 33,212	\$ 52,321
Revenues						\$ 907,226	\$1,033,440
Adjusted net income margin						3.7%	5.1%
Diluted net income per share	\$ 1.01	\$ 0.86	\$ 2.07	\$ 3.20	\$ 3.06	\$ 0.66	\$ 1.19
Impairment of assets and lease termination expenses/(income) ⁽²⁾	0.34	0.62	0.61	0.28	0.47	(0.00)	0.00
Termination of interest rate swap	0.04	-	-	-	-	-	-
Acquisition-related contingent consideration, compensation and amortization expenses/(income) ⁽³⁾	0.37	0.27	0.24	0.05	0.30	0.02	(0.25)
Gift card adjustment, net ⁽⁴⁾	-	-	-	-	(0.19)	-	-
Loss on extinguishment of debt ⁽⁵⁾	-	-	-	-	0.33	-	-
Dividends on Series A preferred stock	0.35	-	-	-	-	-	-
Net income attributable to Series A preferred stock to apply if-converted method	0.09	-	-	-	-	-	-
Assumed impact of potential conversion of Series A preferred stock into common stock	(0.08)	-	-	-	-	-	-
COVID-19 related costs ⁽⁶⁾	0.09	-	-	-	-	-	-
Uncertain tax positions	0.13	-	-	-	0.04	0.01	0.01
Tax effect of adjustments ⁽⁷⁾	(0.22)	(0.23)	(0.22)	(0.09)	(0.24)	(0.00)	0.07
Adjusted diluted net income per share ⁽⁸⁾	\$ 2.13	\$ 1.51	\$ 2.69	\$ 3.44	\$ 3.77	\$ 0.68	\$ 1.02

(1) Net income presented for 2021 includes adjustments related to Series A Preferred Stock.

(2) A detailed breakdown of impairment of assets and lease termination expenses recorded can be found in the Selected Segment Information table in the 10-K and 10-Q.

(3) Represents changes in the fair value of the deferred consideration and contingent consideration and compensation liabilities related to the North Italia and FRC acquisition, as well as amortization of acquired definite-lived licensing agreements.

(4) Represents gift card breakage revenue of \$17.3 million as a result of a change in historical redemption patterns, partially offset by a non-recurring \$7.9 million write-down of gift card inventory.

(5) Represents premium paid and acceleration of previously unamortized deferred financing costs as a result of partial redemption of our convertible senior notes due 2026.

(6) Represents incremental costs associated with COVID-19 such as sick and vaccination pay, healthcare and meal benefits for furloughed staff members, additional sanitation and personal protective equipment.

(7) The tax effect assumes a tax rate based on the federal statutory rate and an estimated blended state tax rate.

(8) Adjusted diluted net income per share may not add due to rounding.