INVESTOR PRESENTATION

April 29, 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, 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 and strong foothold 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, changes in interest rates, 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; pandemics and related containment measures, including the potential for quarantines or restriction on 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; 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 through dividends and opportunistic share repurchases






CAKE AT A GLANCE

FOUNDED	IPO	HEADQUARTERS	TICKER	MARKET CAP[1]	REVENUE[2]
1972	1992	CALABASAS HILLS, CA	CAKE	$2.7B	$3.8B

We own and operate 371 restaurants[3] across the US and Canada including:

- 216 The Cheesecake Factory locations
- 50 North Italia locations
- 43 Flower Child locations
- 56 Fox Restaurant Concepts 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

FORTUNE 100 BEST COMPANIES TO WORK FOR® 2026

PORTFOLIO OF EXPERIENTIAL DINING CONCEPTS

36 International CCF Locations

China
Thailand
Mexico
Bahrain
Kuwait
Saudi Arabia
Qatar | UAE

(1) Market data as of March 31, 2026.
(2) Represents fiscal year 2025 revenue for the twelve months ended December 30, 2025.
(3) Locations as of April 29, 2026.

The Cheesecake Factory®

GLOBAL FOOTPRINT

Company-Owned: 216
(Including Toronto, Canada)

Latin America
Mexico City (5)
Monterrey (1)
Guadalajara (2)
Querétaro (1)
Puebla (1)
Metepec (1)

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

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

International – Licensed: 36

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 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

Menu Breadth and Innovation
Made Fresh From Scratch

OPERATIONS

Best-in-Class Execution
Exceptional Service

AMBIANCE

High-Energy Atmosphere
Contemporary Décor

BAKERY

Distinct, High-Quality
Cheesecakes and Desserts

INTEGRATED BAKERY – THE "CHEESECAKE" MAGIC

Impressive Level of Dessert Sales

16%
FY 2019(1)

17%
FY 2025(1)

2 Bakery production facilities

58 Varieties of cheesecakes & desserts

Enables creativity, quality control and supply chain efficiencies

(1) Percent of total sales.

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

BPA BEST PRACTICES AWARDS A CUT ABOVE EMPLOYER OF CHOICE

FORTUNE 100 BEST COMPANIES TO WORK FOR® 2026

2025 People® COMPANIES THAT CARE™

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

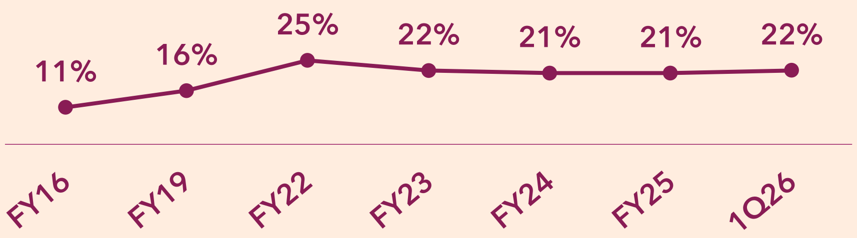
- Omni channel ordering – Online | Delivery | Phone | In-person
- Curbside delivery, geo-location and real-time tracking
- Redesigned to-go packaging to improve food quality

Operational Execution

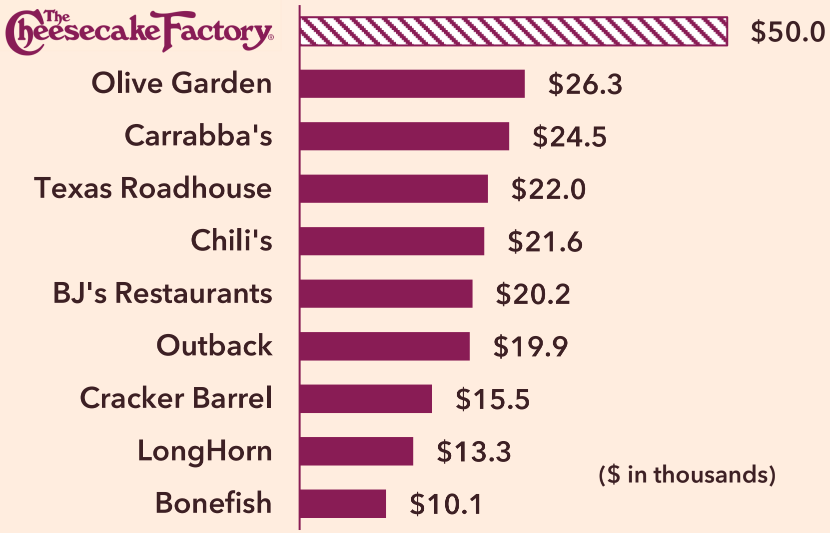
- Fully integrated systems for better execution
- Separate bakery counter and register for pick-up of orders

OFF-PREMISE SALES % OF TOTAL REVENUE

$2.8 million per restaurant (1)



OFF-PREMISE AWS FOR FY 2025(2)



(1) $2.8 million in off-premise sales per restaurant based on annualized 1Q26.
(2) Company reports and Gordon Haskett Research Advisors.

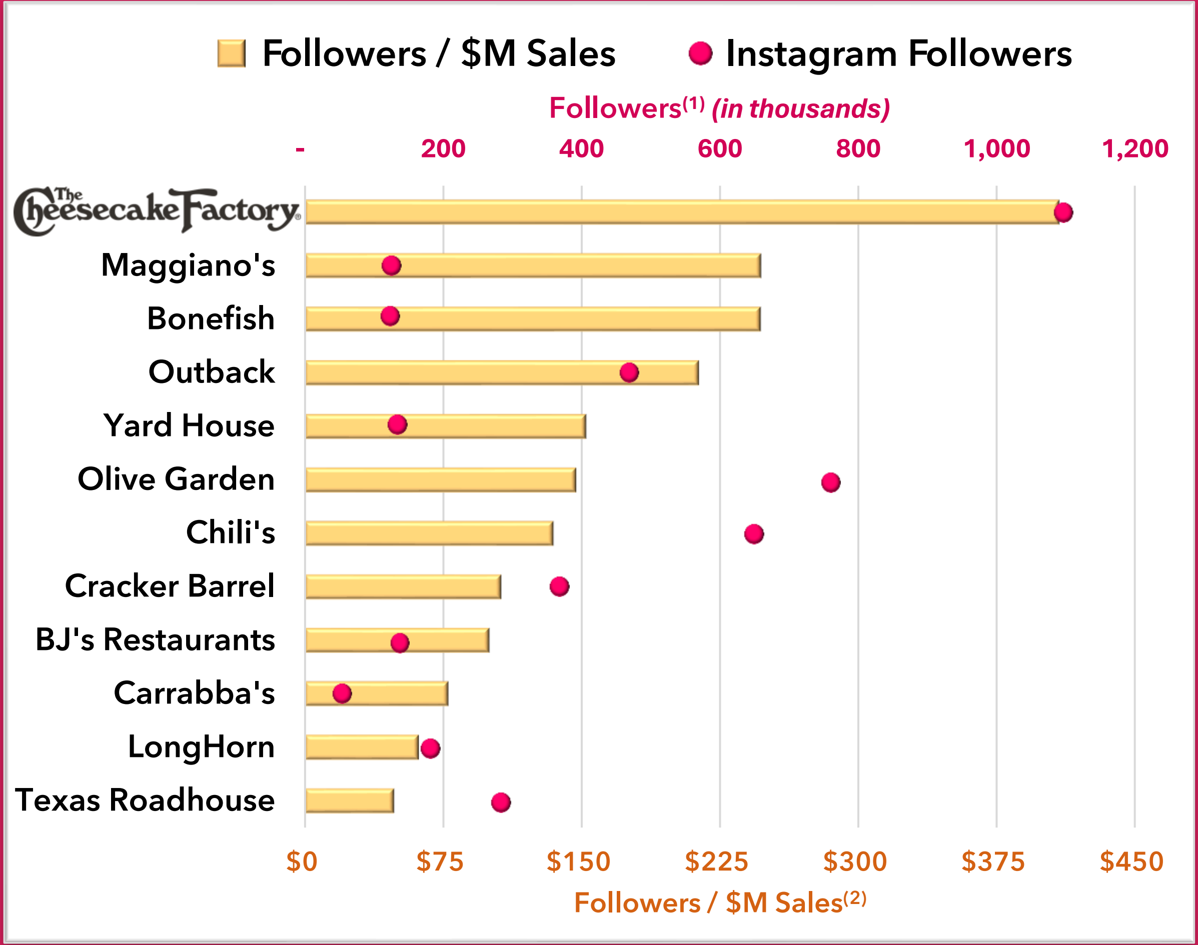
ICONIC BRAND AND CULT STATUS

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



(1) Instagram Follower count as of March 11, 2026.
(2) Sales represent fiscal year 2025 revenue based on latest SEC 10-K filings and company presentations.

BROAD APPEAL AND BRAND AFFINITY

Diverse Appeal
Across a broad demographic range

Extensive Menu
Something for every taste, every price point

Special Occasions
Seen as a destination for experiential dining

Signature Desserts
High-quality cheesecakes and desserts

"***Consumers (millennials in particular)*** *regularly rank the Cheesecake Factory as one of the* ***best chain restaurants,*** *as well as* ***having the best ambiance*** *and the* ***best quality food****. A chain restaurant* ***triple threat*** *if there was ever one.*"

-Vox, December 24, 2022

FOOD GROWTH OPERATIONS FSR EVENTS MEDIA RESOURCES

These are the Most-Beloved Restaurant Brands in America
The Cheesecake Factory Ranks No. 12

OCT 11 2023

FOOD GROWTH OPERATIONS FSR EVENTS MEDIA RESOURCES

The Cheesecake Factory Ranks No. 1 in Casual Dining Online Reputation Study

DEC 12 2023

Sources:
(1) The Cheesecake Factory Ranks No. 1 in Casual Dining Online Reputation Study, SOCi Marketing Study, FSR Magazine, December 12, 2023.
(2) Most-Beloved Restaurant Brands in America – Savanta's Marketing Intelligence Platform BrandVue Eating Out, FSR Magazine, October 11, 2023.

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

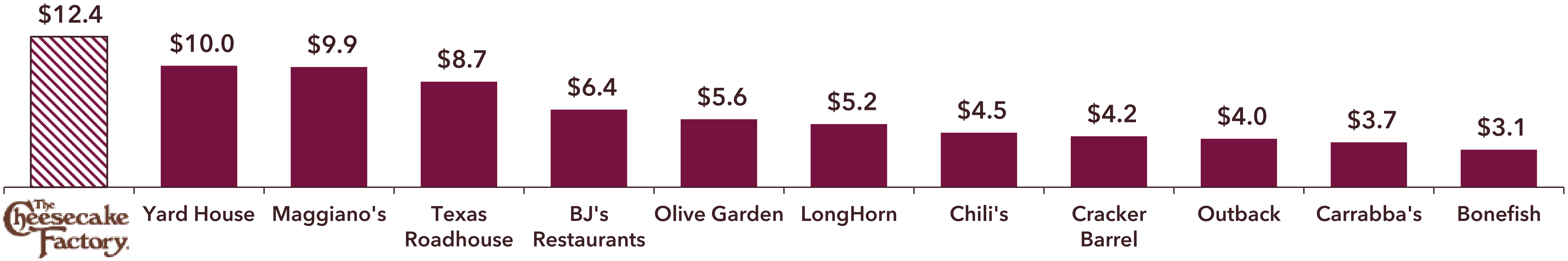
Marketable Offers

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

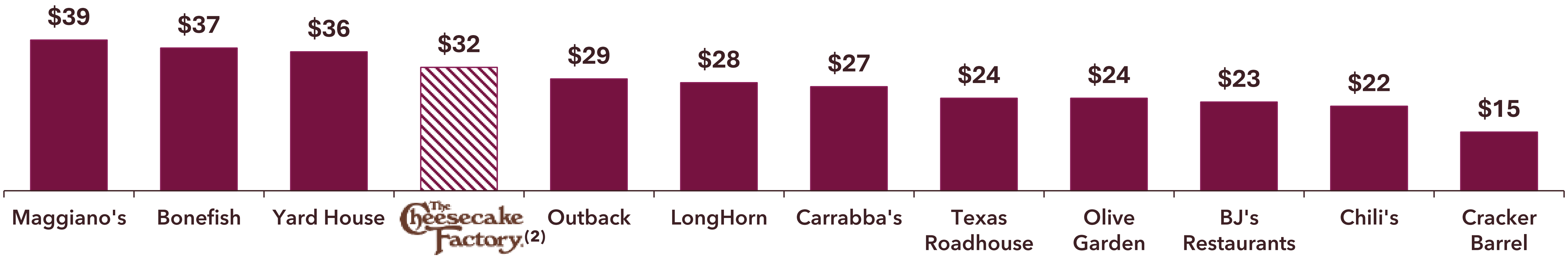
Offered to all rewards members

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 50 locations in 16 states & Washington D.C.
  - Italian is one of the most popular ethnic cuisines in the United States
- Targeting ~20% average annual unit growth
- Attractive return profile and sales growth

Comp Sales

1Q26 (vs. 1Q25): (2)%

FY25 (vs. FY24): (2)%

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 dining segment
  - 43 locations in 15 states
- Targeting ~20% average annual unit growth
- 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
- Attractive consumer demographic
- Significant off-premise volumes - averaging over 50% of sales
  - Separate take-out area for third-party delivery and take-out business

FOX RESTAURANT CONCEPTS

FOX RESTAURANT CONCEPTS (FRC)

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

"Great hospitality, every time."
- Sam Fox

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 Potential | Value Creation Opportunities**

FRC HIGHLIGHTS

• Locations:	56
• Geographies	11 states
• FY 2025 Revenue[(1)]	$355M

(1) Fiscal year 2025 revenue represents revenue for the twelve months ended December 30, 2025 and excludes revenue for Flower Child.

FRC | Dough Bird | Blanco | Culinary Dropout | wildflower American Cuisine | The Arrogant Butcher | The Greene House | Olive & Ivy | Flybye | Zinburger | The Henry | Pushing Daisies | Society Swan

DIVERSIFYING OUR PORTFOLIO ACROSS EXPERIENTIAL FOR GROWTH

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

Global Footprint

The Cheesecake Factory

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

FAMOUS PIZZA FLY BYE CRISPY CHICKEN

Zinburger

BLANCO COCINA + CANTINA

Olive & Ivy RESTAURANT + MARKETPLACE

The ARROGANT BUTCHER QUALITY FOOD & PREMIUM DRINKS

The Greene House Inspired California Cuisine

wildflower AMERICAN CUISINE

SOCIETY SWAN AMERICAN BRASSERIE

ACCELERATING UNIT GROWTH

AS MANY AS 26 NEW UNITS IN 2026

4 NROs YTD

As of April 29, 2026

North Italia | Walnut Creek, CA
Brea, CA

Flower Child | Riverton, UT

The Henry | Scottsdale, AZ

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		Q1 2026	
	Revenues	Comp Sales vs 2024	Comp Sales vs 1Q25	Average Weekly Sales
The Cheesecake Factory	**$2,689M** *Up 1% from PY*	0.1%	1.6%	**~$245,200** Equates to $12.8M Annualized AUV(1)
NORTH ITALIA	**$346M** *Up 15% from PY*	(2)%	(2)%	**~$143,200** Equates to $7.4M Annualized AUV(1)

	FY 2025		Q1 2026	
	Revenues	Average Weekly Sales (2) vs 2024	Average Weekly Sales (2) vs 1Q25	Average Weekly Sales (2)
FRC	**$355M** *Up 18% from PY*	0%	2%	**~$145,200** Equates to $7.5M Annualized AUV(1)

(1) 1Q26 Average Unit Volumes (AUV) annualized based on average weekly sales.
(2) FRC excludes Flower Child.

Q1 2026 HIGHLIGHTS[1]

Total Revenue
$979M
Up 6% from PY

Net Income
$50M
Up 50% from PY

Adjusted EBITDA[1]
$92M
Up 5% from PY

Diluted Net Income Per Share
$1.02
Up 53% from PY

Adjusted Diluted Net Income Per Share[1]
$1.05
Up 13% from PY

Unit Growth
3 NROs

Restaurant Count[2]
370
Up 4% from 355 in PY

Capital Allocation

$43M CapEx[3]

$14M Dividends

$19M Repurchases

(1) A reconciliation of Non-GAAP measures to the most directly comparable GAAP measure can be found in the appendix.
(2) Represents total company owned and operated restaurants across the US and Canada as of March 31, 2026.
(3) 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.

2026 UNDERLYING KEY ASSUMPTIONS[1]

Consolidated Sales	Approximately $3.91 Billion
CCF AUVs	Approximately $12.5 Million
Net Income Margin	Targeting approximately 5% at the stated sales level
New Unit Growth	As many as 26 New Restaurant Openings • ~6 The Cheesecake Factory locations • 6-7 North Italia locations • 6-7 Flower Child locations • ~7 FRC restaurants
Cash Capital Expenditures	Approximately $210 Million
Dividend Program	Q2 2026 dividend of $0.30 per share[2]
Share Repurchase Program	Offset dilution, over time, from employee stock-based compensation and support EPS[2]

The Cheesecake Factory®

(1) Assumes no material operating or consumer disruptions as well as assumptions with respect to future decisions, which are subject to change. Actual results will vary and those variations may be material.
(2) Future decisions to pay or to increase or decrease dividends or to repurchase shares are at the discretion of the Board and will be dependent on several factors.

QUALITY 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 Targets(1)(2)

	Size(3)	Sales per Sq Ft(3)	Annual Unit Growth
The Cheesecake Factory	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%
FOX RESTAURANT CONCEPTS	6,000 - 8,000	~$1,100	~10% - 15%

GROWTH OUTLOOK(2)

AVERAGE ANNUAL GROWTH TARGETS

1% - 2%
Comparable Sales Growth

7% - 8%
Top-line Revenue Growth

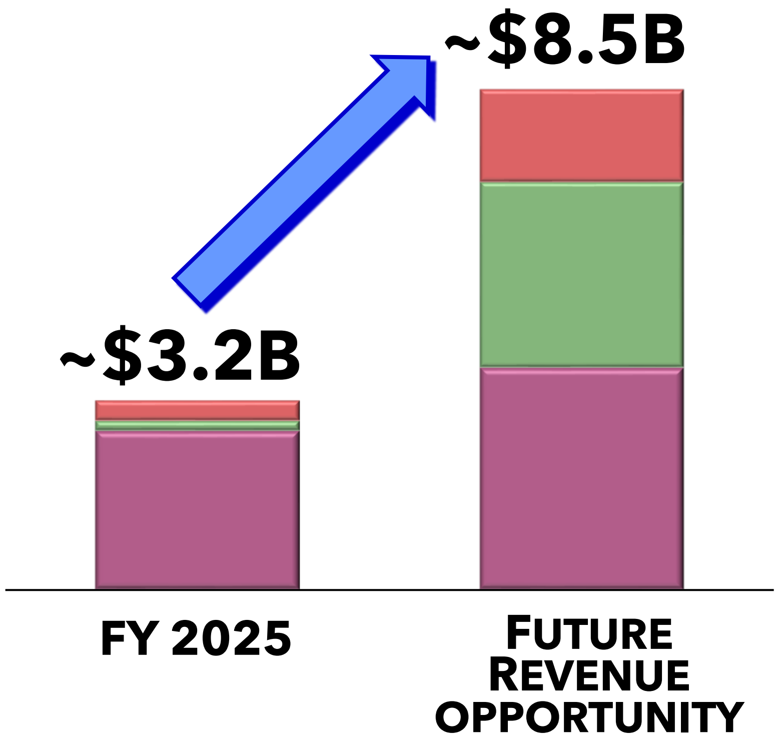
(1) Illustrative example of new restaurant openings targeted size, sales per square foot and annual unit growth; Targets represent steady-state and typically are reached after 3 years of operations.
(2) Targets are forward-looking and are based upon assumptions that there are no material operating or consumer disruptions as well as assumptions with respect to future decisions, which are subject to change. Actual results will vary and those variations may be material.
(3) Target size and sales per square foot are an average based on productive square feet defined as all interior square footage plus seasonally adjusted exterior patio square footage.

MARKET POTENTIAL | LARGE TAM RUNWAY

	FY 2025 AUVS	# OF LOCATIONS[1]	MARKET POTENTIAL
The Cheesecake Factory	$12.4M	216	300
FLOWER CHILD	$4.6M	43	700
NORTH ITALIA	$7.6M	50	200

NOTABLE UPSIDE POTENTIAL FROM OTHER GROWTH CONCEPTS | CULINARY DROPOUT | THE HENRY

$5B REVENUE GROWTH POTENTIAL

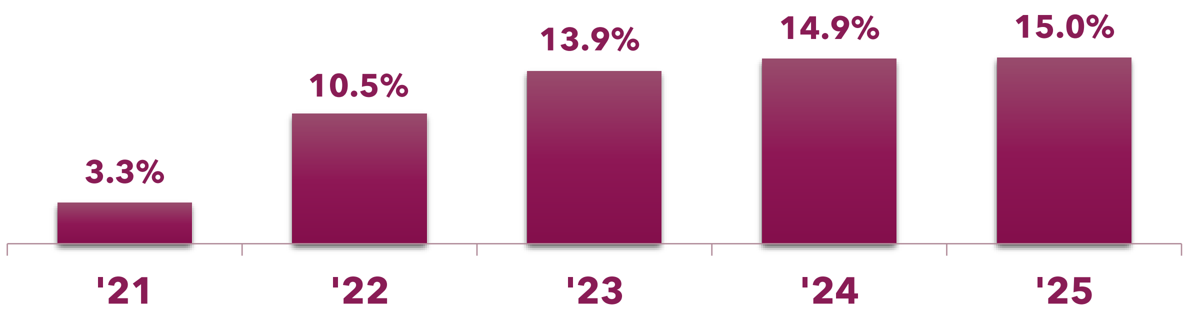


(1) Locations as of April 29, 2026.

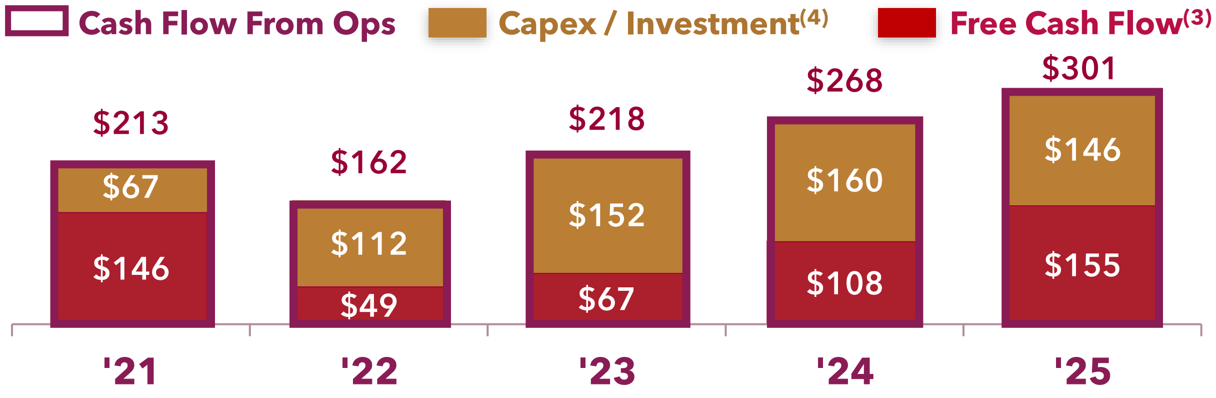
FINANCIAL STRENGTH TO SUPPORT GROWTH AND RETURNS[1]

($ in millions)

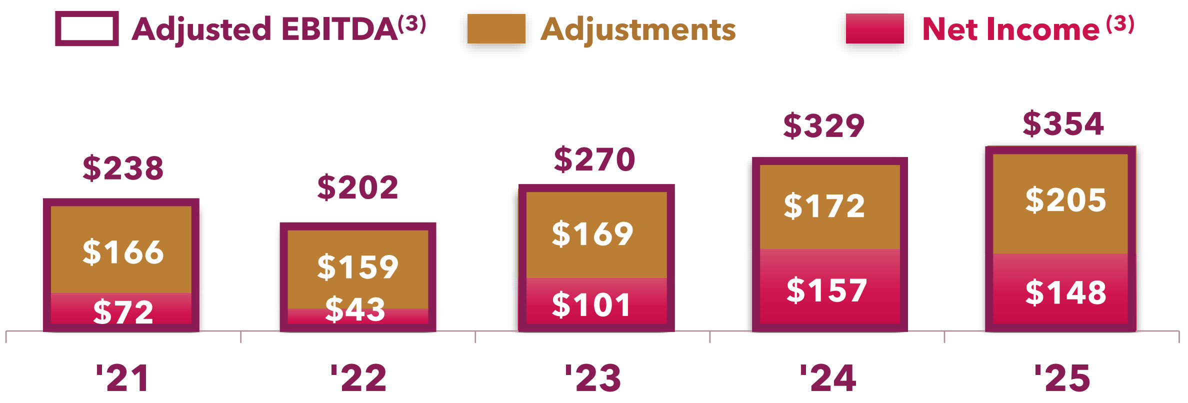
Comparable Sales[2]



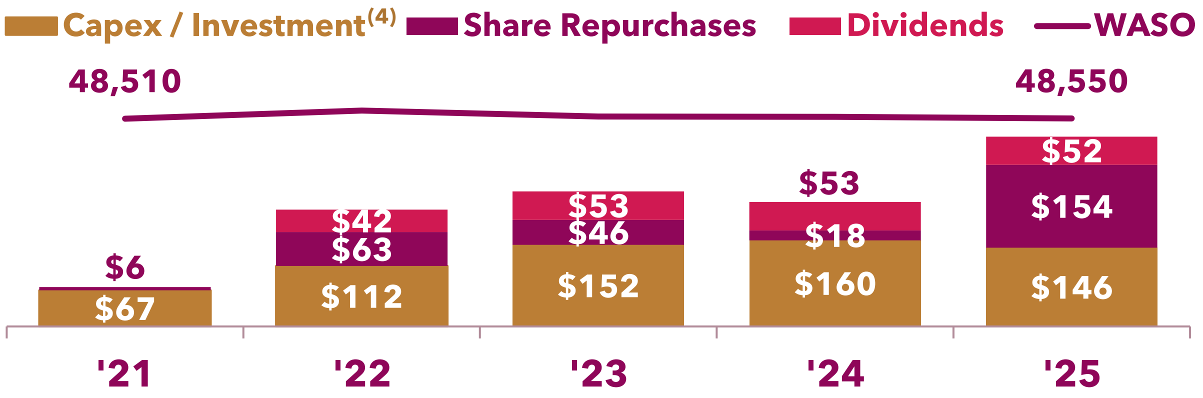
Cash Flow



Net Income and Adjusted EBITDA[3]



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	1Q25	1Q26
Net income	$ 72,373	$ 43,123	$ 101,351	$ 156,783	$ 148,427	$ 32,941	$ 49,548
Depreciation and amortization expenses	89,654	92,380	93,136	101,450	109,031	26,082	27,984
Interest expense, net	11,625	7,488	10,160	10,107	10,448	2,328	1,995
Income tax (benefit)/provision	(753)	(10,231)	(1,337)	14,264	14,468	1,542	3,803
EBITDA[2]	**$ 172,899**	**$ 132,760**	**$ 203,310**	**$ 282,604**	**$ 282,374**	$ 62,893	$ 83,330
Impairment of assets and lease termination expenses[3]	$ 18,139	$ 31,387	$ 29,464	$ 13,647	$ 22,990	$ 378	$ 829
Acquisition-related contingent consideration, compensation and amortization expenses[4]	19,510	13,368	11,686	2,429	14,449	998	1,202
Gift card adjustment, net[5]	-	-	-	-	(9,396)	-	-
Loss on debt extinguishment[6]	-	-	-	-	15,891	15,891	-
Stock-based compensation	22,988	24,426	25,781	29,962	27,234	7,581	7,014
COVID-19 related costs[7]	4,917	-	-	-	-	-	-
Adjusted EBITDA[2]	**$ 238,453**	**$ 201,941**	**$ 270,241**	**$ 328,642**	**$ 353,542**	$ 87,741	$ 92,375

(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	1Q25	1Q26
Net income (1)	**$ 49,131**	**$ 43,123**	**$ 101,351**	**$ 156,783**	**$ 148,427**	$ 32,941	$ 49,548
Impairment of assets and lease termination expenses(2)	18,139	31,387	29,464	13,647	22,990	378	829
Termination of interest rate swap	2,354	-	-	-	-	-	-
Acquisition-related contingent consideration, compensation and amortization expenses(3)	19,510	13,368	11,686	2,429	14,449	998	1,202
Gift card adjustment, net (4)	-	-	-	-	(9,396)	-	-
Loss on extinguishment of debt (5)	-	-	-	-	15,891	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	-	-
Tax effect of adjustments (7)	(11,679)	(11,637)	(10,699)	(4,180)	(11,423)	(4,489)	(529)
Adjusted net income	**$ 112,753**	**$ 76,241**	**$ 131,802**	**$ 168,679**	**$ 182,961**	$ 45,719	$ 51,050
Revenues						$ 927,197	$ 978,833
Adjusted net income margin						5%	5%
Diluted net income per share	**$ 1.01**	**$ 0.86**	**$ 2.07**	**$ 3.20**	**$ 3.06**	$ 0.67	$ 1.02
Impairment of assets and lease termination expenses(2)	0.34	0.62	0.61	0.28	0.47	0.01	0.02
Termination of interest rate swap	0.04	-	-	-	-	-	-
Acquisition-related contingent consideration, compensation and amortization expenses(3)	0.37	0.27	0.24	0.05	0.30	0.02	0.02
Gift card adjustment, net (4)	-	-	-	-	(0.19)	-	-
Loss on extinguishment of debt (5)	-	-	-	-	0.33	0.32	-
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	-	-
Tax effect of adjustments(7)	(0.22)	(0.23)	(0.22)	(0.09)	(0.24)	(0.09)	(0.01)
Adjusted diluted net income per share(8)	**$ 2.13**	**$ 1.51**	**$ 2.69**	**$ 3.44**	**$ 3.77**	$ 0.93	$ 1.05

(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/(loss) per share may not add due to rounding.