



INVESTOR PRESENTATION

October 29, 2024

SAFE HARBOR STATEMENT

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, potential price increases, plans, targets, goals, objectives, performance, growth potential, engines and opportunities and expected growth rates and targets; long-term 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 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 and the FRC concepts; 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 tax reform legislation; changes in laws impacting our business; adverse weather conditions 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.



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
- Differentiation and strong foothold in the off-premise channel



CAKE AT A GLANCE

FOUNDED
1972

IPO
1992

HEADQUARTERS
CALABASAS HILLS, CA

TICKER
CAKE

MARKET CAP⁽¹⁾
\$2.1B

REVENUE⁽²⁾
\$3.4B

We own and operate 344 restaurants across the US and Canada including:

- 215 The Cheesecake Factory locations
- 40 North Italia locations
- 35 Flower Child locations
- 47 Fox Restaurant Concepts locations



PORTFOLIO OF EXPERIENTIAL DINING CONCEPTS



34

**International
CCF Locations**

China
Thailand
Mexico
Bahrain
Kuwait
Saudi Arabia
Qatar | UAE



The
**Cheesecake
Factory**®



GLOBAL FOOTPRINT



Company-Owned: 215

(Including Toronto, Canada)



Latin America

Mexico City (5)
Monterrey (1)
Guadalajara (1)
Querétaro (1)

Middle East

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



Asia

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



International - Licensed: 34

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 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

Impressive Level of Dessert Sales

2 Bakery production facilities

60 Varieties of cheesecakes & desserts

16%
FY 2019⁽¹⁾

17%
FY 2023⁽¹⁾

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's '100 Best Companies to Work For' List for 11 consecutive years
- Competitive compensation, benefits and healthcare options
- High sales volume restaurants provide predictability and stability for staff



Average Tenure by Position

| | |
|----------------------------------|----------|
| Executive VP of Operations | 34 years |
| Regional Vice Presidents | 25 years |
| Area Directors of Operations | 20 years |
| Area Kitchen Operations Managers | 19 years |
| General Managers | 12 years |
| Executive Kitchen Managers | 11 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

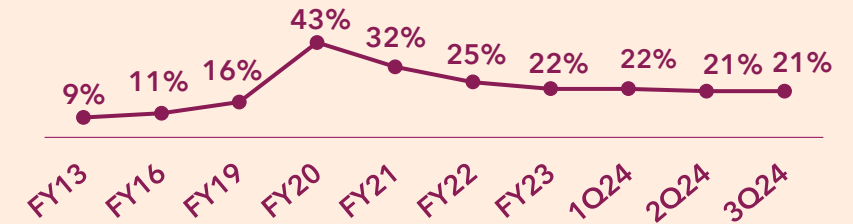


Operational Execution

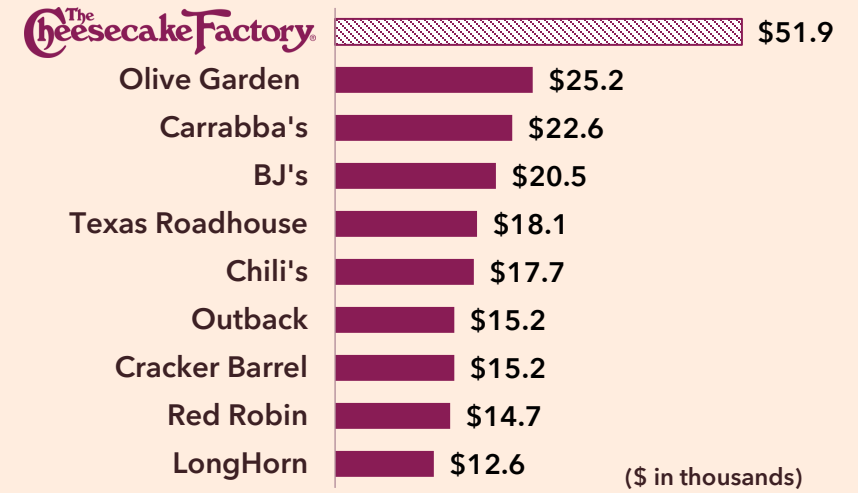
- Fully integrated systems for better execution
- Separate bakery counter and register for pick-up of orders

OFF-PREMISE SALES % OF TOTAL REVENUE

\$2.5 million per restaurant ⁽¹⁾



OFF-PREMISE AWS FOR FY 2023⁽²⁾



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



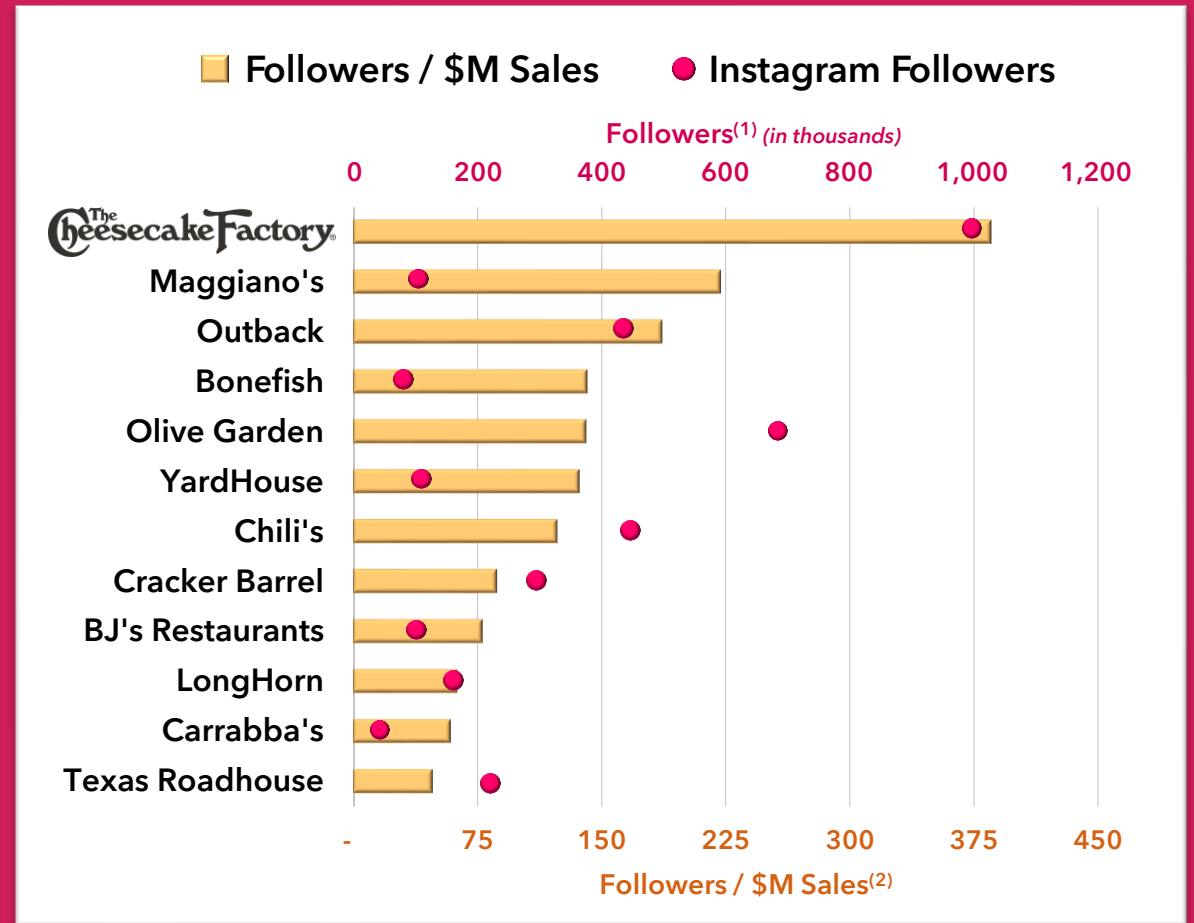
STRONG CONSUMER ENGAGEMENT

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



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

CHEESECAKE REWARDS®

Opportunity to drive incremental traffic

PROGRAM

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

OBJECTIVE

To leverage data analytics to engage more effectively with our guests and drive incremental sales while maintaining our restaurant level margins

Published Offers

To support member acquisition and on-going engagement

Offered to all rewards members

Unpublished Offers

To surprise and delight our guests and drive incremental member visits

Tailored rewards offered to all members

Marketable Offers

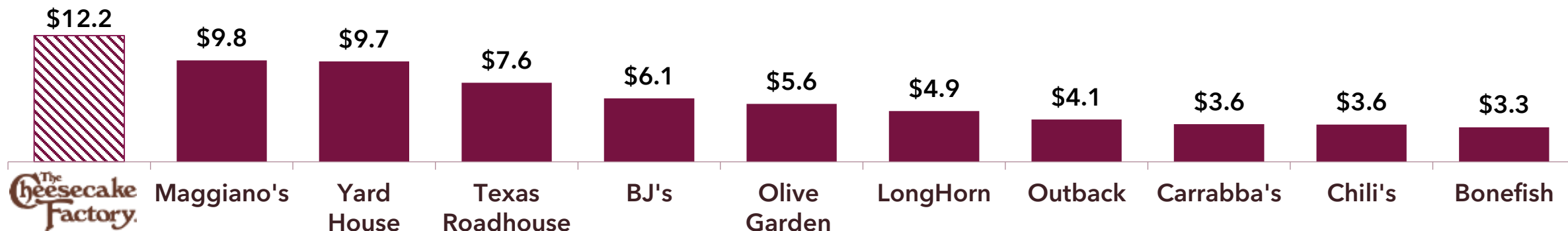
To leverage key marketable moments to drive increased engagement

Offered to all rewards members

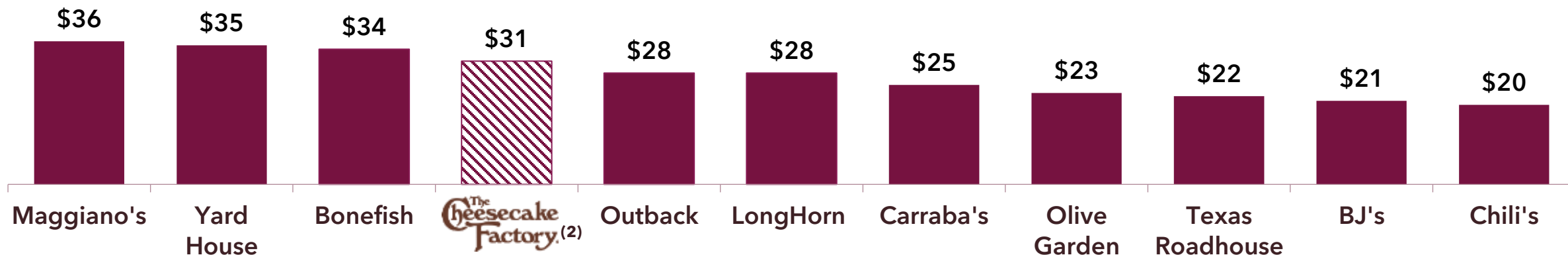


Driving the Highest Unit Volumes in the Industry⁽¹⁾

(\$ in millions)



With a Moderate Average Check⁽¹⁾





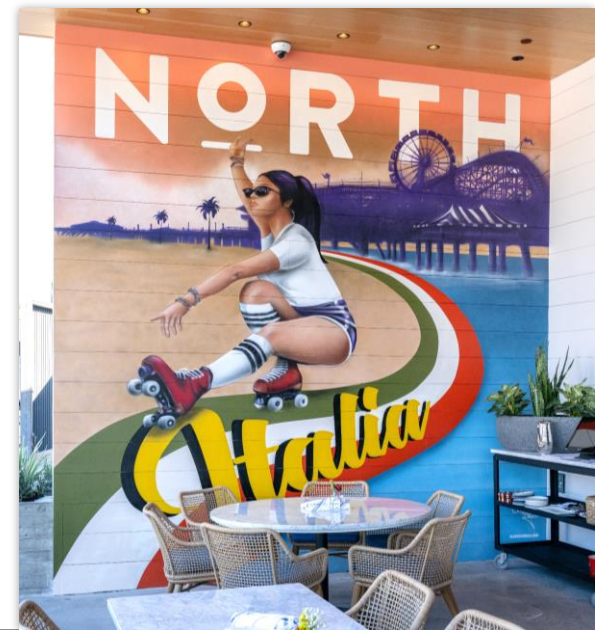
NORTH ITALIA



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 low to mid \$30s for lunch and low to mid \$40s for dinner



NORTH ITALIA



- Potential for 200 domestic locations over time
 - Currently have 40 locations in 13 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

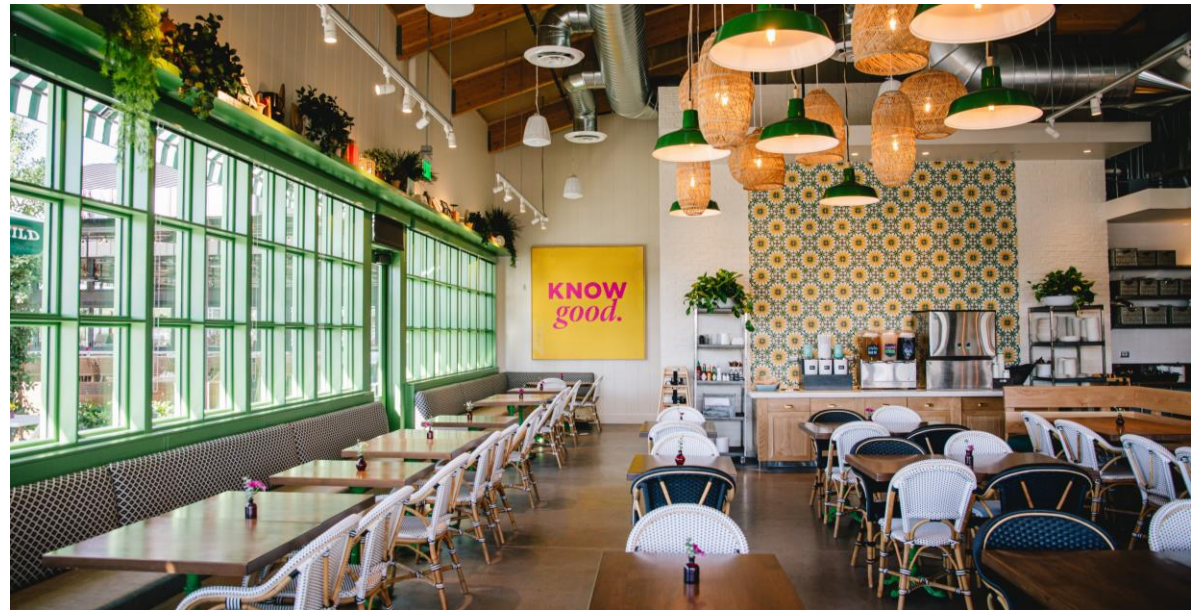
Comp Sales
3Q24 (vs. 3Q23): 2%
FY '23 (vs. FY '22): 8%





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.



- A differentiated concept in the growing fast casual dining segment
 - 35 locations in 12 states
- Targeting ~15% - 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 - trending over 50% of sales⁽¹⁾
 - Separate take-out area for third-party delivery and take-out business





FOX RESTAURANT CONCEPTS



FOX RESTAURANT CONCEPTS (FRC)



FRC serves as an incubation engine, 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 Potential** | **Value Creation Opportunities**

"Great hospitality, every time!"
- Sam Fox



FRC HIGHLIGHTS

- Locations: 47
- Geographies: 10 states
- FY 2023 Revenue⁽¹⁾: \$264M



(1) Fiscal year 2023 revenue represents revenue for the twelve months ended January 2, 2024 and excludes revenue for Flower Child.

DIVERSIFYING OUR PORTFOLIO ACROSS EXPERIENTIAL FOR GROWTH

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

Global Footprint



National Expansion



Testing Growth



Boutique Brands

Incubation Stage



Zinburger



ACCELERATING UNIT GROWTH

AS MANY AS 22 NEW UNITS IN 2024

17 NROs YTD

As of October 29, 2024



North Italia

Houston, TX | Charlotte, NC
Dallas, TX | Peoria, AZ



Flower Child

Salt Lake City, UT | Plano, TX
Charlotte, NC | Phoenix, AZ
Frontenac, MO



Culinary Dropout

Atlanta, GA | Birmingham, AL
Dallas, TX



The Cheesecake Factory | Orem, UT



Blanco | Coronado, CA
Peoria, AZ



Doughbird | Dallas, TX



The Henry | Nashville, TN

13 New Restaurants Opened in 2022

16 New Restaurants Opened in 2023



FINANCIAL PERFORMANCE

DRIVING STRONG SALES GROWTH



| FY 2023 | | Q3 2024 | |
|------------|--|------------|--|
| COMP SALES | | COMP SALES | AVERAGE WEEKLY SALES |
| vs 2022 | | vs 3Q23 | ~\$231,000 |
| 3.0% | | 1.6% | Equates to \$12.0M Annualized AUV ⁽¹⁾ |

NORTH
ITALIA

| | | |
|----|----|---|
| 8% | 2% | ~\$141,800 |
| | | Equates to \$7.4M Annualized AUV ⁽¹⁾ |



| FY 2023 | | Q3 2024 | |
|-------------------------------------|--|-------------------------------------|---|
| AVERAGE WEEKLY SALES ⁽²⁾ | | AVERAGE WEEKLY SALES ⁽²⁾ | |
| vs 2022 | | vs 3Q23 | ~\$116,500 |
| 3% | | (4)% | Equates to \$6.1M Annualized AUV ⁽¹⁾ |

Q3 2024 HIGHLIGHTS⁽¹⁾

Total Revenue
\$865M
Up 4% from PY

Adj. Net Inc. Margin
3.3%
Up 100 bps from PY

Adjusted EPS
\$0.58
Up 49% from PY

The Cheesecake Factory
Comp Sales
1.6%
*310 bps above
Industry⁽²⁾*

Unit Growth
4 NROs
Restaurant Count⁽³⁾
341
*Up 6% from 323
in PY*

Capital Allocation
\$54M **\$13M**
CapEx Dividends

\$1M
Repurchases

(1) A reconciliation of Non-GAAP measures can be found in the appendix.

(2) The Cheesecake Factory comparable sales outperformed the casual dining industry by 310 bps as measured by the Black Box casual dining index.

(3) Represents total company owned and operated restaurants across the US and Canada.

2024 UNDERLYING KEY ASSUMPTIONS⁽¹⁾

| | |
|--------------------------|--|
| Consolidated Sales | Approximately \$3.57 Billion |
| CCF AUVs | Approximately \$12.4 Million |
| Net Income Margin | Targeting approximately 4.5% at the stated sales level |
| New Unit Growth | As many as 22 New Restaurant Openings <ul style="list-style-type: none">• 3 The Cheesecake Factory locations• 6 North Italia locations• 6-7 Flower Child locations• 8 FRC restaurants |
| Capital Expenditure | Approximately \$180 Million - \$200 Million |
| Dividend Program | Q4 2024 dividend of \$0.27 per share ⁽²⁾ |
| Share Repurchase Program | Offset dilution from employee stock-based compensation and support EPS ⁽²⁾ |

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 | ~\$1,200 - \$1,300 | ~20% |
| FLOWER CHILD | 3,000 - 4,000 | ~\$1,100 - \$1,200 | ~15% - 20% |
| FOX RESTAURANT CONCEPTS | 3,500 - 15,000 | ~\$1,100 | ~10% - 15% |

LONG-TERM OUTLOOK⁽²⁾

AVERAGE ANNUAL GROWTH TARGETS

1% - 2%

Comparable Sales Growth

7% - 8%

Top-line Revenue Growth

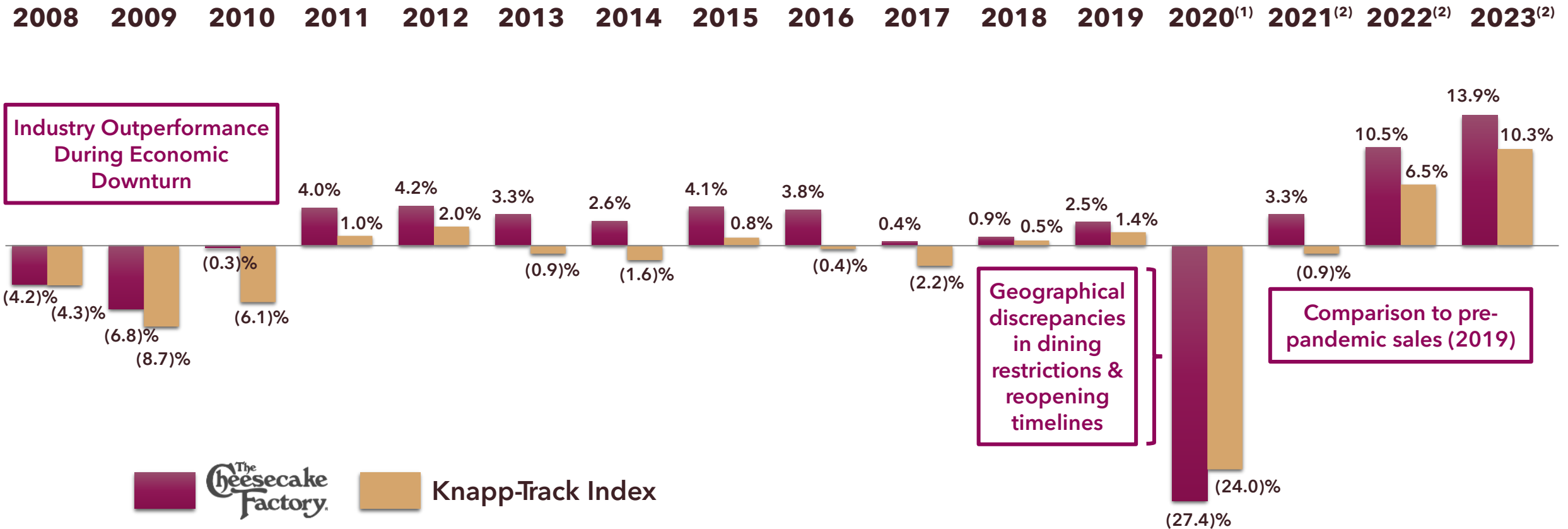
(1) Illustrative example of new restaurant openings targeted size, sales per square foot and annual unit growth; Targets represent steady-state and typically are reached after 3 years of operations.

(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.

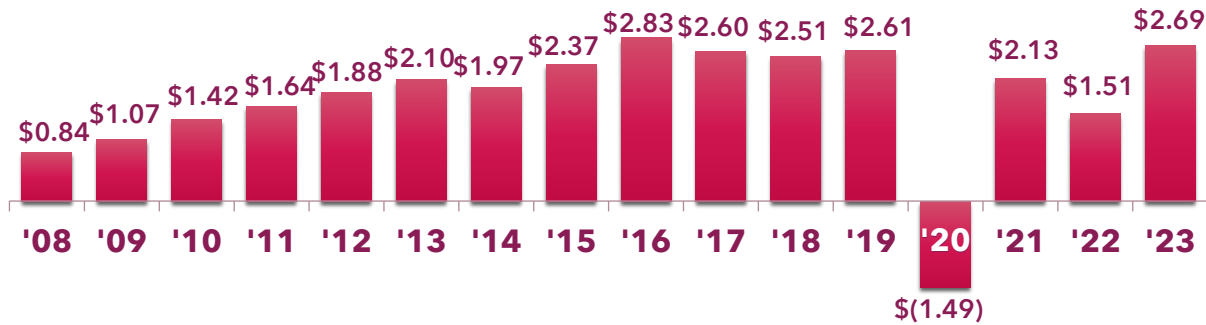
HISTORY OF OUTPERFORMING THE INDUSTRY

Comparable Sales - Historical 2-year Stack^{(1),(2)}

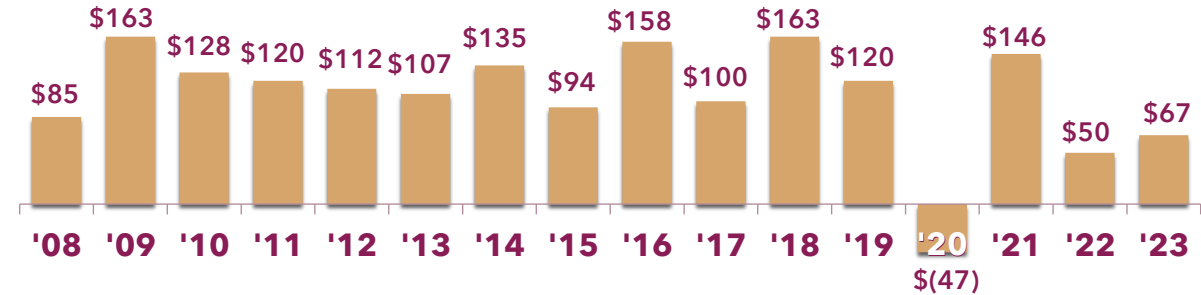


DURABLE BUSINESS OVER TIME⁽¹⁾

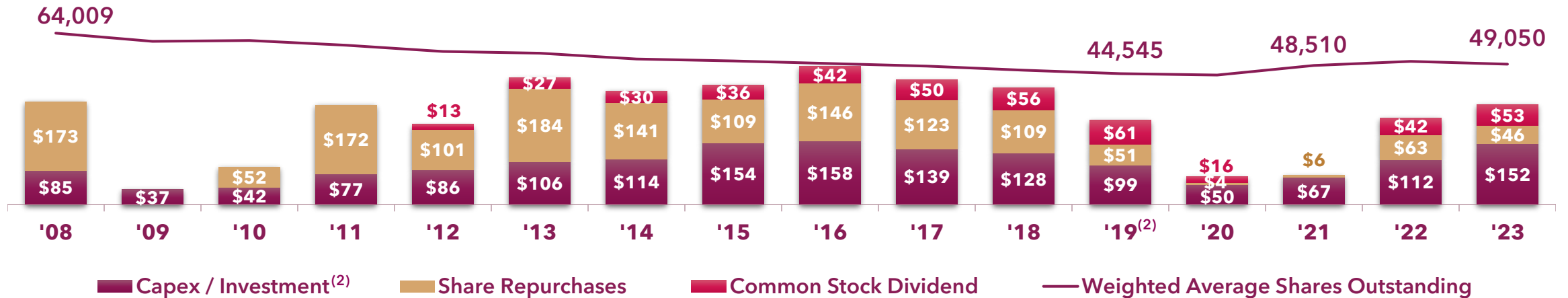
Adjusted Earnings/(Loss) Per Common Share



Free Cash Flow



Capital Allocation Detail





APPENDIX

NON-GAAP RECONCILIATIONS

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 adjusted diluted net income/(loss) per common share excluding the impact of certain items, adjusted net income margin and free cash flow.

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.

| (\$ in millions) | Fiscal Year | | | | | | | | | | | | | | | |
|--|--------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|---------------|---------------|---------------|---------------|----------------|---------------|--------------|--------------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Cash flow from operations ⁽¹⁾ | \$ 170 | \$ 200 | \$ 170 | \$ 197 | \$ 198 | \$ 213 | \$ 249 | \$ 248 | \$ 316 | \$ 239 | \$ 291 | \$ 219 | \$ 3 | \$ 213 | \$ 162 | \$ 218 |
| Capital expenditures / investments | 85 | 37 | 42 | 77 | 86 | 106 | 114 | 154 | 158 | 139 | 128 | 99 | 50 | 67 | 112 | 152 |
| Free cash flow⁽²⁾ | \$ 85 | \$ 163 | \$ 128 | \$ 120 | \$ 112 | \$ 107 | \$ 135 | \$ 94 | \$ 158 | \$ 100 | \$ 163 | \$ 120 | \$ (47) | \$ 146 | \$ 50 | \$ 67 |

NON-GAAP RECONCILIATIONS

(\$ in thousands, except per share data)

| | Fiscal Year | | | | | | | | | | | | | | | | Fiscal Quarter | |
|---|------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|------------------|-------------------|------------------|------------------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 3Q23 | 3Q24 |
| Net income/(loss) | \$ 52,293 | \$ 42,833 | \$ 81,713 | \$ 95,720 | \$ 98,423 | \$ 114,356 | \$ 101,276 | \$ 116,523 | \$ 139,494 | \$ 157,392 | \$ 99,035 | \$ 127,293 | \$(277,107) | \$ 49,131 | \$ 43,123 | \$ 101,351 | \$ 17,945 | \$ 29,994 |
| Impairment of assets and lease termination expenses/(income) ⁽¹⁾ | 2,952 | 26,541 | - | 1,547 | 9,536 | (561) | 696 | 6,011 | 114 | 10,343 | 17,861 | 18,247 | 219,333 | 18,139 | 31,387 | 29,464 | 48 | (3,472) |
| Partial IRS settlement | - | - | - | (1,794) | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Termination of Interest rate swap | - | 7,421 | 7,376 | - | - | - | - | - | - | - | - | - | - | 2,354 | - | - | - | - |
| Chairman and CEO employment agreement | - | 2,550 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from variable life insurance contract | - | (668) | - | - | (419) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Loss on investment in unconsolidated affiliates | - | - | - | - | - | - | - | - | 479 | 4,754 | 13,439 | - | - | - | - | - | - | - |
| Gain on investment in unconsolidated affiliates | - | - | - | - | - | - | - | - | - | - | (52,672) | - | - | - | - | - | - | - |
| Acquisition-related costs | - | - | - | - | - | - | - | - | - | - | 5,270 | 2,699 | - | - | - | - | - | - |
| Acquisition-related contingent consideration, compensation and amortization expenses/(benefit) ⁽²⁾ | - | - | - | - | - | - | - | - | - | - | - | 1,033 | (3,872) | 19,510 | 13,368 | 11,686 | 1,414 | 1,020 |
| Dividends on Series A preferred stock | - | - | - | - | - | - | - | - | - | - | - | - | 13,485 | 18,661 | - | - | - | - |
| Net income attributable to Series A preferred stock to apply if-converted method | - | - | - | - | - | - | - | - | - | - | - | - | - | 4,581 | - | - | - | - |
| Direct and incremental Series A preferred stock issuance costs | - | - | - | - | - | - | - | - | - | - | - | - | 10,257 | - | - | - | - | - |
| Assumed impact of potential conversion of Series A preferred stock into common stock | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| COVID-19 related costs ⁽³⁾ | - | - | - | - | - | - | - | - | - | - | - | - | 22,963 | 4,917 | - | - | - | - |
| Uncertain tax positions | - | - | - | - | - | - | - | - | - | - | - | - | - | 7,139 | - | - | - | - |
| Tax effect of adjustments ⁽⁴⁾ | (1,181) | (14,605) | (2,951) | (331) | (3,814) | 224 | (278) | (2,404) | (46) | (4,329) | (5,880) | 3,818 | (62,692) | (11,679) | (11,637) | (10,699) | (380) | 638 |
| One-time tax items ⁽⁵⁾ | - | - | - | - | - | - | - | - | - | (38,525) | - | - | - | - | - | - | - | - |
| Adjusted net income/(loss) | \$ 54,064 | \$ 64,072 | \$ 86,138 | \$ 95,142 | \$ 103,726 | \$ 114,019 | \$ 101,694 | \$ 120,130 | \$ 139,562 | \$ 125,360 | \$ 115,770 | \$ 116,428 | \$(74,934) | \$ 112,753 | \$ 76,241 | \$ 131,802 | \$ 19,027 | \$ 28,180 |
| Revenues | | | | | | | | | | | | | | | | | \$830,210 | \$865,471 |
| Adjusted net income margin | | | | | | | | | | | | | | | | | 2.3% | 3.3% |
| Diluted net income/(loss) per share | \$ 0.82 | \$ 0.71 | \$ 1.35 | \$ 1.64 | \$ 1.78 | \$ 2.10 | \$ 1.96 | \$ 2.30 | \$ 2.83 | \$ 3.27 | \$ 2.14 | \$ 2.86 | \$ (6.32) | \$ 1.01 | \$ 0.86 | \$ 2.07 | \$ 0.37 | \$ 0.61 |
| Impairment of assets and lease termination expenses/(income) ⁽¹⁾ | 0.05 | 0.44 | - | 0.03 | 0.17 | (0.01) | 0.01 | 0.12 | 0.00 | 0.21 | 0.39 | 0.41 | 4.36 | 0.34 | 0.62 | 0.61 | - | (0.07) |
| Partial IRS settlement | - | - | - | (0.03) | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Termination of Interest rate swap | - | 0.12 | 0.12 | - | - | - | - | - | - | - | - | - | - | 0.04 | - | - | - | - |
| Chairman and CEO employment agreement | - | 0.04 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from variable life insurance contract | - | (0.01) | - | - | (0.01) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Loss on investment in unconsolidated affiliates | - | - | - | - | - | - | - | - | - | 0.01 | 0.10 | 0.30 | - | - | - | - | - | - |
| Gain on investment in unconsolidated affiliates | - | - | - | - | - | - | - | - | - | - | - | (1.18) | - | - | - | - | - | - |
| Acquisition-related costs | - | - | - | - | - | - | - | - | - | - | - | 0.12 | 0.05 | - | - | - | - | - |
| Acquisition-related contingent consideration, compensation and amortization expenses/(benefit) ⁽²⁾ | - | - | - | - | - | - | - | - | - | - | - | 0.02 | (0.08) | 0.37 | 0.27 | 0.24 | 0.03 | 0.02 |
| Dividends on Series A preferred stock | - | - | - | - | - | - | - | - | - | - | - | - | 0.27 | 0.35 | - | - | - | - |
| Net income attributable to Series A preferred stock to apply if-converted method | - | - | - | - | - | - | - | - | - | - | - | - | - | 0.09 | - | - | - | - |
| Direct and incremental Series A preferred stock issuance costs | - | - | - | - | - | - | - | - | - | - | - | - | 0.20 | - | - | - | - | - |
| Assumed impact of potential conversion of Series A preferred stock into common stock | - | - | - | - | - | - | - | - | - | - | - | - | 0.80 | (0.08) | - | - | - | - |
| COVID-19 related costs ⁽³⁾ | - | - | - | - | - | - | - | - | - | - | - | - | 0.46 | 0.09 | - | - | - | - |
| Uncertain tax positions | - | - | - | - | - | - | - | - | - | - | - | - | - | 0.13 | - | - | - | - |
| Tax effect of adjustments ⁽⁴⁾ | (0.03) | (0.23) | (0.05) | - | (0.06) | 0.01 | - | (0.05) | 0.00 | (0.09) | (0.12) | 0.09 | (1.25) | (0.22) | (0.23) | (0.22) | (0.01) | 0.01 |
| One-time tax items ⁽⁵⁾ | - | - | - | - | - | - | - | - | - | (0.80) | - | - | - | - | - | - | - | - |
| Adjusted diluted net income/(loss) per share⁽⁶⁾ | \$ 0.84 | \$ 1.07 | \$ 1.42 | \$ 1.64 | \$ 1.88 | \$ 2.10 | \$ 1.97 | \$ 2.37 | \$ 2.83 | \$ 2.60 | \$ 2.51 | \$ 2.61 | \$ (1.49) | \$ 2.13 | \$ 1.51 | \$ 2.69 | \$ 0.39 | \$ 0.58 |

(1) 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.

(2) 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.

(3) 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.

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

(5) Fiscal 2017 includes a \$38.5 million benefit to the income tax provision related to tax reform enacted in December 2017.

(6) Adjusted diluted net income/(loss) per share may not add due to rounding.