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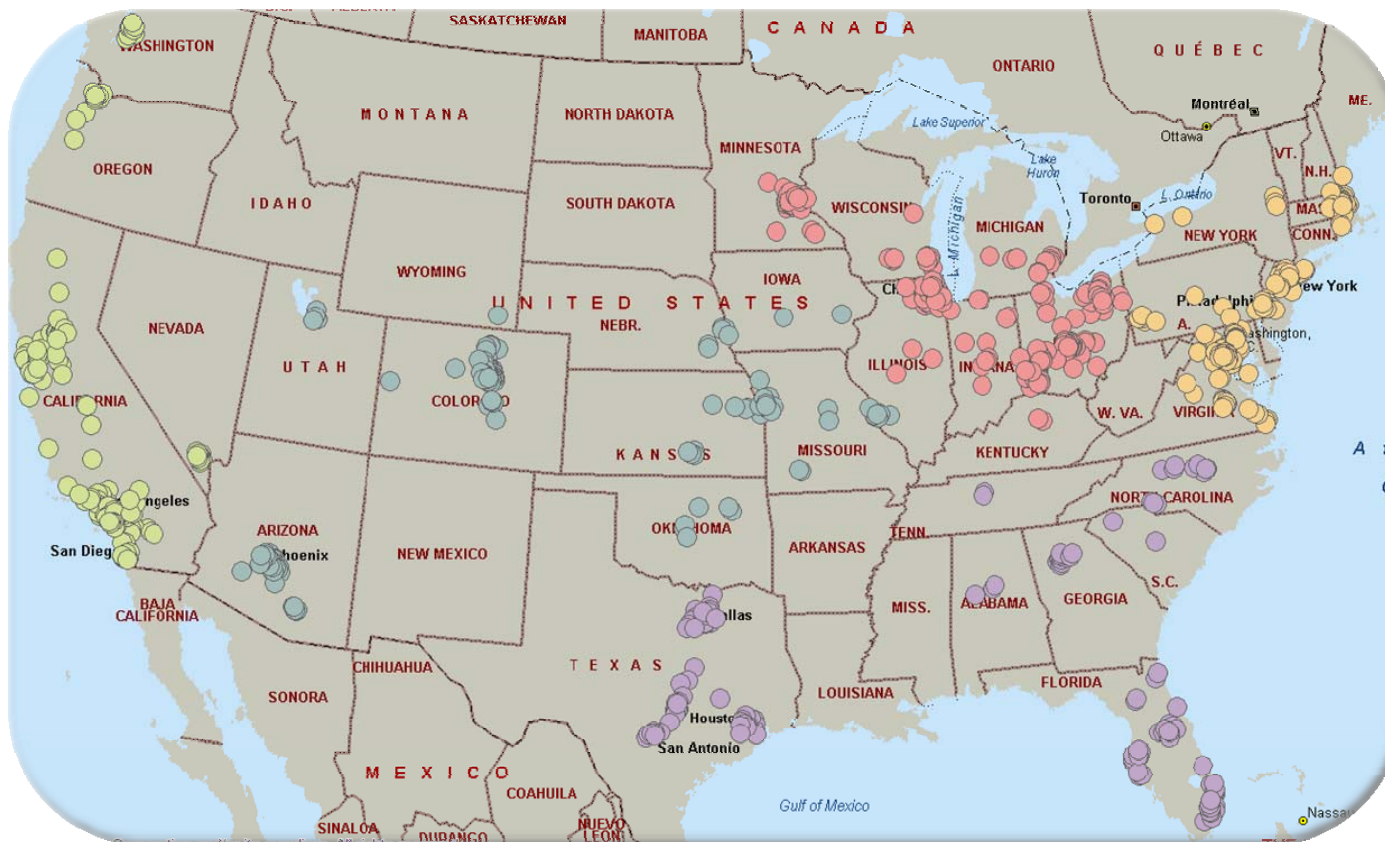


MEXICAN GRILL

Food With Integrity

USDA Agricultural Outlook Forum 2010

Chipotle Restaurants



The Idea Was Simple



When Chipotle opened its first restaurant in 1993, the idea was simple: demonstrate that food served fast didn't have to be a “fast-food” experience.

Do A Few Things Really Well

- High-quality raw ingredients
- Classic cooking methods
- Distinctive interior design
- Friendly people



Our Vision Has Evolved

While using a variety of fresh ingredients remains the foundation of our menu, we believe that **“fresh is not enough, anymore”**

Food With Integrity

Now we want to know where all of our ingredients come from, so that we can be sure they are as flavorful as possible while **understanding the environmental and societal impact** of our business. We call this idea Food With Integrity, and it guides how we run our business.

Food With Integrity

“That which is good for either
the land, people, animals or food quality
is usually good for all.”

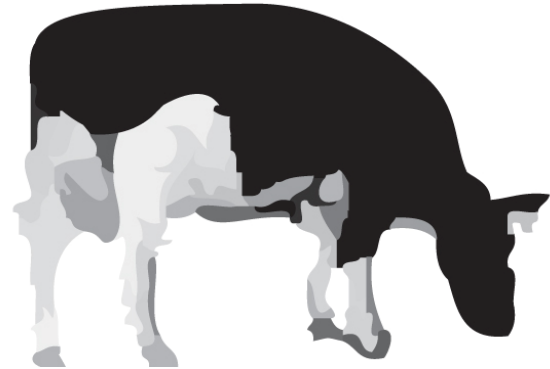
Naturally Raised Meats

- Never/ever given antibiotics
- Never given added growth hormones
- 100% vegetarian diet
- Raised humanely from birth to slaughter



Cheese and Sour Cream

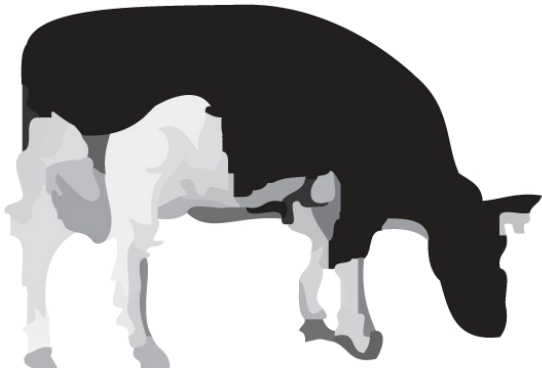
- 100% cheese and sour cream made using milk from cows not treated with rBGH
- 45% of cheese made using milk from cows with access to pasture



Cheese and Sour Cream

Pastured Dairy

- Use of rBGH prohibited
- Daily access to pasture*
- Body condition and mobility score requirements
- Humane treatment of cattle



Organically Grown Beans

- 2005, 20%
- 2010, 40%
- No till, add approximately 10%



Local Produce



- 2007, pilot program
- 2008, 25% of at least one item in every market (1,484,193 pounds of local produce)
- 2009, 35% of at least one item in every market and increased number of sustainable, family farms
- 2010, goal 55% of at least one item in every market

Supporting Family Farms



In 2009 We Served More Than

| | | |
|------------|---|----------------|
| Chicken | - | 40 million lbs |
| Beef | - | 22 million lbs |
| Pork | - | 6 million lbs |
| Beans | - | 40 million lbs |
| Cheese | - | 13 million lbs |
| Sour Cream | - | 13 million lbs |

Local Produce - 35% of at least one item in every market and increased number of sustainable, family farms

“The more transparent we are, the better the emotional bond with our customers. There’s not one discussion, not one process that I’m ashamed of, that I wouldn’t want our customers to know about. In fact, if they knew more about it, they’d come more often. Conversely, to say the same thing for fast food, if it had that level of transparency, people would go less.”

Steve Ells

Colorado Business Magazine, 2007

“Sustainable is already virtually a useless term. You’ve got to have people who insist that their food comes from good farms, and that means they’ve got to recognize what a good farm is.”

Wendell Berry
February 2008

Industry's Idea of Farming



Public's Perception of Farming



Industry



Public



Food With Integrity Challenges

- Assuring Supply
- Quality Assurance
- Pricing
- Continued advancement
- Education of customers



Why Food With Integrity?



Because it's the right thing to do, for the animals, land, and people who produce our food

presented by Douglas R. George

