



FARMERS STRIKE GOLD

Gold Makes Its Way Into—and Now Around—Chipotle Burritos

THORNTON, IOWA — When Paul and Phyllis Willis greet the sun, they're dressed for a long day tending to the 2,500 hogs on their farm. They each wear practical ensembles of cotton and denim. Their clothes are crisp and clean, yet subtle patterns of wear betray their years of service to the animals on their farm.

The Willis' run the pork division of Niman Ranch — a network of independent ranchers who are committed to humanely raising animals outdoors and without the use of antibiotics.



Phyllis and Paul Willis on their Iowa hog farm.



IN THE YEAR
1930

85% OF AGRICULTURAL PRODUCTION IN THE U.S. CAME FROM FAMILY FARMS.

15% CAME FROM FACTORY FARM OPERATIONS.



TODAY

27% OF AGRICULTURAL PRODUCTION COMES FROM FAMILY FARMS.

73% COMES FROM FACTORY FARM OPERATIONS.

And despite the Willis' decidedly functional wardrobe, this couple is emerging as the unlikely instigators of a nationwide trend the likes of which have not been seen since the glittering gold spandex days of the 1970's.

This trend, however, has less to do with style and more with

substance. The pork from the Niman Ranch network has earned a place in gourmet burritos so special that they're being served draped entirely in gold. "Gold is in again. All the fashionistas are wearing it. And now they're eating burritos wrapped in it," said chef Nate Appleman from the Chipotle Mexican Grill in Manhattan's Chelsea district.

It's Mr. Willis' special pork, along with dozens of other carefully selected ingredients — like organically grown cilantro and beans and naturally raised steak and chicken — that have led Chipotle to start wrapping its burritos in gold. To some people, the gold foil is likely to conjure up fantastical images of gold-clad rock stars with big hair. But to Steve Ells, founder and

co-CEO at Chipotle, the gold foil is a glittering tribute to the network of dedicated farmers who supply ingredients to Chipotle.

"Eighteen years ago when I opened the first Chipotle restaurant, I started with the very best ingredients I could find," said Mr. Ells — a classically trained chef who attended the Culinary Institute of America. "That's because I originally intended to open only a single restaurant. People who start out to open a chain of restaurants always try to find the cheapest ingredients they can because chains tend to be about profit, not food."

But even as the number of restaurants grew, he never stopped looking for the best ingredients he could find. Ultimately, his top quality

ingredients became the reason his restaurants are successful. His quest for great ingredients is the backbone of what he calls Food With Integrity.

"We buy more naturally raised meats than any other restaurant company in the country," says Ells. "But it's been difficult to find enough of the great ingredients we need. So we've been working with farmers and ranchers to increase the supply over the last decade." In fact, when Chipotle started working with Mr. Willis, there were only 50 farms as part of his network. Now, more than a decade later, there are over 500 farms in the Niman network. And Chipotle is one of their largest customers.

(story continued on next page)

IN THIS ISSUE



Learn more about where your burrito came from.

THE INSIDE STORY ON FOOD WITH INTEGRITY
PAGE 2

Let's talk about it.

ASK CHIPOTLE
PAGE 3



Meet the Meister Cheese Company.

PROFILES IN FARMING
PAGE 3



The stars are aligned and tasty.

HOROSCOPES
PAGE 4

Are you in, out, or somewhere in between?

TRENDSPOTTING
PAGE 4

Work out your mind muscles.

CROSSWORD PUZZLE
PAGE 4



(continued cover story)

Every day, as Chipotle continues to grow, they buy more responsibly raised ingredients from farmers like Mr. Willis. And as the demand for these types of ingredients increases, more and more farmers are adopting more sustainable farming practices like those of Mr. Willis, so they too can supply gold-worthy ingredients to Chipotle. It's a trend that seems likely to accelerate in the years to come.

"I never expected that we'd be responsible for something as flashy as burritos wrapped in gold," said Mr. Willis. "But as it turns out, raising food responsibly, the way my family has been doing it for four generations, is good business. So if we can bring a little more bling into the world, then I'm all for it."



Mr. Willis heads out to tend to his animals.

DID YOU KNOW?

CHIPOTLE SALSAS ACCORDING TO THE SCOVILLE HEAT SCALE:

Mild: Fresh tomato salsa **0-5,000 UNITS**

Medium: Tomatillo-Green Chili Salsa and Roasted Chili Corn Salsa **5,000-20,000 UNITS**

Hot: Tomatillo-Red Chili Salsa **20,000-70,000 UNITS**



Chipotle restaurants use roughly an acre of cilantro per day. About **80%** of that is organically grown.



A 2006 United Nations report found that industrial livestock production is responsible for **MORE GREENHOUSE GAS** emissions than the transportation sector.

PROFILES IN FARMING

World's Best Cheese Also Most Friendly

INSISTING on food with integrity, as Chipotle does, means there's more to cheese than taste and quality. The ingredients in the ingredients also matter, which makes finding the right cheddar and Monterey Jack more complicated than you might



Vicki Thingvold, Phyllis Meister & Scott Meister



Pasture raised cows used to produce Meister cheese.

think. Chipotle likes to know what's going on at the farms that supply the milk — from the cow's-eye view. That's why they started working with Wisconsin-based Meister Cheese Company, winners of multiple awards at the World Championship Cheese Contest and founders of the Animal Friendly Family Farms (AFFF) program.

Every day, these third-generation makers of artisanal-quality cheese get their milk exclusively from more than 100 local AFFF farms. Not only does this greatly reduce the time and

distance required for transportation, but participants must also meet Meister's strict requirements for farm protocol and animal treatment. Each member is committed to practicing environmentally sustainable agriculture, and every single cow must be rBGH-free and pasture raised.

Meister also powers its operation with eco-friendly energy sources. Chipotle believes little things like these add up — the same way giving customers the world's best cheese helps support local farms that treat animals with respect.

PERSONALS

FREE SPIRITED PIG, loves playing in the mud, taking walks in the rain, and eating vegetarian feed, looking for the same. Arsenic users need not apply.

PEACE LOVING, NON-SMOKING, WELL-ADJUSTED COW seeks rBGH-free living space.

LETTUCE GROWER seeks culinary destination. Must be within 50 miles.

ATTRACTIVE SWM PIG, 300 lbs, blue eyes, curly tail, seeks down-to-earth farmer with a great sense of humor, room to roam and a love of mud.

LOCAL TOMATILLO looking to spice things up. Loves sharp knives, jalapeno peppers, Chiles de arbol, and salsa dancing.

CHICK seeking hip, fashion forward partner for long term relationship. Must be fun, flirty, speak Italian, and ballroom dance. Must be antibiotic free.

HAPPY GO LUCKY COW seeking beautiful bovine for chewing on the cud, occasional grazing and standing out in a field.

ANTIBIOTIC-FREE CHICKEN seeking same for romantic chats, late night egg hunts and sustainable discourse.

SPICY, DANCING TOMATO seeks herbs and spices for an evening of spirited salsa.

THE INSIDE STORY ON FOOD WITH INTEGRITY

Naturally raised and locally grown. What does it all mean and why is it golden?



CELEBRATING 18 YEARS OF GOLD INGREDIENTS

HOW FAR DOES YOUR FOOD TRAVEL?



350 MILES

AT CHIPOTLE, LOCALLY SOURCED FOOD MUST TRAVEL 350 MILES OR LESS FROM FARM TO RESTAURANT.



2500 MILES

ON AVERAGE, FOOD IN THE U.S. TRAVELS 1500-2500 MILES FROM FARM TO TABLE. MORE MILES MEANS MORE TRUCKS, MORE FUEL, AND MORE IMPACT ON THE ENVIRONMENT.

ANTIBIOTICS?



29

MILLION POUNDS
(FDA ESTIMATES)

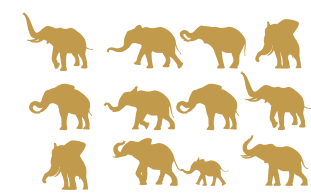
THAT'S THE WEIGHT OF THE PREVENTATIVE ANTIBIOTICS GIVEN TO LIVESTOCK IN THE U.S. ANNUALLY. THESE ANTIBIOTICS (3 TIMES THE AMOUNT USED TO TREAT HUMAN ILLNESS) ARE USED IN CONCENTRATED ANIMAL FEEDING OPERATIONS (OR CAFOS) IN ORDER TO ACCELERATE GROWTH AND TO PREVENT ILLNESS CAUSED BY ANIMALS LIVING TOO CLOSE TO ONE ANOTHER.

0

POUNDS

THAT'S THE WEIGHT OF THE PREVENTATIVE ANTIBIOTICS FED TO THE NATURALLY RAISED LIVESTOCK OF CHIPOTLE'S SUPPLIERS. IT IS OUR BELIEF THAT 0 IS WAY LESS THAN 29 MILLION.

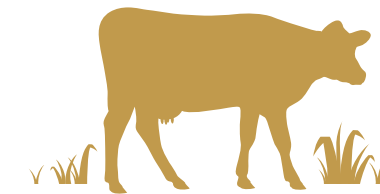
ELEPHANTS?



87,000 POUNDS

THAT'S ABOUT HOW MUCH 12 ELEPHANTS WEIGH. COINCIDENTALLY, THAT'S ALSO HOW MANY AVOCADOS CHIPOTLE USES IN A SINGLE DAY NATIONWIDE.

WHY PASTURE RAISED DAIRY?



COWS ARE DESIGNED TO EAT GRASS. GRASS GROWS IN PASTURES. SO IT MAKES SENSE THAT DAIRY COWS SHOULD BE PASTURE RAISED. IN 2010, 35% OF CHIPOTLE'S DAIRY CAME FROM PASTURE RAISED COWS. WE WILL BE INCREASING OUR PERCENTAGE OF PASTURE RAISED DAIRY IN 2011.

HOW CHIPOTLE MEASURES UP:



100%
NATURALLY RAISED PORK



85%
NATURALLY RAISED CHICKEN



100%
NATURALLY RAISED BARBACOA



81%
NATURALLY RAISED STEAK

ASK CHIPOTLE

WHY DON'T YOU HAVE DRIVE-THRUS?

For the same reason we have open kitchens. We want you to hear the sizzle of the grill, smell the tortilla being warmed, and see your meal being prepared exactly as you want, right in front of you. If you're in your car, jamming out to soft rock, you'll miss out on the whole experience. But we know you like convenience, so we have made our ordering process as fast as possible.

DO YOU PLAN ON SERVING FISH TACOS?

Unfortunately, no. We like to serve fresh, high quality ingredients and supplying fresh fish to over 1,000 restaurants is nearly impossible. Unless, of course, we freeze it; in which case it's no longer fresh. And we don't have freezers in our restaurants anyway.

DO YOU RECYCLE?

We recycle different items in each of our locations depending on city regulations and willing landlords. We make the biggest impact by recycling all of the cardboard from produce deliveries and other packaging that comes into our restaurants. We also use a high volume of recycled content in our bags, bowls and napkins.

1993

First Chipotle opens at a former Dolly Madison ice cream location in Denver, CO.

1999

Chipotle's founder, Steve Ells learns about the way most pork is raised in the U.S. and decides to do things in a different way.

2000

Chipotle starts serving naturally raised pork. As of 2010, 100% of their pork is naturally raised.

2002

Chipotle starts serving naturally raised chicken. Now, 85% of their chicken is naturally raised.

2004

Ahead of the curve, Chipotle starts using zero trans fat frying oil.

2007

Over 60% of Chipotle beef is naturally raised. As of 2010, 85% of their beef is naturally raised.

2007

Chipotle started banning the use of rBGH in dairy cows. As of 2008, they are 100% rBGH free.

2008

Chipotle launches a local produce initiative.

2009

Chipotle Founder and Co-CEO Steve Ells testifies before Congress to try to eliminate the use of antibiotics in ranching.



CROSSWORD PUZZLE

ACROSS

- 1 Shake as a dog's tail
- 4 Pat's "Wheel of Fortune" partner
- 9 Mach 5 driver, Speed ____
- 14 Feeling brought on by guac sighting

- 15 Bottled water from France
- 16 Exhilarate
- 17 Like 100% of the pork served at Chipotle
- 20 Smoked Tabasco servings
- 21 Floating aimlessly
- 22 Create awareness
- 25 Money owed
- 28 Letters after Q
- 29 Follow orders
- 31 "Only kidding!"

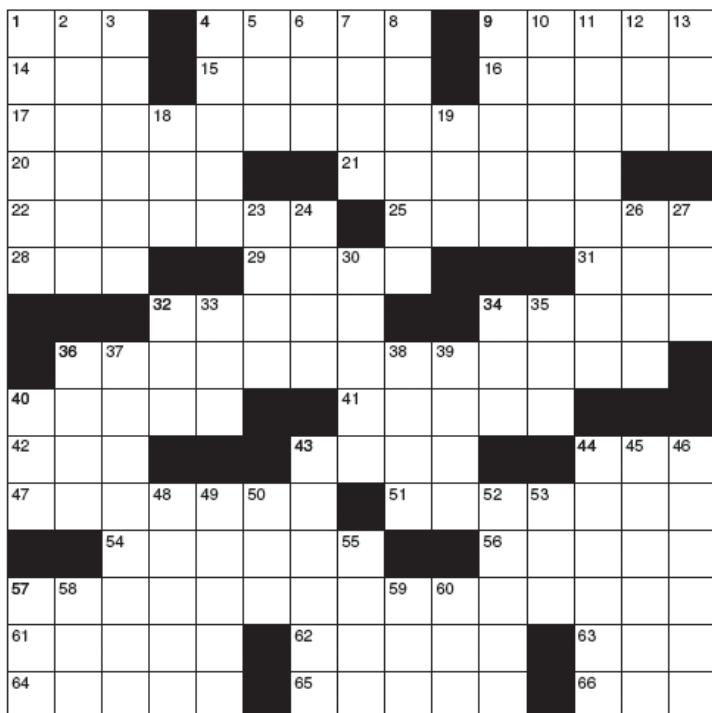
- 32 Home Run Hank
- 34 Online lunch orderers, in computer speak
- 36 "Food ____" (2 wds.); Chipotle's commitment to its ingredients
- 40 Carries a CHIPS bag, for example
- 41 Street in Denver with the very first Chipotle restaurant
- 42 "Mamma Mia!" song
- 43 Ridge on a guitar neck
- 44 Coast Guard off.
- 47 Medicine-free medicine
- 51 Boxing official
- 54 Pungent ingredient in Chipotle's adobo marinade
- 56 "As ____ and breathe!"
- 57 ____ Grill (2 wds.); Burrito joint founded in 1993
- 61 Propelled a canoe
- 62 Clear the blackboard
- 63 "And now, without further ____"
- 64 Oscar who wrote "The Picture of Dorian Gray"
- 65 Goes out for fajita burritos and a movie, for example
- 66 "I Left My Heart in ____ Francisco"

- 11 Flamenco clicker
- 12 Summer, in Paris
- 13 Tomatillo chili color
- 18 Checkout ID
- 19 Grammar school basics, briefly
- 23 Actress Spelling of "Beverly Hills 90210"
- 24 Black, to a poet
- 26 B-western star Calhoun
- 27 Ave. intersector
- 30 "Step right in and enjoy a burrito!"
- 32 Consumed a crispy corn taco
- 33 Sighs of contentment after eating barbacoa
- 34 Iced tea dispenser at the drink counter
- 35 Bro's sib
- 36 Sheep's clothing?
- 37 Delivery room shout
- 38 "... happily ____ after"
- 39 Airport area
- 40 Just a dab of corn salsa (abbr.)
- 43 Wrapped in gold, like a burrito
- 44 Writer Jong et al.
- 45 Sin City's state
- 46 "As ____ TV..." (2 wds)
- 48 Like Batman and Robin
- 49 Eat away at
- 50 Deli sandwich
- 52 Puts together a customized order of tacos
- 53 Cotton gin inventor Whitney
- 55 Michael of "Juno" or "Superbad"
- 57 Source of pasture raised dairy
- 58 "Bali ____" ("South Pacific" song)
- 59 Gym pad
- 60 180° from WNW

DOWN

- 1 Go here and there
- 2 Medals and trophies, e.g.
- 3 "You're kidding!"
- 4 Partner of vice?
- 5 Gardner of "The Night of the Iguana"
- 6 Zero, in soccer
- 7 Disney lioness
- 8 When Burrito Bowls are available at Chipotle
- 9 Broadcast again
- 10 Chris Elliott sitcom "Get ____"

For the answers to this puzzle, go to chipotle.com/fwipuzzle



HOROSCOPES

CAPRICORN

Don't work too hard, take a break. Try bribing one of your coworkers to go and pick up your Chipotle order for you. If that doesn't work, you should fake a wound of some kind to guilt them into bringing you a burrito.

AQUARIUS

You're so optimistic and upbeat! Yay for you! But don't turn into that person who walks around with a creepy smile saying things like "what a great day!" Nobody likes that person.

PISCES

You're creative, with a side of craftiness. So what better way to showcase your talents than taking that beautiful gold foil wrapped around your burrito and making art? Start by wrapping things around your house and then move onto original creations.

ARIES

You know you're impatient, and so does everybody else (you're not very subtle). But yes, you have to wait in line. If you're going to completely flip out, try using the Chipotle iPhone app or go to chipotle.com and order in advance. And stop yelling at other cars when you're driving; you're not invisible in there.

TAURUS

You're tough as nails, aren't you? Maybe a bit stubborn and afraid of change? Don't worry about change at Chipotle, we're not going anywhere. You should be worried about your favorite TV show though—it looks like a cancellation is on the horizon.

GEMINI

You've got a lot to talk about. But that doesn't mean it's appropriate to gab all over the place with a mouth full of guacamole. Eat first, talk about what you saw on that dancing celebrities show second.

CANCER

Don't be shy. Step up to the line at your Chipotle and tell the nice folks there exactly what you want. Don't hold back. Ask for more or less rice. Ask for just a little bit of sour cream. It's your burrito, little crab, it's your burrito.

LEO

Everybody gets it, you need to be the king. So take this opportunity to fax in a big 'ol order at Chipotle for all of your coworkers next time. There is no better way to secure your kingdom than with burritos.

VIRGO

Quit worrying, Virgo. Live on the edge. Try something totally new and different next time you line up at your favorite Chipotle. Try tacos. Get a bowl. Switch from barbacoa to carnitas. You only live once, so go wild.

LIBRA

All you want in this world is for things to be fair and balanced. But you don't need to be fair when it comes to guacamole. Tip for next time, order an extra serving that you can hide from everyone else. That way, you can seem fair while still keeping plenty just for you.

SCORPIO

Whatever you did yesterday will be different (or kind of the same) as what you might (or might not) do today. But remember, tomorrow may (or may not) be a new day.

SAGITTARIUS

Your cheerful optimism will come in handy soon. A friend, coworker or family member will ask you a favor. Remember that quite often the payment for a favor is a meal. A burrito is most certainly a meal. So, hypothetically, by helping someone out you might be helping yourself to a burrito.

TRENDSPOTTING

IN	Grills
OUT	Commercial Microwaves
IN	Naturally Raised
OUT	Frankenfood
IN	Local Produce
OUT	Big Carbon Footprints
IN	Farms
OUT	Factories
IN	Overalls
OUT	Leisure Suits
IN	Cows Being Cows
OUT	Cows Being Clowns



Protecting nature. Preserving life.™

CHIPOTLE CELEBRATES EARTH DAY

In honor of Earth Day, Chipotle will contribute up to \$100,000 to the Nature Conservancy—the country's largest land and water conservation organization. Stay tuned for details about how you can help. The funds will be used in their efforts to reduce agricultural impacts on river systems and conserve working ranch lands.



SHARE THIS NEWS-PAPER, USE IT TO WRAP UP YOUR CERAMIC FIGURINE COLLECTION, OR RECYCLE WHERE AVAILABLE.

If you're ready to profess to all of your friends that you're a fan of Chipotle, find us at facebook.com/chipotle

If you're interested in getting your Chipotle fix 140 characters at a time, follow us on twitter@chipotle

Visit us on the web at chipotle.com