

SUSTAINABILITY STORY 2017



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EXECUTIVE SUMMARY Welcome to the Ted's Montana Grill Sustainability Story

"Eat Great. Do Good." is the overarching framework that brings together all of our sustainability programs and initiatives. Our mission is to be passionate and responsible in doing the right things for our people and our planet. Here are our guiding principles:

- Do the right things for our people and our planet
- Solution Make environmental considerations a priority in every decision
- Act responsibly to preserve what we can
- Se passionate ambassadors to help raise sustainability consciousness
- Follow the triple bottom line: Deliver economic profit, provide ecological benefit and impart benefits to local communities

TED'S MISSION STATEMENT

These guiding principles help support our overall vision for sustainability and provide the groundwork to our Mission Statement – to be a financially prosperous restaurant company by consistently delivering an authentic Big Sky dining experience to our guests and operating as a responsible citizen in our communities.

Our Sustainability Story centers on three areas that we are passionate about: Planet, Plate, People.

SNAPSHOT OF SUSTAINABILITY METRICS



PLANET - Spirited pursuits of innovative, cutting-edge products and partnerships in our daily operations that reduce our environmental footprint.



PLATE - Managing the quality standards and nutritional content of our menu items. Supporting industry-wide sustainability focusing on developing relationships with local farmers and proudly being the first national restaurant company to feature bison on our menu, as well as helping to preserve and grow the 500,000 bison across North America, to make them a viable commodity.



PEOPLE - Knowing the story of our success is our people and ensuring that our core values and cultural statement reflect passion and responsibility, contributing to charities and our communities, continuing to be mavericks in our quest for a better planet and providing tools for other restaurants to follow suit.



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The 2017 Ted's Montana Grill Sustainability Story showcases all of our best-in-class environmentally responsible opportunities as pioneers in the green movement. We look to you as ambassadors in spreading our sustainability mantra and message with your teams and your communities. On behalf of the Ted's Montana Grill family, we would like to thank you for your interest in our sustainability and responsibility journey, and we look forward to sharing our progress with you.

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Co-founders Ted Turner and George W. McKerrow,

Ted Turner

- Co-founder and Chairman

Jed Jum

George W. McKerrow - Co-founder and CEO

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PASSION @

THE BEGINNING

The Ted's Montana Grill mission is one of passion and responsibility in doing the right things for our guests, our people and the planet. Our founders, media entrepreneur, philanthropist and environmentalist Ted Turner and award-winning restaurateur George W. McKerrow, ignited this passion. It all began when McKerrow and Turner pioneered the effort to preserve the American bison by returning it to America's table, creating a demand for bison that would help grow and protect herds. The vibrant and relevant restaurant concept was conceived not only to save the species from extinction, but also to build a restaurant company that brought forth the values of the Great American West, where genuine hospitality is a virtue and authentic food is always on your table.

Ted's believes that instilling environmental considerations in our team is vital to the long-term preservation of the company's sustainability foundations. We believe in doing our part to preserve the natural world around us. By taking small steps, we all make this planet a better place.

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೨ GOING GREEN ∝

THE GREEN RESTAURANT REVOLUTION

As further evidence of the company's commitment to the environment, Ted's Montana Grill encourages other restaurant operators to "Go Green." In 2008, McKerrow and Turner visited five cities as part of a national tour, "The Green Restaurant Revolution." Created to heighten awareness about the restaurant and hospitality industry's environmental impact on the planet, the tour brought together industry leaders and future influencers to talk about the opportunities and challenges of going green, and to stimulate conversation and ideas on solutions. More than 800 restaurateurs, hospitality leaders and culinary professionals attended five industry events. Ted's Montana Grill received recognition in a front page *USA Today* article on the company's environmental commitment: **Can restaurants go green, earn green?**



Watch The Green Restaurant Revolution

THE TED'S MONTANA GRILL "GREEN TEAM"

Ted's Montana Grill has also developed an entire team devoted to maintaining a sense of sustainability in our daily operations. Ted's "Green Team" is committed to inspiring the company's team members about sustainability and why it is an integral part of Ted's mission and core values. The team is responsible for implementing programs aimed at reducing waste, energy and water usage, as well as identifying new ways to improve sustainability performance at our restaurants.

In 2013, Ted's also created a Sustainability Manager position to bring leadership to Ted's Montana Grill's sustainability initiatives. Under the leadership of the Sustainability Manager, the Green Team's goal is to continue to be mavericks in the quest for a better planet.

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PLANET

Since our first opening in 2002, Ted's has embraced environmentally friendly practices in both big and small ways. From energy-efficient light bulbs and a recycling program to the way we design and build restaurants, Ted's has been turning passion for the environment into a real-world game changer.

EAT GREAT. DO GOOD.

Our commitment to running a business that is good for the environment has made a significant impact throughout our first 15 years. Our internal sustainability mantra has always been "Eat Great. Do Good." and we remain committed to a spirited pursuit of innovative, cutting-edge products and partnerships that reduce our environmental footprint even further. With sustainability at the core of Ted's menu, the company extends that belief into everything we do operationally. Take a peek inside each restaurant at the numerous eco-friendly features:

- Recycled brown butcher paper covers each table to reduce laundry costs and water waste
- Biodegradable Boraxo hand soap
- Restrooms with water-efficient toilets and waterless urinals
- Beverage coasters that are 100 percent biodegradable and recyclable, made only with timber from reforestation programs
- Drinking straws made with an eco-friendly, polymer coated paper

- Mixed drinks come with wooden stir sticks instead of industry-standard plastic
- Pan and basket liners made with 100 percent unbleached, chlorine-free natural paper
- To-go cups made from cornstarch
- Bio-mass cutlery made from cornstarch and tapioca
- All restaurants are non-smoking, an effort that's been nationally recognized by the Kids Involuntarily Inhaling Secondhand Smoke (KIISS) organization



$\frac{1}{2}$ Supporting Electric Cars $\frac{3}{2}$

In support of efforts to improve air quality and reduce greenhouse gases, the Turner Building - home to Ted's Montana Grill's Restaurant Support Center, the Captain Planet Foundation and Turner Enterprises, Inc.- has recently installed two "plug-in" meters for electric vehicles in the parking lot.

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ENERGY EFFICIENCY

We knew from the beginning that bold actions would be needed to reduce energy consumption in our restaurants, which is why the company has had an aggressive energy-reduction plan in place since its inception. Energy-efficient compact fluorescent or LED lighting helps reduce energy consumption in our restaurants. While more expensive to purchase, the LED lighting gives off the same amount of light but uses fewer kilowatt hours of electricity, providing significant annual savings.

FIRE UP. FIRE DOWN.

To further assist with energy conservation, Ted's Montana Grill follows a specific process known as "Fire Up. Fire Down." This practice outlines specific times to turn on and off cooking equipment. The process ensures that cooking equipment, the biggest consumer of energy in a restaurant, is not turned on any earlier or left on any longer than necessary. "Fire Up. Fire Down." also specifies instructions for adjusting outside light timers and irrigation sprinkler systems, as well as HVAC thermostat requirements.



parking lot - Atlanta, GA



SOLAR POWER

TALLAHASSEE, FLA.

In addition to the energy-saving practices utilized in our daily operations, Ted's Montana Grill is also leading the way with solar energy. The Tallahassee, Fla., location became the city's first restaurant to use solar power after installing 66 solar panels in 2005. The solar arrays currently supply five percent of the restaurant's total energy needs.

ATLANTA, GA.

In 2011, in a first for downtown Atlanta, The Turner Building – home to Ted's Montana Grill's Restaurant Support Center, the Captain Planet Foundation and Turner Enterpises, Inc. - installed a large solar array on Georgia Power's downtown grid. The Luckie Street Solar Project uses 25 solar canopies to produce 200,000 kilowatt hours of energy. Today, the solar arrays supply 25 percent of the building's total energy needs annually. The Ted's Montana Grill restaurant in the Turner Building is projected to save 20 percent of its annual energy cost due to the solar panel energy supply.

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GREEN BUILDINGS

With 46 existing restaurants and a plan to double the size of the organization over the next ten years, Ted's Montana Grill's physical footprint and its impact on the environment must be an essential part of our sustainability strategy. The company is currently working to complete development of a new restaurant design following the Leadership in Energy and Environmental Design (LEED) certification, sponsored by the United States Green Building Council.

All new restaurants will use the LEED prototype design to help achieve reductions in energy and water usage. Existing restaurants that undergo remodeling or expansion will recycle items being removed and replace them with sustainable materials.



WATER CONSERVATION

Restaurants use five times as much water as other retail businesses. Water usage plays a primary role in the company's daily operations, from preparing and cooking to hand washing and cleaning, so Ted's must work diligently to conserve this precious resource. Since our founding, Ted's has had steps in place to help reduce direct and indirect water usage.



Many of our restaurants feature water-efficient toilets and are equipped with waterless urinals, saving more than 40,000 gallons of water per restaurant per year.



Ted's also uses recycled brown butcher paper for table covers, which help reduce detergent water waste used in commercial laundry operations.





BONNEVILLE ENVIRONMENTAL FOUNDATION

Water scarcity is becoming a global epidemic. In response to the rise of water scarcity, Ted's Montana Grill has partnered with the Bonneville Environmental Foundation (BEF) to offset a portion of our annual water usage by funding water restoration certificates (WRCs) to restore our water footprint. Each WRC represents 1,000 gallons of water restored in-stream and directly contributes to restoring the economic, recreational and ecological vitality of freshwater ecosystems.

UPPER YAMPA RIVER PROJECT

Our first project in partnership with BEF was focused on the Upper Yampa River in Steamboat Springs, Col. In the summer of 2012, the Upper Yampa suffered the effects of severe drought and left the river below the critical low-flow thresholds necessary to sustain ecological function and economic vitality for the local community. To give back to our local communities, Ted's funded the efforts to restore very significant flows in areas critical to local fishing outfitters and guides, helping to restore the flow through Steamboat Springs, benefiting the local community and recreation businesses. The Upper Yampa project also helped enhance flows all the way to Craig, Col., benefitting native fish, irrigators and wildlife species threatened by low flows and drought conditions.



To learn more about the Colorado River Basin Water Restoration Project, go to **National Geographic's 2012 video about the project**.

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WASTE REDUCTION

Ted's has always been committed to operating in ways that have a minimal impact on the environment. We are committed to partnering with vendors and suppliers who share our passion for making a difference. From replacing the industry-standard plastic by featuring paper straws and bamboo skewers, to using compostable take-away packaging that helps reduce landfill contributions and biodegradable coasters made only with timber from reforestation programs, Ted's has been a pioneer for change in the restaurant industry and we continue to be steadfast in our sustainability commitment.

COMPANY-WIDE RECYCLING EFFORTS

- Each year, Ted's Montana Grill recycles more than 200 tons of recyclables.
- We also converted over 332 gallons of used frying oils into bio-fuel.
- All printed materials, including menus and letterhead, are printed on Forest Stewardship Council (FSC) certified recycled paper.

PAPER REDUCTION

Paper reduction is an important aspect of our waste reduction platform. The U.S. consumes four million tons of copy paper each year, with paper comprising 40 percent of all municipal solid waste. In 2013, Ted's announced a new partnership with TreeZero[®], makers of TreeFrog[®] paper. The new paper is 100 percent tree-free, being made from bagasse (the waste product of the sugarcane conversion process) and is 100 percent recyclable and compostable.



Sugarcane has a significant positive impact on global natural forest preservation, plus a lower overall environmental impact than wood-based paper products for agricultural residue, chemicals and pesticides/fertilizers. Year-round harvesting of sugarcane means there is no need for further land clearing to increase the harvest area, so there is no impact to the ecosystem food chain.

FRIENDLY TED'S MONTANA GRILL. Eat Great. Do Good. FRIENDL

REVITALIZING THE PAPER STRAW

Ted's strives to leave no eco-friendly stone unturned. One of the most innovative items that Ted's uses is the wax-coated paper straw. After tracking down the family-owned business that invented these straws (in 1833), Ted's found that the straw company had stopped manufacturing the straws in 1970. McKerrow was able to persuade the company (today called Aardvark Straws) to resurrect the process, promising to exclusively buy paper straws for all of our restaurants. This commitment created a new market for the environmentally friendly straws, prompting other industry leaders, cruise lines and companies throughout Europe to incorporate these straws into their daily practices.

NRA – Zero Waste Zone

In addition to the company's recycling program, Ted's joined the National Restaurant Association's Zero Waste Zone program in 2011. The program focuses on three main platforms:

- Diversion of assets from landfills
- Energy and water conservation
- Toxic-free environments

Each year, Ted's diverts more than 120 tons of food organics from local landfills. As part of the landfill diversion project, Ted's also recycles used frying oils, which are collected and converted into biodiesel.





TOXIC-FREE ENVIRONMENTS

As part of our toxic-free environment, our restaurants use griddle cook tops, which lower the level of grease particulates released into the air compared with grilling. Griddle cooking also reduces the risk of roof deterioration and equipment damage and requires a less extensive filtering system.





At Ted's Montana Grill, authentic is something you'll always experience. It's also something you'll taste. No frozen pouches. No microwaves. No shortcuts. Just great American favorites made 100 percent fresh, hand-prepared and served with pride. It's the way food was meant to be.

As a responsible company faithful to our environmental stance and a friend in our communities, there are a host of sustainability issues ingrained in the foods we serve – from how our ingredients are produced, processed and transported, to how our meals are prepared. The company is charged with understanding and managing issues across the full supply chain.

SUPPLY CHAIN

Ted's Montana Grill partners with US Foods and Sysco to supply our restaurants. We selected five distribution centers strategically located throughout the U.S. with the purpose of limiting the number of miles required to transport products to our restaurants.

The organization also partners with Pro*Act USA, America's leading distributor of fresh produce to the food service industry. Ted's is serviced by 15 produce houses located in the states in which the restaurants operate, again reducing the number of miles traveled to transport their product.

Ted's Montana Grill purchases more than \$30 million annually in food and beverages. All of those items require water, energy and other resources to produce and process, then package and transport these products to 46 restaurants in 17 states.

The impact of Ted's supply chain on our local communities is deep and far-reaching and Ted's will continue to work with our vendor partners to improve the environmental impact of our supply chain.







New Mexico Burger

Food Safety and Quality

Ted's Montana Grill serves more than 4.5 million meals per year using over 200 ingredients provided by suppliers who are committed to ensuring that every ingredient meets the company's food safety and quality standards. Ted's requires specification sheets for each contracted item and constantly inspects the products being delivered to our restaurants. We cultivate and manage the relationships with our vendor partners to ensure that they have visibility over the critical control points across all levels of the supply chain.

Ted's requires all members of our management teams to be certified in food safety and handling procedures by completing the National Restaurant Association's ServeSafe program. Our "Heart of House Training Manual" includes basic sanitation procedures including FIFO, temperature danger zones, protein handling and storage, product rotation and labeling.

To ensure that sanitation and safety policies are being followed, Ted's employs independent quality inspectors to conduct monthly audits. Those audits cover food and workplace safety and lead to operational excellence once policies are thoroughly implemented.

Ted's Montana Grill also partners with parent company Turner Enterprises, Inc. (TEI) to utilize in-house auditors who also inspect our daily operations.







COMMITMENT TO NUTRITION

As part of the company's commitment to doing the right things for our guests, Ted's includes the nutritional content of our menu items, along with gluten-free recommendations and dietary guidelines from the American Diabetes Association on our website.

The "Exchange Lists" are the basis of a meal planning system designed by a committee of the American Diabetes Association and the American Dietetic Association. While designed primarily for people with diabetes and others who must follow special diets, the "Exchange Lists" are based on principles of good nutrition that apply to everyone.

Ted's recognizes that guests are increasingly interested in healthy eating and we will continue to respond to the changing market by adding a variety of healthy choices. The company was recently awarded the "Best Gluten-Free Restaurant" in About.com's Readers' Choice Awards for our best-in-class, gluten-free options.

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<image>



GREENER FIELDS TOGETHER

Ted's has always been a fresh restaurant concept featuring high-quality ingredients. We have taken our pride in fresh food one step further by partnering with Pro*Act in a ground-breaking, industry-wide sustainability and local produce initiative.

Greener Fields Together is the food service industry's first comprehensive, national farm-to-fork sustainability program. The introduction of the local produce initiative focuses on developing relationships with family-owned local farms that are located in the restaurants' communities. Creating new opportunities for these local farmers is Ted's way of recognizing the efforts being made by local producers to feed their own communities.

Participation in Greener Fields Together guarantees that the farmer participates in the day-to-day management of the farm and owns its productive assets. It also guarantees that the local farm is located within seven hours of the produce distribution house - it's one more step in reducing our overall carbon footprint and furthers Ted's commitment to giving back to the communities we serve.

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Read the official press release





America's Produce Specialist







BISON 3

The ultimate cornerstone of Ted's Montana Grill's sustainability efforts is bison. Bison is naturally lean, tender and higher in protein, iron and other nutrients. Low in cholesterol, low in sodium and a good source of Omega-3, bison is recommended by healthcare professionals for building lean muscle, burning fat and improving heart function.

Bison have evolved over eons in tandem with the grasses native to the North American ecosystem. They are at home in a wide variety of climates across the continent and are equipped to thrive in summer heat and winter storms. In fact, their massive heads serve as a type of snowplow allowing them to sweep away deep snow to find forage.

Because bison are a natural part of the North American ecosystem, bison ranching can be beneficial to the natural environment. Grazing bison help promote a healthy ecosystem with roaming hooves that function as natural tractors, aerating the earth and rotating seeds. Their waste is a potent fertilizer.

As a member of the National Bison Association, Ted's Montana Grill is proud to support regulations that prohibit the use of artificial growth hormones in bison, and industry protocols that limit antibiotic use.

No other restaurant company has the opportunity to represent such a magnificent animal. We are not only the first national restaurant company to feature bison on our menu, but we offer more bison menu items that any other restaurant in the world.





Our mission may have begun with bison, but at Ted's, the story of our success is our people. Our core values define who we are and guide us in our everyday actions. Our cultural statement reflects the passion and responsibility that is the very core of the company's foundation.

TED'S CULTURAL STATEMENT

Passion and Responsibility: The original, classic American Grill, founded by mavericks and ignited by the Big Sky Spirit. Committed to doing the right things for our guests, our people and our planet.

Our cultural statement clearly defines our commitment to doing the right things for our guests and the planet. It also empowers our people to uphold our environmental commitment by supporting our sustainability initiatives, nurturing the ideation and evolution of actions that lessen our negative impact on the environment.



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CORE VALUES

Genuine

BIG SKY SPIRIT

CoreWalues

180

Ownership

Core Values describe the foundation for how team members perform work and conduct themselves. Each value helps define how the core, or foundation, of the company is naturally fundamental to living and breathing the Big Sky Spirit. The notion of community and doing good as a pillar of Ted's foundation remains at the very forefront of our business model.

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Bold

Since the beginning, we've been **BOLD** in our attitudes and actions involving sustainable business practices. Today, consumers are educated about the taste, nutritional and environmental benefits of the American bison. Our efforts to create demand and make bison a viable commodity have resulted in significant growth of this species. We are extremely proud that our bold actions have helped save this beautiful animal.

GENUINE HOSPITALITY

Providing **GENUINE HOSPITALITY** is not only a pillar for the company but is the very essence of the hospitality approach. From hiring the best people and providing the little touches that make an everyday meal remarkable, genuine hospitality acts as the guiding principle for Ted's Montana Grill team members. This is the Big Sky Spirit in its truest form, helping the team make decisions and serving as the company's moral focus.





OWNERSHIP

Ted's Montana Grill empowers its leaders to have a sense of pride and **OWNERSHIP** in the business. Executing sustainability initiatives is a top priority at Ted's and can only be carried out when our teams truly take ownership of this commitment.

SPIRITED

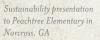
The Ted's Montana Grill family is a **SPIRITED** team with a passion for what we do. Through local restaurant marketing and grassroots messaging, we communicate our belief in helping to raise consciousness concerning the health of our planet through our environmental stewardship.





Steadfast

Ted's Montana Grill is **STEADFAST** in our commitment to people, products and prosperity. Since our first restaurant opening in 2002, Ted's passion for sustainable everyday practices has been a part of our marketing and business approach. Environmental considerations go into every decision we make. We remain resolute in our objective to be a pioneer for environmental stewardship.





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Taste of the Nation Event



SHARE OUR STRENGTH



Share Our Strength[®] is a national nonprofit that has been fighting poverty and hunger since 1984. Share Our Strength created the No Kid Hungry[®] Campaign to raise the funds needed to connect the millions of at-risk children in this country to the nutritious food they need to thrive. The need for action is urgent. These kids often don't get the food they need because their families do not have enough money

to buy it. Recently released numbers from the United States Department of Agriculture indicate that more than 16 million children - nearly one in five - are at risk of hunger.

Ted's Montana Grill partners with Share Our Strength's No Kid Hungry[®] campaign to make sure that every child in America gets the nutritious food they need. Strong, healthy kids mean a strong, healthy future and we are committed to the goal of eliminating childhood hunger in our country. To support our commitment we have made national pledges with total contributions over \$1 million since 2008. To learn more about the company's partnership with Share Our Strength, visit: <u>www.strength.org/teds</u>.



From I to r, CEO George W. McKerrow, Co-founder Ted Turner, Sheila Bennett with Share Our Strength, President and C.O.O. Kristi Nyhof, and Governor Nathan Deal

TASTE OF THE NATION

CEO George W. McKerrow has been involved with Share Our Strength for more than two decades — 19 years of which he has shared co-chair responsibilities with Atlanta restaurateur Pano Karatassos. Under their guidance, Atlanta regularly raises more money for the Washington, D.C.-based hunger organization than any other city in the nation.



George W. McKerrow with Taste of the Nation Co-chair, Pano Karatassos

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CEO, George W. McKerrow was awarded Share Our Strength's 2012 "Restaurateur of the Year" for Ted's Montana Grill's overwhelming support and fundraising efforts.



Eat Great. Do Good.

Leadership Quotes



"I'm an environmentalist and have been for my whole life, since I was a little boy. It just comes very natural to me to try to conserve and encourage people to be as efficient as they can possibly be. It makes good business sense and it's the right thing to do for the planet and the people on it."

> - TED TURNER, Co-Founder & Chairman, Ted's Montana Grill

"We know we're only a small part of the solution, but we're committed to acting responsibly, preserving what we can, and helping to raise consciousness concerning the health of our planet."

- George W. McKerrow,

Co-Founder & CEO, Ted's Montana Grill

"Environmental considerations go into every decision we make – whether it's a menu addition, building materials, to-go packaging, or the soap in the restrooms."

> - GEORGE W. MCKERROW, Co-Founder & CEO, Ted's Montana Grill

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10 WAYS TO GO GREEN

Ted's Montana Grill is always looking for the latest information and facts to help improve and educate the public about how they can lead an environmentally friendly lifestyle. Ted's cares about the planet we call home, which is why we provide tools for other restaurants to follow suit.

WHAT CAN RESTAURANTS DO?



Recycle as much paper, glass, plastic, aluminum and cardboard as possible.



Install and maintain energy-efficient equipment.



Replace standard light bulbs with compact fluorescent, linear fluorescent or LED lighting.



Inspect kitchen and restroom faucets to repair leaks.



Eliminate the use of all plastic straws. If you replace them, use paper straws and stir sticks.





@tedmontanagrill



chemical products.

bigskyspirit@tedsmontanagrill.com

Follow us on Twitter and Facebook to follow our sustainability progress and for other Ted's Montana Grill news. If you would like to reach out to us regarding our Sustainability Story, please contact us at: bigskyspirit@tedsmontanagrill.com



Eliminate plastic water and soda bottles.

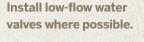


Consider new options for take-away packaging, such as cornstarch to-go cups and take-away utensils.



Use all recycled paper in your restaurant.





Use non-toxic cleaning and



