

# EXHIBIT 12

**From:** Adam Hewitt <ahewitt@starbucks.com>  
**Sent:** Friday, July 2, 2010 4:02 PM  
**To:** Jenkins, Jennifer <jjenkins@Kraft.com>  
**Cc:** Zhang, Felix <Felix.Zhang@kraft.com>; Ruzicka, Lynn (Contractor) <Lynn.Ruzicka2@kraft.com>; Martha McElroy-Rojas <mmcelroy@starbucks.com>; Greg Price <gprice@starbucks.com>; Michele Waits <mwaits@starbucks.com>  
**Subject:** RE: 2011 JP & 2010 LE Offline P&Ls SBUX Only 6\_30 with Seattle.xls

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Jennifer –

I already mentioned it Lynn and Felix, but I wanted you to hear it from me as well.

The information that Lynn and Felix sent to Martha and I was amazingly detailed and extremely helpful!! This was more than I could have ever hoped for, and I wanted you to know how much I appreciate this. Thanks to Lynn and Felix, I am able to give Michele and Greg very detailed assumptions around our AOP, which in turn helps them to make informed decisions to set us up for success in FY11.

Of course, thanks to Lynn and Felix for setting the bar so high, I have to really bring my "A" game to the meeting on Wednesday. ☺ But in all sincerity, I wanted you to know how much I appreciate the Kraft team that I work with.

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**From:** Lynn.Ruzicka2@kraft.com [mailto:Lynn.Ruzicka2@kraft.com]  
**Sent:** Wednesday, June 30, 2010 8:23 AM  
**To:** Adam Hewitt; Martha McElroy-Rojas  
**Cc:** Felix.Zhang@kraft.com; jjenkins@Kraft.com  
**Subject:** 2011 JP & 2010 LE Offline P&Ls SBUX Only 6\_30 with Seattle.xls

Adam and Martha, here is the Kraft file for our discussion at 9 PST today. We have not finalized this P&L yet and are working on closing our OI gap. Volumes will change, but we can review all other assumptions. I will forward the updated P&Ls either tomorrow or Tuesday with our gap closers in prep for the Wednesday review with the broader team.

Can you forward something before the meeting so we can compare? Thanks. Lynn

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