

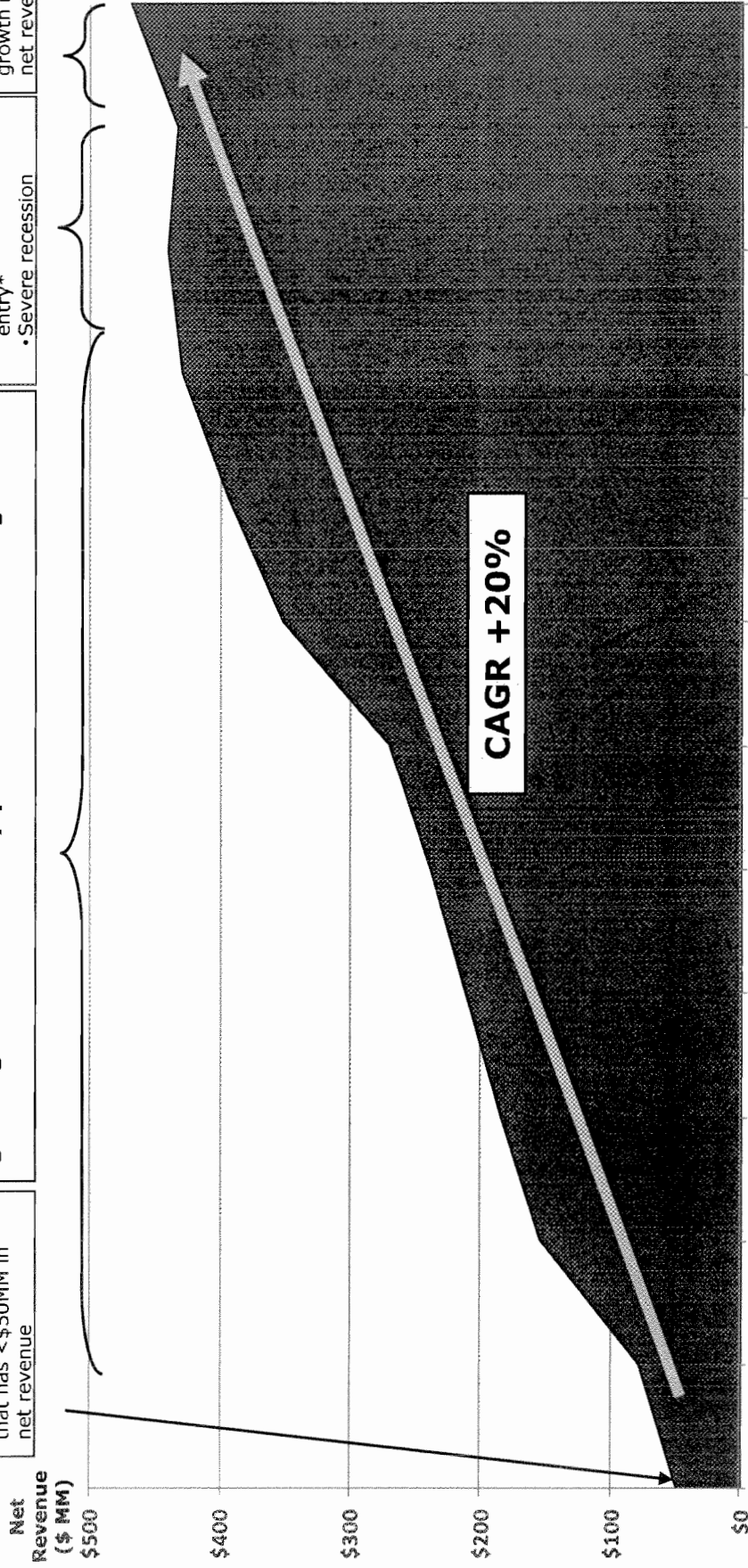
# EXHIBIT 1

Since 1998, Kraft Foods has generated average annual revenue growth of 20% for the Starbucks CPG Coffee business

- From 2004 – 2010, net revenue CAGR has been an impressive 10%, driven by volume growth of 7%

### Starbucks U.S. CPG Coffee Net Revenue

Kraft takes over Starbucks R&G CPG that has <\$50MM in net revenue	Kraft grows business tremendously over next 10 years, <b>growing revenue in every year from 1998 through 2008</b>	Temporarily impacted by: • Strong competitive entry* • Severe recession	Kraft restores growth in net revenue
--	---	---	--------------------------------------

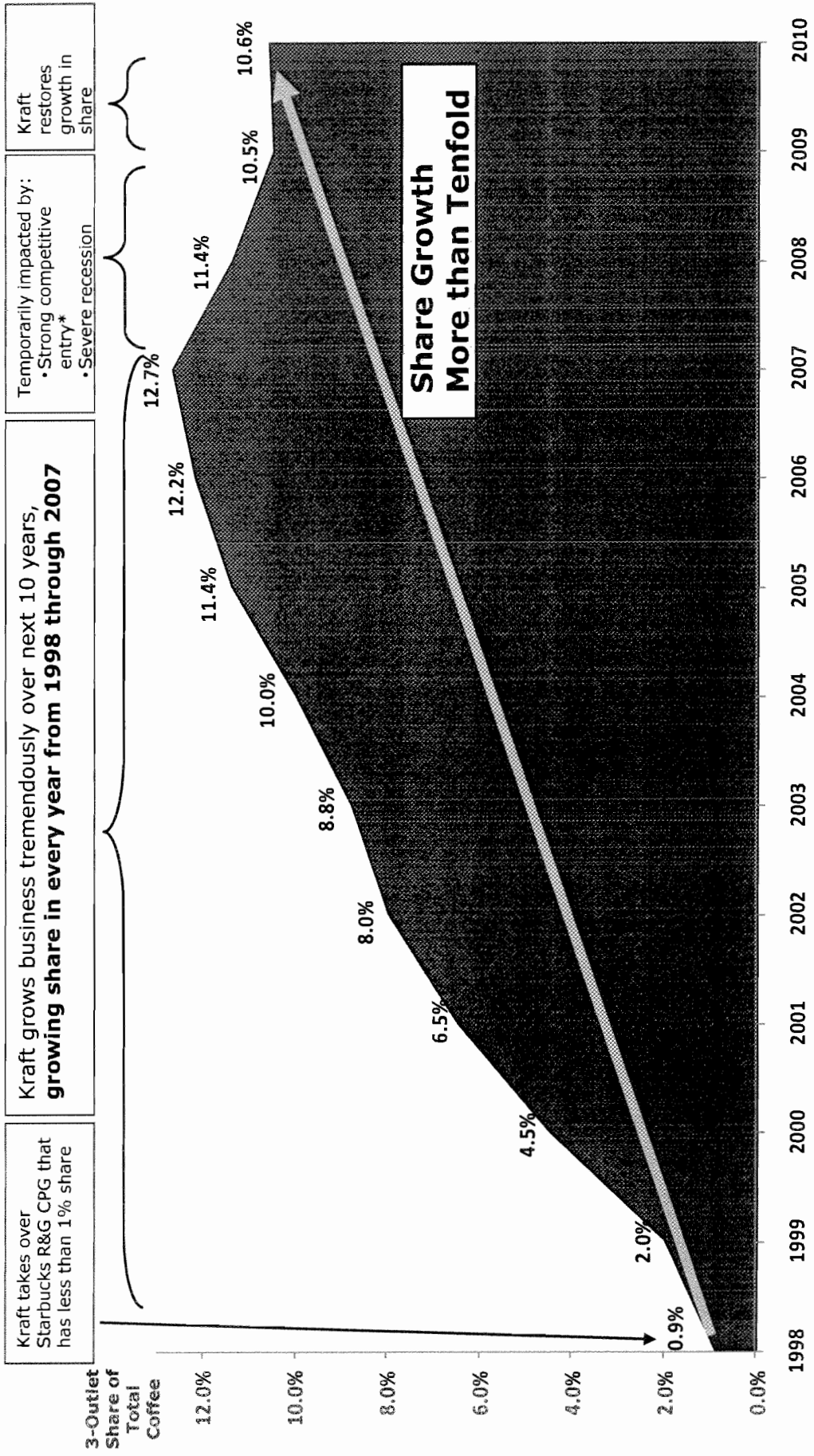


1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010

Note: 1998 Estimated. Includes Starbucks and SBC R&G/Tassimo products, excludes Tazo. With Tazo, 2010 net revenue is \$512MM  
 \* Dunkin' Donuts entered CPG coffee distribution agreement with P&G (Folgers) in 2007, achieving national presence in '08/'09

In addition to a 20% CAGR on revenue for the Starbucks CPG Coffee business, Kraft Foods has produced share gains every year except 2008-2009

**Starbucks U.S. CPG Coffee – Share of Total Coffee**

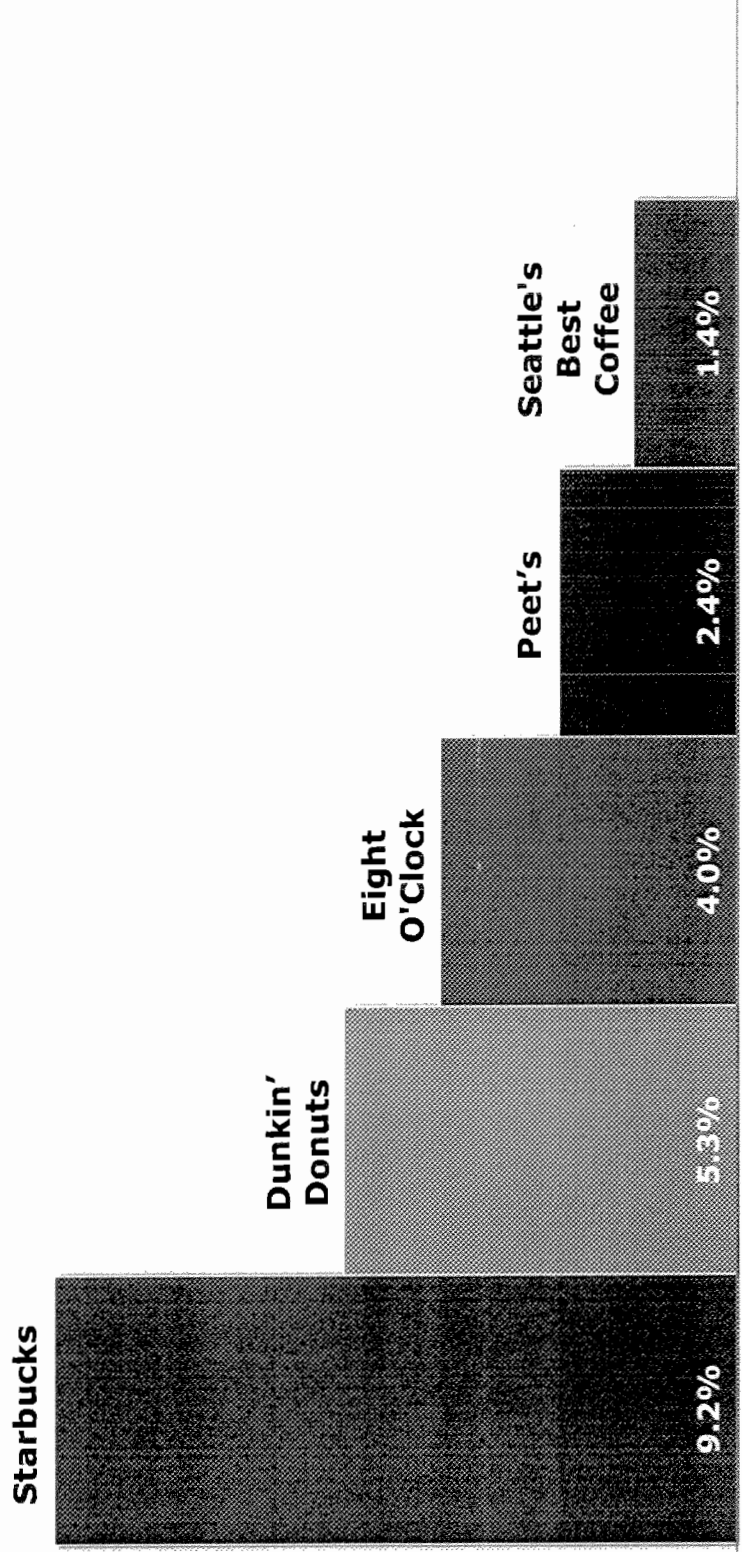


Share source: Nielsen 3-Outlet [3-Outlet is FDM (Food, Drug and Mass ex Walmart)]  
 \* Dunkin' Donuts entered CPG coffee distribution agreement with P&G (Folgers) in 2007, achieving national presence in '08/'09

Starbucks R&G CPG holds more than 1.5x the 3-Outlet share of the next biggest brand

**Key Premium R&G CPG Players – 2010 Share of Coffee**

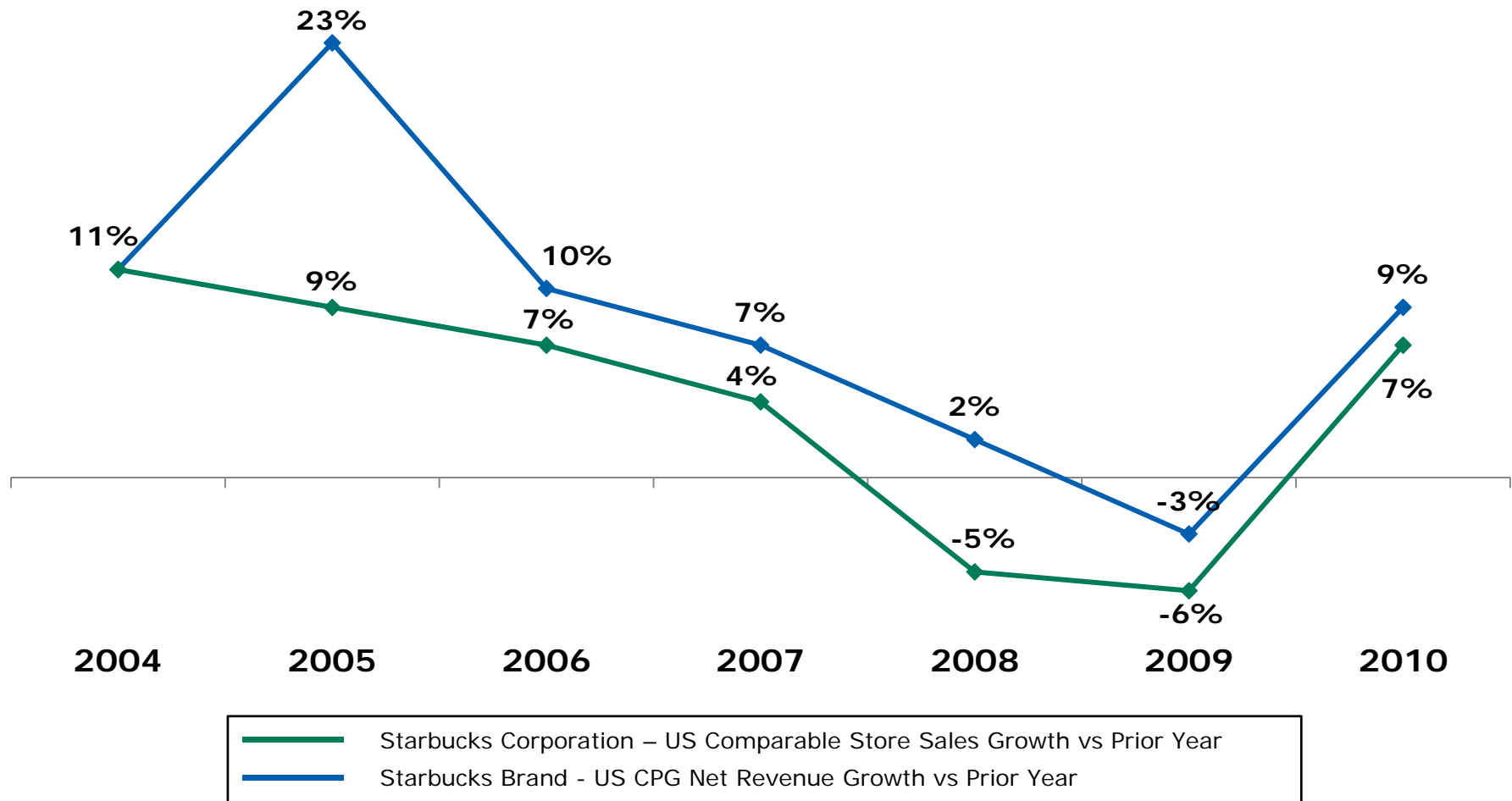
3-Outlet



# **EXHIBIT 2**

Kraft Foods has outperformed Starbucks U.S. Comparable Store Sales growth in every year since 2005

**Starbucks Brand U.S. CPG Net Revenue Growth (Kraft) vs Starbucks Corporation U.S. Comparable Store Revenue Growth**



Note: Starbucks 2004 and 2010 rates include an extra week (53 weeks vs 52 weeks in all other years). Kraft rates all based on 52 week years. Starbucks fiscal year end is September 30. Kraft fiscal year end is December 31.

**Starbucks Corporation**  
**Starbucks Consolidated Comparable Store Sales**  
(Updated thru the period ending October 3, 2010)

## Consolidated

		FY '95	FY '96	FY '97	FY '98	FY '99	FY '00	FY '01	FY '02	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10
Q-1	Total Trans Ticket	10%	4%	3%	5%	3%	7%	10%	2%	9%	10%	7%	6%	1%	-9%	-9%	4%
					2% 2%	5% -2%	4% 3%	4% 6%	4% -2%	9% 0%	10% 1%	6% 4%	4% 1%	4% 2%	-1% 2%	-5% -4%	4% 4%
Q-2	Total Trans Ticket	7%	8%	5%	7%	6%	10%	6%	7%	7%	12%	7%	10%	4%	-3%	-8%	7%
					3% 4%	5% 1%	5% 5%	1% 5%	7% 0%	6% 1%	11% 1%	4% 3%	8% 2%	1% 3%	-4% 1%	-5% -3%	3% 4%
Q-3	Total Trans Ticket	11%	7%	6%	7%	6%	10%	3%	8%	8%	11%	7%	6%	4%	-4%	-5%	9%
					4% 2%	4% 2%	5% 5%	1% 2%	8% 0%	7% 1%	10% 1%	3% 4%	4% 2%	1% 2%	-4% 0%	-4% -2%	6% 3%
Q-4	Total Trans Ticket	11%	9%	5%	3%	8%	10%	2%	8%	9%	9%	8%	5%	4%	-7%	-1%	8%
					3% 0%	4% 4%	5% 5%	1% 1%	8% 6%	8% 1%	8% 1%	4% 4%	4% 1%	0% 4%	-4% -3%	-1% 0%	5% 2%
FY	Total Trans Ticket	9%	7%	5%	5%	6%	9%	5%	6%	8%	10%	8%	7%	5%	-3%	-6%	7%
					5% 1%	5% 4%	5% 4%	2% 3%	7% -1%	7% 1%	9% 1%	4% 4%	5% 2%	1% 4%	-4% 0%	-4% -2%	4% 3%

## U.S.

		FY '95	FY '96	FY '97	FY '98	FY '99	FY '00	FY '01	FY '02	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10
Q-1	Total Trans Ticket										11%	11%	7%	6%	-1%	-10%	4%
											6% 5%	6% 1%	3% 2%	-3% 2%	-6% -5%	0% 4%	
Q-2	Total Trans Ticket										13%	7%	10%	3%	-4%	-8%	7%
											12% 1%	4% 2%	3% 3%	0% 1%	-5% -3%	-6% 5%	3% 5%
Q-3	Total Trans Ticket										12%	7%	6%	4%	-5%	-6%	9%
											11% 1%	3% 4%	5% 1%	0% 4%	-4% -1%	-4% -2%	6% 3%
Q-4	Total Trans Ticket										9%	9%	5%	4%	-8%	-1%	8%
											8% 1%	4% 5%	4% 1%	-1% -3%	-5% 0%	-1% 6%	6% 2%
FY	Total Trans Ticket						9%	5%	7%	9%	11%	9%	7%	4%	-5%	-6%	7%
							1% 5%	2% 5%	7% 9%	9% 1%	10% 5%	4% 2%	5% 4%	0% 4%	-4% 0%	-4% -2%	3% 4%

## International

		FY '95	FY '96	FY '97	FY '98	FY '99	FY '00	FY '01	FY '02	FY '03	FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10
Q-1	Total Trans Ticket										7%	7%	8%	8%	5%	-3%	4%
											5% 2%	4% 3%	5% 3%	6% 3%	3% 3%	-2% -1%	4% 0%
Q-2	Total Trans Ticket										6%	5%	9%	7%	3%	-3%	7%
											4% 2%	4% 1%	7% 2%	5% 2%	0% 3%	-2% -1%	6% 1%
Q-3	Total Trans Ticket										7%	7%	7%	7%	2%	-2%	6%
											6% 1%	4% 3%	4% 5%	5% 7%	1% 1%	-1% -2%	4% 2%
Q-4	Total Trans Ticket										5%	6%	8%	6%	0%	0%	7%
											4% 1%	4% 2%	5% 3%	4% 1%	-1% 1%	1% -2%	4% 3%
FY	Total Trans Ticket						12%	3%	1%	7%	6%	6%	8%	7%	2%	-2%	6%
							5% 1%	4% 2%	5% 3%	7% 1%	6% 2%	4% 3%	5% 2%	5% 2%	1% 2%	-1% -1%	5% 1%

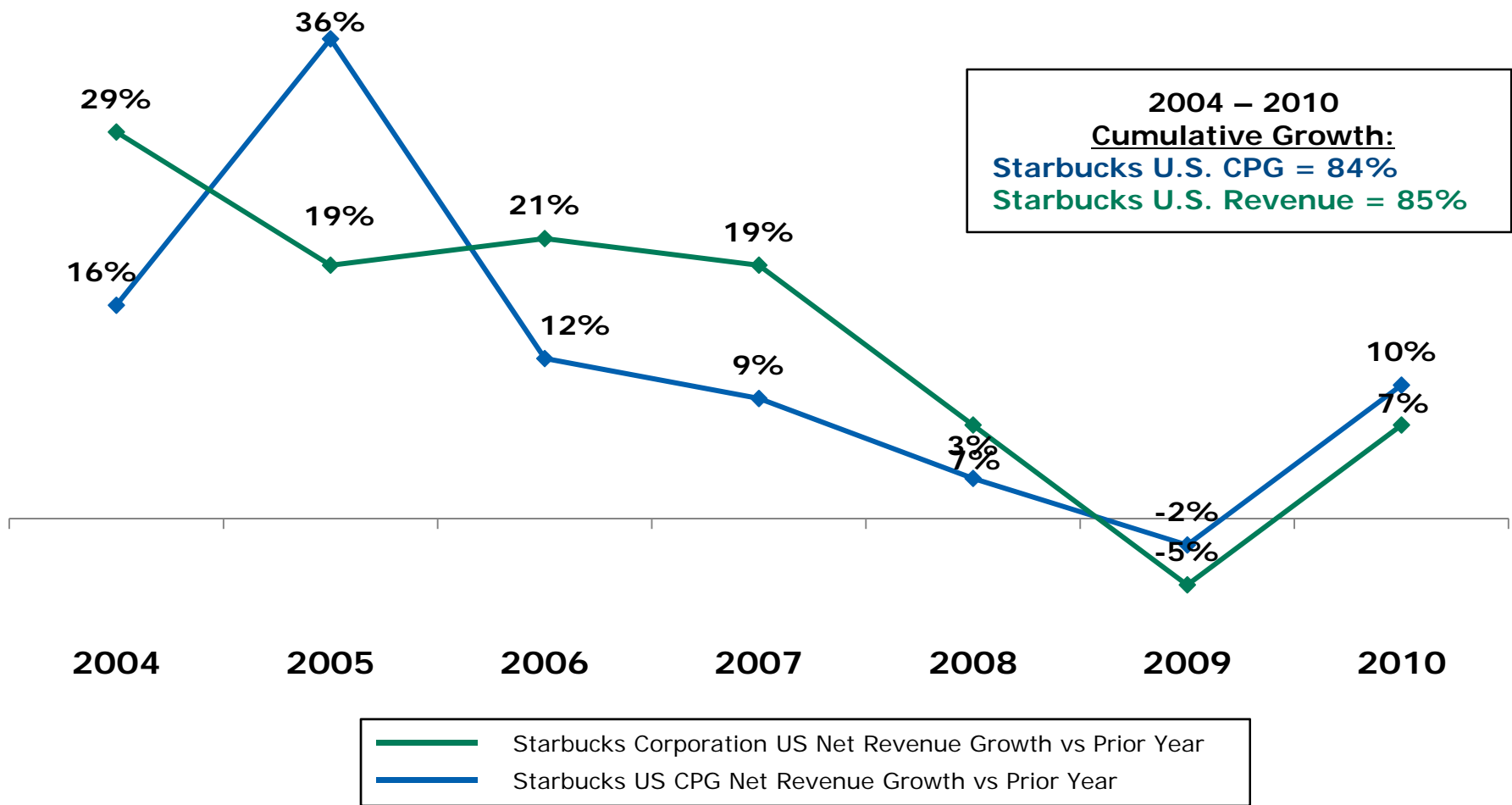
NOTES: Comparable Store Sales reflect sales from stores that have been open for more than 13 months.  
Comparable Store Sales for FY '97 and FY '98 are restated to include the FY '98 acquisition of Seattle Coffee Company.  
International currency exchange calculated at the current month's average exchange rate.

# EXHIBIT 3



Cumulative growth for Kraft Foods and Starbucks has been essentially equal in the U.S.

**Starbucks U.S. CPG Net Revenue Growth (Kraft) vs Starbucks U.S. Net Revenue Growth**



Note: Starbucks 2004 and 2010 rates include an extra week (53 weeks vs 52 weeks in all other years). Kraft rates all based on 52 week years. Starbucks fiscal year end is September 30. Kraft fiscal year end is December 31.

## Starbucks – U.S. Net Sales

	Fiscal Year Ending September:									
	2003	2004	2005	2006	2007	2008	2009	2010		
U.S. Net Sales	\$3,480	\$4,501	\$5,347	\$6,478	\$7,679	\$8,227	\$7,788	\$8,335		
Y-o-Y Growth	–	29%	19%	21%	19%	7%	(5%)	7%		
Cumulative Growth Since 2004	–	–	19%	44%	71%	83%	73%	85%		
Source Document:	FY'05-10K	FY'06-10K	FY'07-10K	FY'08-10K	FY'09-10K	FY'10-10K	FY'10-10K	FY'10-10K	FY'10-10K	FY'10-10K

Source: Starbucks annual filings.

Note: Figures reflect "Net revenues from external customers" as reported by Starbucks on an annual basis.

# **EXHIBIT 4**

[REDACTED]

**From:** Jeff Hansberry <jhansber@starbucks.com>  
**Date:** January 14, 2011 9:07:11 PM EST  
**To:** "Elsner, Deanie D" <delsner@kraft.com>  
**Cc:** Jeff Hansberry <jhansber@starbucks.com>  
**Subject:** Starbucks Transfer Price Changes

Deanie:

Recently, we committed to hold transfer pricing at \$X.XX as long as possible in the face of significant coffee cost increases. As I communicated then, we intended to hold that price as long as possible. Given the continued run up of green coffee prices (more than \$1.00 higher than last year at \$2.40 per pound as of January 12, 2011), we are reluctantly increasing the transfer price of Starbucks and Seattle's Best Coffee effective Monday, January 17, 2011 as outlined below. While list price to trade is at your discretion, these increases do not fully reflect the impact of green cost, but rather only pass through an amount that should translate to a \$1.00 per 12oz bag increase on Starbucks and 50 cents per 12oz bag on Seattle's Best Coffee at the shelf.

**Transfer price increase amount per pound**

Starbucks	XX cents per pound
Seattle's Best Coffee	XX cents per pound

Thank you,

Jeff Hansberry

Starbucks Coffee Company

206-318-9219 office

209-606-0657 cell

206-903-4053 fax

# **EXHIBIT 5**

**KFT**



**CONTRACTOR 09/09**

**MICHELE  
WAITS**

09/28/2009 10:01:55 Admitted Waits, Michele (Card #283824) at TT B-1-S [In]  
09/28/2009 10:00:01 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/25/2009 09:29:13 Admitted Waits, Michele (Card #283824) at TT B-1-S [In]  
09/25/2009 09:27:18 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/24/2009 11:43:02 Admitted Waits, Michele (Card #283824) at TT B-1-S [In]  
09/24/2009 11:40:26 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/23/2009 12:27:52 Admitted Waits, Michele (Card #283824) at TT B-1-S [In]  
09/23/2009 12:23:26 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/22/2009 09:58:54 Admitted Waits, Michele (Card #283824) at TT B-1-S [In]  
09/22/2009 09:55:01 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/18/2009 08:39:14 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/17/2009 09:14:48 Admitted Waits, Michele (Card #283824) at TT B-1-S [In]  
09/17/2009 09:12:03 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/16/2009 08:55:09 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/15/2009 08:51:21 Admitted Waits, Michele (Card #283824) at TT B-1-S [In]  
09/15/2009 08:47:57 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/14/2009 08:32:32 Admitted Waits, Michele (Card #283824) at TT B-1-S [In]  
09/14/2009 08:30:06 Admitted Waits, Michele (Card #283824) at TT MAIN GATE- IN [In]  
09/08/2009 09:08:24 Rejected Waits, Michele (Card #283168) at TT B-1-S [In] [Expired]  
09/08/2009 09:05:43 Rejected Waits, Michele (Card #283168) at TT MAIN GATE- IN [In] [Expired]  
09/08/2009 09:05:39 Rejected Waits, Michele (Card #283168) at TT MAIN GATE- IN [In] [Expired]  
08/28/2009 08:46:43 Admitted Waits, Michele (Card #283168) at TT B-1-S [In]  
08/28/2009 08:41:31 Admitted Waits, Michele (Card #283168) at TT MAIN GATE- IN [In]  
08/27/2009 14:10:16 Admitted Waits, Michele (Card #283168) at TT B-1-S [In]  
08/27/2009 08:46:24 Admitted Waits, Michele (Card #283168) at TT B-1-S [In]  
08/27/2009 08:44:30 Admitted Waits, Michele (Card #283168) at TT MAIN GATE- IN [In]  
08/26/2009 08:16:29 Admitted Waits, Michele (Card #283168) at TT B-1-S [In]  
08/26/2009 08:14:06 Admitted Waits, Michele (Card #283168) at TT MAIN GATE- IN [In]  
08/25/2009 08:36:22 Admitted Waits, Michele (Card #283168) at TT B-1-S [In]  
08/25/2009 08:33:08 Admitted Waits, Michele (Card #283168) at TT MAIN GATE- IN [In]

09/04/2008 08:13:00 Admitted Waits, Michele (Card #283168) at TT MAIN GATE- IN [In]  
09/03/2008 08:15:02 Admitted Waits, Michele (Card #283168) at TT B-1-S [In]  
09/03/2008 08:12:00 Admitted Waits, Michele (Card #283168) at TT MAIN GATE- IN [In]  
09/02/2008 08:38:54 Admitted Waits, Michele (Card #283168) at TT B-1-S [In]  
09/02/2008 08:35:53 Admitted Waits, Michele (Card #283168) at TT MAIN GATE- IN [In]  
08/28/2008 08:43:30 Admitted Waits, Michele (Card #283168) at TT B-1-S [In]  
08/28/2008 08:40:44 Admitted Waits, Michele (Card #283168) at TT MAIN GATE- IN [In]  
08/27/2008 08:15:11 Admitted Waits, Michele (Card #283168) at TT MAIN GATE- IN [In]



# **EXHIBIT 6**

**Davis, Sivonne M**

---

**From:** Tara Aylmer [taylmer@starbucks.com]  
**Sent:** Sunday, June 13, 2010 10:04 PM  
**To:** Davis, Sivonne M  
**Cc:** sivonne.davis@gmail.com  
**Subject:** RE: SNF Print Rotations.xls

Thank you for sending Sivonne and I am sorry i did not see earlier in the day; I was out. I have no issue with the flavor splits my question is around the split between spread and full page being 50/50. If this question has already been discussed please let me know, but do we know if these layouts are working hard for us in different ways and if so how (in the way of stopping power not messaging)? Testing suggested that impacted, if I recall correctly, may have been slightly diminished vs. the full page vanilla (I will review in the morning). I would love your insight as I have not worked much with spreads in the past.

Tara

-----Original Message-----  
From: sivonne.davis@kraft.com [mailto:sivonne.davis@kraft.com]  
Sent: Sun 6/13/2010 8:37 AM  
To: Tara Aylmer  
Cc: sivonne.davis@gmail.com  
Subject: SNF Print Rotations.xls

Tara,

Here's my recommendation on how the splits for SNF ads are handled each month. Of course, this is just a directional reco since we cannot get very far until we know exact number of insertions per month.

Notes:

- Caramel & Vanilla are equally balanced throughout the 4 months, however, in Nov/Dec Holiday timing, Cinnamon becomes a bigger portion of the mix vs it's position in Sept/Oct
- I'm trying to give presence, but not dominance of Cinnamon so I used the half pages to accomplish this

I'm going to be out and about today, but if you "reply all" I'll get your note either on Kraft or personal account. I'm hoping we can be aligned on a POV by EOD for our meeting tomorrow.

Thanks,  
Sivonne

<<SNF Print Rotations.xls>>

---

**Davis, Sivonne M**

---

**From:** Davis, Sivonne M  
**Sent:** Wednesday, June 30, 2010 10:05 AM  
**To:** Sheaffer, Kathryn  
**Subject:** RE: Sunset Advertorial Options

BBDO is cost prohibitive, I'm not really comfortable asking them to explore this. Maybe Catapult?

I think Sunset creative team is another option too, perhaps a better option as they know their readers, and we have the creative from which they can adapt?

**Sivonne Davis**  
Senior Brand Manager, Starbucks  
Kraft Foods, Beverage Sector  
p: 914-425-4459 / f: 914-425-4488  
e: [sivonne.davis@kraft.com](mailto:sivonne.davis@kraft.com)

---

**From:** Sheaffer, Kathryn  
**Sent:** Wednesday, June 30, 2010 9:48 AM  
**To:** Davis, Sivonne M  
**Subject:** FW: Sunset Advertorial Options

Sivonne-

Starbucks is now aligned for the advertorial so I'd like to build out options and timelines in consideration of their guidelines below. Can you help me understand the original thinking behind who would work on this creative? Will it be feasible to work with BBDO? I'm concerned about utilizing Sunset to develop the creative because it will require the slug and may not meet the SBUX expectations.

Option 1: Engage BBDO to develop creative

- Need to determine costs and turnaround times.

Option 2: Utilize Sunset to develop creative

- Will have timelines by end of day today.

Considerations:

- Other possible sources to leverage newly developed creative. (Consider 1 page or 2)
- Leverage existing creative brief for All You with revisions to account for Sunset reader and alignment with October issue theme.

My recommendation would be to utilize BBDO to meet the creative objectives but I want to understand the costs and ensure that we feel this will be an efficient and effective way to utilize those dollars. I'd really like your thoughts on this when you have a few minutes.

Thanks,

Kathryn

**Kathryn Sheaffer**

Marketing Intern - Starbucks

Tel: (914) 425-6254

Fax: (914) 425-4488

---

**From:** Monique Heineman [mailto:MHeinema@starbucks.com]  
**Sent:** Tuesday, June 29, 2010 7:16 PM  
**To:** Davis, Sivonne M; Sheaffer, Kathryn  
**Cc:** Tara Aylmer  
**Subject:** RE: Sunset Advertorial Options

Hi team,

We will be able to proceed with a full page spread if that is the direction we'd like to go. Here are some key points we need to be aware of with the advertorial type value added space. Please let me know if your thinking of including a spokesperson – I'd prefer to avoid this for this execution as there are other major hurdles we would need to work through.

1. The content needs to appear to be from Starbucks, in a way only Starbucks could do.
  - a. This should mean that we can bypass the "Special Advertising Feature" similar to the Washington tourism spread. While the company is not averse to using the "advertorial" slug, this guideline makes it feel like we should avoid it unless necessary.
2. Content and creative needs to hold to normal brand guidelines, with a particular emphasis on authentic and genuine content.
3. Content must be magazine audience and content relevant.
4. A higher bar is set for Starbucks packaged coffee vs other Starbucks products as we have a different target consumer

Our advertising team feels that the Washington state advertorial is the Gold Standard of what we should be striving towards.

Please let me know if you have any questions or if any points are unclear.

Thank you,

Monique

---

**From:** sivonne.davis@kraft.com [mailto:sivonne.davis@kraft.com]  
**Sent:** Friday, June 25, 2010 1:57 PM  
**To:** Mani Pandher; Kathryn.Sheaffer@kraft.com  
**Cc:** Tara Aylmer; Monique Heineman  
**Subject:** RE: Sunset Advertorial Options

Thanks Mani -- well wishes to you.

Ladies, we really need to progress this and while we aren't pressured to make deadlines right now, we will be if the guardrails conversation isn't closed next week. If we get the permissions that Frappe had in the People Advertorial, it means we need to create a brief, align/approve it and then get going on more involved creative which will take time.

Creative is due 8/6 which feels far away, but really is not!

Please let us know how we can help on this effort, for now we will assume that Tara/Monique own gaining "permission" by Wednesday, June 30th -- this timeline will still be pretty tight, but maybe manageable.

Thanks,

SD

**Sivonne Davis**

Senior Brand Manager, Starbucks  
Kraft Foods, Beverage Sector  
p: 914-425-4459 / f: 914-425-4488  
e: sivonne.davis@kraft.com

---

**From:** Mani Pandher [mailto:mpandher@starbucks.com]  
**Sent:** Friday, June 25, 2010 4:41 PM  
**To:** Sheaffer, Kathryn  
**Cc:** Davis, Sivonne M; Tara Aylmer; Monique Heineman  
**Subject:** RE: Sunset Advertorial Options

Kathryn,

We are in the process of discussing some of the guardrails on advertorials on the Starbucks side. I spoke to Sivonne about this. Tara and Monique from the Starbucks side are on point on the Sunset advertorial moving forward. They will be following up and letting you know where we stand. This is my last day on Walden marketing plan execution, so please follow up with them directly. It was great working with you, hope your summer goes well.

Mani

---

**From:** Kathryn.Sheaffer@kraft.com [mailto:Kathryn.Sheaffer@kraft.com]  
**Sent:** Friday, June 25, 2010 12:45 PM  
**To:** Mani Pandher  
**Subject:** RE: Sunset Advertorial Options

Mani-

Can we put some time on the calendar to discuss this on Monday if possible? I want to be sure we keep moving forward because we will need to determine what relationship we will pursue with Safeway and create the BRC. Those deadlines will start to sneak up on us pretty quickly even for the October issue!

Thanks,

Kathryn

**Kathryn Sheaffer**

Marketing Intern - Starbucks

Tel: (914) 425-6254

Fax: (914) 425-4488

**From:** Mani Pandher [mailto:mpandher@starbucks.com]

**Sent:** Tuesday, June 22, 2010 5:18 PM

**To:** Sheaffer, Kathryn

**Subject:** RE: Sunset Advertorial Options

Will get back to you on this shortly. Sorry for the delay.



---

**From:** Kathryn.Sheaffer@kraft.com [mailto:Kathryn.Sheaffer@kraft.com]  
**Sent:** Monday, June 21, 2010 3:08 PM  
**To:** Mani Pandher  
**Subject:** FW: Sunset Advertorial Options

Hi Mani-

Have you had a chance to take a look at this? I want to see if you have any questions or concerns so we can talk through them. I'd like to work on a brief for the BRC and put together final costs if you are okay with this recommendation. Please let me know if you'd like to discuss it further and we can put some time on the calendar.

Thanks!

Kathryn

**Kathryn Sheaffer**

Marketing Intern - Starbucks

Tel: (914) 425-6254

Fax: (914) 425-4488

**From:** Sheaffer, Kathryn  
**Sent:** Friday, June 18, 2010 4:58 PM  
**To:** 'taylmer@starbucks.com'; 'Mani Pandher'  
**Cc:** Davis, Sivonne M  
**Subject:** Sunset Advertorial Options

Hi all-

We have further information and understanding of Sunset magazine so I want to share more information on how we could use this tool.

Key points for Safeway:

- In order to leverage the ad with the customer we will need to have a reference to Safeway and a coupon as well
- o Please note that the Safeway logo cannot be on the same side of the page as the coupon so the work around has traditionally been to use a BRC and include the brand and coupon on one side and a Safeway message on the other
- o Safeway is not concerned with the advertorial or its content. Their main interest is the BRC coupon with the Safeway logo/message on the other side.
- There may be an opportunity to work with Safeway bakery and to gain display in the bakery section. Otherwise, we could use a general Safeway message.

Key points for Sunset:

- Attached are a few samples of executions of other advertorials done that Sunset has shared with us.
- The October issue of the magazine is all about colors (color in every aspect, from home decorating to gardening, to colorful foods and best places to travel for color in nature). The Fusions colorful packaging will be a nice fit.
- Avoiding the slug:
  - o We have to drive all content.
  - o The attached "WA" advertorial for Washington State tourism was the example Sunset provided to me of an advertorial piece that did not require the slug because it was a spread with one look and feel.
  - o Unfortunately, there are no specific rules about this but the general idea is that as long as the reader would not be confused about the source of the content then the slug is not required.

---

· Creative due date for the October issue is 8/2. Once we confirm how we want to move forward then I will build out a timeline and finalize costs.

· The look and feel of the magazine is a very premium life and style approach. They want all advertising to fit within this. The Starbucks brand and image are a natural fit here so leveraging existing creative pieces will be effective.

My recommendation is that we place a full page advertisement (utilizing existing creative) and include the BRC with a coupon and Safeway reference. I believe this is the best way to most efficiently use resources while achieving our objectives.

I look forward to talking to you all about this in further detail very soon.

Thanks,

Kathryn

**Kathryn Sheaffer**

Marketing Intern - Starbucks

Tel: (914) 425-6254

Fax: (914) 425-4488

**Davis, Sivonne M**

---

**From:** Davis, Sivonne M  
**Sent:** Thursday, June 24, 2010 11:15 AM  
**To:** 'Michele Waits'; 'Tara Aylmer'  
**Subject:** Draft Marketing Plan Deck

Ladies,

For our 2pm today, I've sent you both a YouSendIt file of a skeleton Marketing Plan Deck.

The pages are placeholders for our updated content and are reflective of the list of elements that we've been discussing. We seemed a bit stalled on this so I wanted to progress us and give something visual to react to... Way too many pages in my opinion, but feels like the right information for us to start thinking about and figuring what the strategic overview is and then how to put it all together.

Look forward to speaking in a few hours.

Thanks,  
Sivonne

**Sivonne Davis**  
Senior Brand Manager, Starbucks  
Kraft Foods, Beverage Sector  
p: 914-425-4459 / f: 914-425-4488  
e: [sivonne.davis@kraft.com](mailto:sivonne.davis@kraft.com)

**Davis, Sivonne M**

**From:** Kroo, Joshua A  
**Sent:** Tuesday, June 15, 2010 6:11 PM  
**To:** Tara Aylmer; Davis, Sivonne M  
**Cc:** Robinson, Luisa I  
**Subject:** RE: Pike Place Roast Spending

Hi Tara –

Below please find the breakdown of March – June PPR spending that you are looking for. Please let me know if you have any questions.

**PPR March - June spending**

Spend Classification	\$ Spent (MM)
Mar - June media spend	
Consumer Promotions	
Customer Marketing - PPR specific	
Total Mar-June CDT base (inclusive of PPR)	
<b>Total</b>	

Please note that there is also trade spend in the market that spans across the total business (which would include PPR) - however we can't separate out one item and will not have the actualized trade numbers for quite some time.

Thanks,

Josh

**From:** Robinson, Luisa I  
**Sent:** Tuesday, June 15, 2010 11:30 AM  
**To:** Kroo, Joshua A  
**Subject:** FW: Pike Place Roast

**Luisa Robinson**  
 Sr. Associate Brand Manager- Starbucks  
 Tel: (914) 425-6546  
 Fax: (914) 425-4488

**From:** Tara Aylmer [mailto:taylmer@starbucks.com]  
**Sent:** Monday, June 14, 2010 7:53 PM  
**To:** Robinson, Luisa I; josh.kroo@kraft.com  
**Cc:** Davis, Sivonne M; Michele Waits  
**Subject:** RE: Pike Place Roast

1/20/2011

We are looking for total consumer spend (correction to my earlier email) for the total time period of March through June. Please provide a general breakout of advertising, CP and customer marketing.

Thank you,  
Tara

---

**From:** Luisa.Robinson@kraft.com [mailto:Luisa.Robinson@kraft.com]  
**Sent:** Monday, June 14, 2010 4:45 PM  
**To:** Tara Aylmer  
**Subject:** RE: Pike Place Roast

Hey Tara,

I forwarded to Josh as he manages budget now and can help you with your request.

Also, FYI the campaign was in H1 of this year. Are you looking just for Q2 (Kraft) spend or for the full first half of the year? Wasn't sure what you meant by spring campaign.

**Luisa Robinson**  
Sr. Associate Brand Manager- Starbucks  
Tel: (914) 425-6546  
Fax: (914) 425-4488

---

**From:** Tara Aylmer [mailto:taylmer@starbucks.com]  
**Sent:** Monday, June 14, 2010 7:40 PM  
**To:** Davis, Sivonne M; Robinson, Luisa I  
**Cc:** Michele Waits  
**Subject:** Pike Place Roast  
**Importance:** High

Sivonne,

Per my voicemail, I am writing to request the advertising spend associated with the Spring campaign on Pike Place Roast. I am asking that we receive this information by COB Tuesday. Thank you so much for your prompt turn around.

Thank you,  
Tara

**Davis, Sivonne M**

---

**From:** Sheaffer, Kathryn  
**Sent:** Monday, June 28, 2010 2:01 PM  
**To:** Davis, Sivonne M  
**Subject:** FW: Natural Fusions Weekly Shipment Tracker - 6/28/10

Wanted to share Adam's nice feedback on the new shipment tracker!

I haven't heard any other feedback but I will collect any notes and make changes that will be reflected in next week's tracker (which will also be for a new month and quarter).

Kathryn

**Kathryn Sheaffer**  
Marketing Intern - Starbucks  
Tel: (914) 425-6254  
Fax: (914) 425-4488

---

**From:** Adam Hewitt [mailto:ahewitt@starbucks.com]  
**Sent:** Monday, June 28, 2010 12:15 PM  
**To:** Sheaffer, Kathryn  
**Subject:** RE: Natural Fusions Weekly Shipment Tracker - 6/28/10

Wow, very nice work!!!! Thank you so much for including this information.

If you prefer, I can extend the SBUX numbers to be the whole number and not rounded off at the thousand. That way, the two sets of numbers will be formatted the same.

Please let me know, and have a great week!!!

Adam

---

**From:** Kathryn.Sheaffer@kraft.com [mailto:Kathryn.Sheaffer@kraft.com]  
**Sent:** Monday, June 28, 2010 8:02 AM  
**To:** lacker@Kraft.com; Adam Hewitt; bhawkins@starbukcs.com; Michael.Boehme@kraft.com; jbrill@Kraft.com; Abigail.Coleman@kraft.com; Craig Stark; sivonne.davis@kraft.com; Carlos.DelPino@kraft.com; Eric Long; Juliann.Forcina@kraft.com; Greg Price; jjenkins@Kraft.com; kathyrn.sheaffer@kraft.com; Joshua.Kroo@kraft.com; Leigh Bris; Larry Cronin; Michele Waits; Max.Milizia@kraft.com; Martha McElroy-Rojas; Sweta Modi; Monique Heineman; Mani Pandher; Mike.Prchlik@kraft.com; Tehesha.Price@kraft.com; Luisa.Robinson@kraft.com; Lynn.Ruzicka2@kraft.com; jared.simon@kraft.com; Tara Aylmer; Shenika.Watlington@kraft.com; Felix.Zhang@kraft.com  
**Subject:** Natural Fusions Weekly Shipment Tracker - 6/28/10

Hello all-

This is a new shipment tracker tool we have put together to look specifically at the shipments of SNF on a weekly basis. It will be sent out each Monday and has been set up to look at shipment by flavor as well as by channel. We would like this information to be very useful to everyone so feedback on the layout and information included is welcomed and we will make adjustments accordingly moving forward.

**Agugliaro, Evelina**

---

**Subject:** SBUX SNF Key Topics Regroup  
**Location:** Conference Call - Dial#:

**Start:** Thu 6/10/2010 1:15 PM  
**End:** Thu 6/10/2010 2:15 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** Davis, Sivonne M  
**Required Attendees:** Davis, Sivonne M; 'Michele Waits'; Bealle, Kim W; Laux Burstiner, Melissa; mpandher@starbucks.com; Deb Silhacek; Tara DeVeaux; 'taylmer@starbucks.com'; Arani, Michael; Hall, Karyn D; Alexandra Wheeler; Giordano, Maria A; 'Antoine Brown'; Stephen Blumberg

**6/9 -- Updated to start 15 minutes earlier**

**Maria:** Updated with Dial in info

**Team:** Please advise if this time will work for all of you for covering below topics. If not, please suggest 3-4 other times slots for THIS week.

Topics:

- 1 - Review Research Topline -- Kraft One Optional
- 2 - Discuss Research Impact on Creative Rotation/Weighting -- Kraft One Optional
- 3 - Digital Brief -- need BBDO & Kraft One Present



## Agugliaro, Evelina

---

**Subject:** SNF Misc  
**Location:** Sivonne's (SD to call Mani)

**Start:** Wed 6/9/2010 4:00 PM  
**End:** Wed 6/9/2010 5:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** Davis, Sivonne M

**Required Attendees:** Davis, Sivonne M; mpandher@starbucks.com; Nanos, Christine M

Christine we will change topics depending on your avail.

Agugliaro, Evelina

---

**From:** Davis, Sivonne M  
**Subject:** RE: Kraft Consumer Target Research (9:00am PT / 12:00pm ET)

-----Original Appointment-----

**From:** [gprice@starbucks.com](mailto:gprice@starbucks.com) [<mailto:gprice@starbucks.com>]

**Sent:** Monday, June 28, 2010 5:49 PM

**To:** [gprice@starbucks.com](mailto:gprice@starbucks.com); Davis, Sivonne M; Boehme, Michael W; Hall, Karyn D; Michele Waits; Tara Aylmer

**Subject:** Kraft Consumer Target Research (9:00am PT / 12:00pm ET)

**When:** Wednesday, June 30, 2010 12:00 PM-12:45 PM (GMT-05:00) Eastern Time (US & Canada).

**Where:** Dial:

Sorry, Moving up again to (9:00am, PT / 12:00pm ET)

**Davis, Sivonne M**

---

**From:** Davis, Sivonne M  
**Sent:** Tuesday, June 29, 2010 3:34 PM  
**To:** Boehme, Michael W; Hall, Karyn D; Michele Waits; Tara Aylmer  
**Cc:** Acker, Lori B  
**Subject:** RE: Kraft Consumer Target Research (9:00am PT / 12:00pm ET)

Hi All,

I just wanted to circle back on the purpose of this call as I had gotten a question with regards. The goal of this meeting is for our team to connect on the marketing objective of penetration. While the majority of our CPG team is aligned on this being the CPG objective, Greg has not been part of these conversations and there is concern that he would more advocate our pursuance of buy-rate instead (tying to the larger café objectives).

We think that in pursuing penetration we may overlap with café such that the larger TM may both reach similar audiences, but still CPG would be penetration.

So, meeting tomorrow should review the thinking that led the group to penetration. Karyn would lead this conversation with the documents she had previously put together.

If there is schedule conflicts, we should resolve quickly so that we can quickly progress Marketing Planning (please note I'm out of the office tomorrow, but if this time holds, I will try to dial in remotely).

Thanks,  
Sivonne

**Sivonne Davis**  
Senior Brand Manager, Starbucks  
Kraft Foods, Beverage Sector  
p: 914-425-4459 / f: 914-425-4488  
e: [sivonne.davis@kraft.com](mailto:sivonne.davis@kraft.com)

---

**From:** [gprice@starbucks.com](mailto:gprice@starbucks.com)  
**Sent:** Monday, June 28, 2010 5:49 PM  
**To:** [gprice@starbucks.com](mailto:gprice@starbucks.com); Davis, Sivonne M; Boehme, Michael W; Hall, Karyn D; Michele Waits; Tara Aylmer  
**Subject:** Kraft Consumer Target Research (9:00am PT / 12:00pm ET)  
**When:** Wednesday, June 30, 2010 12:00 PM-12:45 PM (GMT-05:00) Eastern Time (US & Canada).  
**Where:** Dial:

Sorry, Moving up again to (9:00am, PT / 12:00pm ET)

**REDACTED**

# EXHIBIT 7

**From:** gprice@starbucks.com  
**Sent:** Wednesday, November 04, 2009 7:11 PM  
**To:** sivonne.davis@kraft.com; lacker@Kraft.com; Lorraine.Hansen@kraft.com; mpandher@gmail.com; gajones@starbucks.com; mwaits@starbucks.com  
**Subject:** Well done.

Excellent mcm today...very productive discussions, and i have already heard very positive feedback and enthusiasm for the direction team is going from Terry, John, and Michelle Gass. thank you all as I know the team has worked very hard to make them so....Lots of follow ups...thats a good thing as these will lead tro positive actions on the business.

Lori and Michele apologies, i do not have everyones email on my treo...so would greatly appreciate if you can forward my thanks to the wider team.

Thanks again!

Greg

Sent from my Windows Mobile phone

From: John Culver [JCulver@starbucks.com]  
Sent: Sunday, November 08, 2009 7:58 PM  
To: Acker, Lori B; Hansen, Lorraine C; Jenkins, Jennifer; Prchlik, Mike D; Davis, Sivonne M; Coleman, Abby R; Shames, Steve A; Hyland, David C; Glancy, Kristine A; Bates, Helene; Lalli, Marigrace E; Ricciardi, Vincent; Michele Waits; Greg Price; Mani Pandher; Gary Jones; Terry Davenport; Brian Braden; Lyn Frates; Maloy, Sarah M; Martha McElroy-Rojas; Michelle Gass; Tom Ehlers; Larry Cronin; Barry Beeninga  
Cc: Levi, Bob M; Monique Heineman; Leigh Bris; Kilraine Tobin, Lynn; Kroo, Joshua A; Robinson, Luisa I; Yu, Yating; Hayes, Rachel F; Howard Schultz  
Subject: RE: 11/4 Management Committee Meeting Follow-Ups

Lori, Lorraine and Team,  
Thanks for the follow up from our meeting last week. I also wanted to thank the entire team from both Kraft and Starbucks for a great meeting and more importantly for all of your efforts to get our packaged coffee business back on a positive growth track. It is great to see that your efforts and focus on the business are having a positive effect on our base business, and for the first time in two years we have seen share growth for the month of October. It goes without saying that we still have a great deal of work to do and that we must stay focused on the task at hand given the competition. Thanks and I look forward to seeing the positive trends continue throughout 2010!  
All the best,  
John

-----Original Message-----

From: lacker@Kraft.com [mailto:lacker@Kraft.com]  
Sent: Friday, November 06, 2009 3:39 PM  
To: Lorraine.Hansen@kraft.com; jjenkins@Kraft.com; Mike.Prchlik@kraft.com; sivonne.davis@kraft.com; Abigail.Coleman@kraft.com; steven.shames@KRAFT.COM; dchyland@Kraft.com; Kristine.Glancy@kraft.com; hbates@Kraft.com; mlalli@Kraft.com; vricciardi@Kraft.com; Michele Waits; Greg Price; Mani Pandher; Gary Jones; Terry Davenport; John Culver; Brian Braden; Lyn Frates; sarah.maloy@kraft.com; Martha McElroy-Rojas; Michelle Gass; Tom Ehlers; Larry Cronin; Barry Beeninga  
Cc: blevi@Kraft.com; Monique Heineman; Leigh Bris; Lynn.Kilraine@kraft.com; Joshua.Kroo@kraft.com; Luisa.Robinson@kraft.com; Yating.Yu@kraft.com; Rachel.Hayes@kraft.com  
Subject: 11/4 Management Committee Meeting Follow-Ups

Packaged Coffee & Tea CPG Team,  
Thank you for a very productive MCM this week. It was a great opportunity to celebrate the notable improvements we have made in business performance and discuss how we can further grow the businesses in 2010 and beyond. Below please find the key follow-ups coming out of the meeting. There is also see a more detailed list in the attached document. Let us know if we missed anything.

Business Building

- Solidify cross-channel plans (March #1 priority) [Waits/Davis with Davenport support w/o 11/16]
- Go/No Go on coffee share building opps [Davis/Waits with Culver/Hansen approval - w/o 11/16]
- Finalize PPR creative [Davis/Waits 11/30]
- Gain enterprise-wide alignment on PPR packaging revision [Price w/o 11/16]
- Jointly maximize Tazo volume opportunity (e.g. key customer category reviews) [Frates/Prchlik - Dec]
- Develop Walmart and Sam's "down the aisle" program [Cronin/Prchlik - Dec]

#### Innovation

- Finalize Walden HS approval/formulas/COGS/pack size; request if further Vanilla flavor opportunity [Pandher/Bates - Mid Nov]
- Accelerate Club 32/40oz R&G and pallet redesign [Jones/Glancy- w/o 11/9]
- Explore Project Train for ways to address taste barrier (e.g. pkg communication or subline) [Pandher/Davis - Nov/Dec]
- Evaluate Kraft packaging/facilities options [Bates - w/o 11/16]
- Clarify Tassimo Chassis IV plans [Shames - 12/17]
- SBUX perspective on Kraft partnership for Energy/H&W future single serve platform [Culver - Nov]
- Aggressively pursue refinement of 2011+ innovation ideas [Pandher/Bates - Ongoing]

#### SBC Restage

- Build SBC strategic restage plan [Gass/SBC Teams - Ongoing]
- Maximize 2010+ plans through SBC Retail/FS/CPG Summit [Ehlers/Waits/Coleman - Dec]
- Clarify due dates for SBC early 2010 creative/vehicles prior to strategy finalization [Coleman 11/9]

#### Financials

- Clarify AOP gaps [Beeninga./Jenkins - w/o 11/9]
- Regroup to provide multi-yr perspective on Tassimo partnership as royalty vs. profit sharing [Jenkins - w/o 11/16]

Have a great weekend,  
Lori

Lori Acker  
Sr. Director of Marketing, Premium Coffee & Tea Kraft Foods  
914-425-3357  
Fax: 914-425-4488