

EXHIBIT 15

From: Michele Waits [mwaits@starbucks.com]
Sent: Wednesday, August 26, 2009 9:14 AM
To: Davis, Sivonne M
Cc: Gary Jones
Subject: FW: 2009 Media Plan

Attachments: 2009 Starbucks @ Grocery Print Flowchart 8.17.09.pdf

Hi Sivonne,

As we're closing down our year, we have been asked to make sure that ANY volume we can push for and ANY costs that we can push out – we actively pursue. Poor sentence construction, but I think you know what I mean... Based on the media plan above, it looks like we're spending \$500K in September. Greg had specifically asked us NOT to incur media costs in September. And I know that Gary had communicated that to you.

Can you please confirm that we are/not spending that \$ in September?

Thank you!

MW

From: Gary Jones
Sent: Tuesday, August 25, 2009 11:26 PM
To: Michele Waits
Subject: FW: 2009 Media Plan

I have been reviewing the media plan and see that there is still \$500K in September – was this approved by Greg? The last conversations I had with him was that he had requested all spending to be moved out of September and into Q1 of our FY10.

Gary Jones
Starbucks Coffee Company

Discover your perfect coffee at www.starbuckscoffeeathome.com

From: Davis, Sivonne M
Sent: Tuesday, August 18, 2009 9:23 PM
To: Gary Jones; michele.waits@starbucks.com
Cc: Kroo, Joshua A
Subject: 2009 Media Plan

Team --

Below please find the current 2009 Starbucks Media Plan (Michele this is the copy I gave to you). The pubs are consistent with that which we (Michele) had discussed previously - they did swap out Ladies Home Journal (for Trad Home and House Beautiful) given your suggestion to not insert into Good House Keeping.

Publications: Utilize approved pubs that align to both our SVC (non-user) and index well to our current consumer. We feel good about both reach & frequency. You should note that we are spending quite efficiently and provided that the creative proves effective, we should be able to hit our ROI goal (70%).

Premium Positions: As you can see, we have 3 premium covers - Martha Stewart Living, Oprah & People. The Taste ad is the recommended ad to use for the covers.

Creative Rotation: Recommendation is that for the total of 31 insertions that the three creative executions rotate as follows (this is slightly different month to month):

Passion You Can Taste: 45%

REDACTED

Scour the Globe: 32%
Grocery Shelf: 23%

Keep in mind we have both creative testing and promise test in progress to help firm the creative.

Total Spend: is \$ [REDACTED] after planned media savings. The "surplus" of \$ [REDACTED] will be allocated to Catalina PFP and balance is under discussion to potentially be used for Traffic Radio.

Other: We will soon (likely October) need to discuss the plans for 2010 creative, therefore, as this is somewhat a related subject, I'd love to understand from a Corporate Perspective that following:

- Status of 2010 spend (especially the Oct - Dec 2009 Corporate Spending)
- Fate of Burlap creative in 2010 (do we think it is continuing?)
- 2010 Messaging (can we confirm what was in the July MCM for message & timing?)

Please let me know if questions/concerns.

Thanks,

Sivonne

<<2009 Starbucks @ Grocery Print Flowchart 8.17.09.pdf>>

Sivonne Davis

Senior Brand Manager, Starbucks

Kraft Foods, Beverage Sector

p: 914-425-4459 / f: 914-425-4038

e: sivonne.davis@kraft.com

EXHIBIT 16

From: Heather Caterson [HCaterso@seattlesbest.com]
Sent: Monday, August 16, 2010 11:55 AM
To: Eric Long; Coleman, Abby R; Acker, Lori B
Cc: Brian Hawkins
Subject: RE: AOP Gap

Importance: High

Hi Guys – where are we on this? We need to drop funds ASAP to close this gap. As discussed, we are open to looking at other options, but let's lock this up on where the funds are coming from in the next week to ensure we make our deadline. If the WM & PR funds don't close it (again, we will need this to hit in September), we will need to use un committed A&C funds.

Thanks,
Heather

From: Eric Long
Sent: Wednesday, August 11, 2010 4:13 PM
To: Abigail.Coleman@kraft.com; lacker@Kraft.com
Cc: Heather Caterson
Subject: AOP Gap

Hi Guys –
As we confirmed on Monday we will have a \$450K gap at the close of our fiscal year (based on the \$235K variance YTD and the next two months LE – off about \$100K each month).

It sounds like we can drop the \$125K PR charge – are there any A&C dollars that are not committed right now that we can drop. We have been instructed to close the gap. I know we talked about the WM bump and doing an activity in October (to drive September volumes) but I think we have to look at dropping dollars to the bottom line if they are not yet committed.

Can you take a look at the P&L and let us know what levers, if any, we have to pull?

Time is of the essence – Eric

ERIC LONG

category manager, Packaged Goods

Seattle's Best Coffee

206.318.6841 office ♦ 206.446.6324 cell ♦ 206.318.0768 fax

EXHIBIT 17

From: Robinson, Luisa I
Sent: Wednesday, October 06, 2010 3:48 PM
To: Monique Heineman
Cc: Tara Aylmer; Kalter, Nora S; Beach, Cherie O; Michele Waits; Davis, Sivonne M
Subject: RE: FEEDBACK NEEDEDL: Weis Nov Dessert_Starbucks Question

Thank you for the prompt feedback, Monique.

We will let the customer team know that this has NOT been approved and CANNOT be released.

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

From: Monique Heineman [mailto:MHeinema@starbucks.com]
Sent: Wednesday, October 06, 2010 1:06 PM
To: Robinson, Luisa I
Cc: Tara Aylmer; Kalter, Nora S; Beach, Cherie O; Michele Waits
Subject: FW: FEEDBACK NEEDEDL: Weis Nov Dessert_Starbucks Question

Hi Luisa,
Thank you for sending this through.

We do not approve the use of Starbucks in this ad as it is currently developed. Starbucks is currently not clearly designated as a product outside of the Kraft Foods umbrella. Appreciate the effort of adding in the extra border and Starbucks trademark copy with the package and price point, but this does not remove Starbucks from appearing as a Kraft brand.

In addition to the placement of the package within the Kraft Foods offers, the specific offer for \$2.00 off Starbucks

with purchase of 3 Kraft Foods products does not differentiate Starbucks from Kraft Foods and instead links Starbucks as part of the Kraft umbrella.

From the consumer's perspective, this ad places Starbucks within the Kraft portfolio.

Please let me know if you have any questions.

Thank you,
Monique

From: Luisa.Robinson@kraft.com [mailto:Luisa.Robinson@kraft.com]
Sent: Wednesday, October 06, 2010 6:58 AM
To: Monique Heineman
Cc: Tara Aylmer; Nora.Kalter@kraft.com; Cherie.Beach@kraft.com
Subject: FEEDBACK NEEDED: Weis Nov Dessert_Starbucks Question

Monique,

Attached is the creative for a Weiss customer program I mentioned to you on the phone last week. This is an Ad that will be running during a key window for us, the week of Thanksgiving from 11/14 to 11/20. There is no incremental merchandising associated with this event.

The offer is to save \$2.00 on Starbucks when you purchase any (3) Kraft Foods products. Please note- the Kraft products are clearly delegated as Kraft products and are visually separated from the Starbucks product to ensure that there is not mistaking the Starbucks product for a Kraft product.

Please provide feedback/approval by **EOD (Pacific) Thursday October 8th.**

Thank you!

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

From: Coleman, Abby R
Sent: Wednesday, July 21, 2010 4:18 PM
To: Eric Long
Subject: Opportunity/Question for Kraft scale event

Importance: High

Eric-

As a rule, we say "no" to consumer-facing Kraft scale programs for Seattle's Best. But Hy-Vee has specifically asked to include Seattle's Best Coffee within an upcoming Kraft scale event, so I wanted to check with you.

The event in question is a circular ad for Hy Vee for Kraft's "Huddle To Fight Hunger" national scale event.

The ad will state that Kraft Foods and Hy-Vee are donating 500,000 meals to Feeding America.

On the bottom of the creative there is a product shot of Philly Cream Cheese, Planter Peanuts, Nabisco Wheat Thins and then (if we were to "ok" it) Seattle's Best Coffee.

It will be an incremental ad at Hy Vee and display. So it would be critical merchandising, BUT it would be Kraft scale.

It is your call if we would feel comfortable showing up in a Kraft branded context. We need to let them know by tomorrow am.

Abigail Coleman
Brand Manager
Seattle's Best Coffee & Tazo Tea
914-425-4264

EXHIBIT 18

Kroo, Joshua A

Subject: Starbucks CDS review
Location: Location: Lorraine's,

Start: Mon 6/29/2009 5:00 PM
End: Mon 6/29/2009 5:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Kroo, Joshua A

Required Attendees: Kroo, Joshua A; Michele Waits; Gary Jones; Davis, Sivonne M; Maloy, Sarah M; Michelle Gallagher; Neiveem, Joseph (NYC-DRF); Gallione, Maria (NYC-DRF); eleanore.wells@draftfcb.com; sandy.greenberg@draftfcb.com; terri.meyer@draftfcb.com

Optional Attendees: Acker, Lori B

Acker, Lori B

Subject: Updated: Starbucks Print Presentation
Location: Kraft: VC#3, Starbucks: Blue Note Room

Start: Fri 7/24/2009 11:00 AM
End: Fri 7/24/2009 12:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Lindsey, Kate (NYC-DRF)

Please note this is Eastern Time (8:00-9:30 Pacific Time)

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(A)

Acker, Lori B

Subject: Updated: Starbucks Print Revisions Presentation
Location: Kraft: VC#3, Starbucks: Blue Note Room

Start: Wed 7/29/2009 3:00 PM
End: Wed 7/29/2009 4:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Lindsey, Kate (NYC-DRF)

Please note this is Eastern Time (12:00pm-1:30pm Pacific Time)

Should anyone need a Dial-In Number:
Dial-In:
Passcode:

Thanks,
Kate

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(A)

Acker, Lori B

Subject: Updated: Share Packaged Coffee Advertising & Media Plan (11:00am PT/ 2:00pm ET)
Location: Blue Note in Starbucks / VC#3 in Tarrytown / Agency:

Start: Tue 8/4/2009 2:00 PM
End: Tue 8/4/2009 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Tentatively accepted

Organizer: Greg Price

adding a conference bridge

+++++

updating video conference rooms for both locations

+++++

Objective: Share packaged coffee advertising & media plan

Background:

-We'd like to share CPG advertising work with you slotted to run this fall. This work has been developed to work drive our CPG business, while working closely with the Starbucks Corporate campaign. We are asking your flexibility in prioritizing this meeting because:

- a) We're on extremely tight timing to make fall insertions
- b) We're going to be following up with Howard very quickly thereafter and want to make sure you see it 1st.

From: Davis, Sivonne M
Sent: Tuesday, August 04, 2009 4:03 PM
To: Greg Price; Gary Jones; Michele Waits; Hansen, Lorraine C
Cc: Kroo, Joshua A; Maloy, Sarah M; Acker, Lori B
Subject: Starbucks Next Steps from 8/4 meeting with Terry Davenport

Dear Team, While we do not know Terry very well - it did seem as if he was overall pleased with the work put before him from the strategy through the executions. Hopefully you can confirm this for us!

As we are moving quite quickly to bring things to market, I've noted the key things to occur within next two weeks, please feel free to build:

1) Regroup on the Advertising Creative, this week (Kraft to schedule). Must especially discuss how to finalize Taste execution as has improved but still not 100%.

Summary of Terry's feedback:

- a - Use of Body Copy - consider done for taste or on all creative (would suggest on just Taste)
- b - Respond to question on use of Breakfast vs House Blend given potential emotional internal reactions
- c - For the "cousin" Shelf execution, Terry encouraged us to consider a more "sister-like" execution
- d - Ensuring FCB & BBDO continue to stay linked as we get into the fine details (e.g. texture, colors, fonts, etc.)

Please note, FCB start tightening the icons with the BBDO illustrator in anticipation that a meeting with Howard requires more final visuals (as opposed to the rough visuals used with Terry)

2) Meeting with Howard -- Starbucks team to lead scheduling. Meeting must occur before/by end of next week (8/14) to make October publications. Please advise as soon as possible, as this is assumed to be a meeting where FCB should join live.

3) Consumer Promotions -- Team needs to understand expectation around how Corporate Campaign is leveraged for Promotional messaging. We have limited time to execute FSI and Food & Family creative, must understand if there are critical changes to be made from current development. Need by Thursday, 8/6.

I made note that Terry and Tom were both pleased that we embraced the One Voice effort and liked the breath of work presented! Congrats team!

Thanks,
Sivonne

Sivonne Davis
Senior Brand Manager, Starbucks
Kraft Foods, Beverage Sector
p: 914-425-4459 / f: 914-425-4038
e: sivonne.davis@kraft.com

Acker, Lori B

Subject: Updated: SBUX Advertising Regroup
Location: Lori to phone Greg's office

Start: Thu 8/13/2009 1:30 PM
End: Thu 8/13/2009 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Davis, Sivonne M
Required Attendees: Davis, Sivonne M; Acker, Lori B; 'gprice@starbucks.com'; Gary Jones

From: Gary Jones [gajones@starbucks.com]
Sent: Monday, August 17, 2009 8:14 PM
To: Davis, Sivonne M; Greg Price; Acker, Lori B; Michele Waits
Cc: Kroo, Joshua A; Maloy, Sarah M
Subject: RE: Recap of 8/13/09 Mtg

I just reviewed with John. Great news! We have approval to proceed subject to the following comments:
Concept #1: Approved **1b** with the 'WE CRAFT' stacked above 'our coffees with a'.
Concept #2: Approved the version that says, "To choose from the top 3% of the world's beans." This is not the version that was sent in the latest email but, per prior emails and discussion, it is legally critical to include the word 'from'.
Concept #3: Approved as is.

Thank you all for your assistance and perseverance.

Gary Jones
Starbucks Coffee Company

Discover your perfect coffee at www.starbuckscoffeathome.com

From: sivonne.davis@kraft.com [mailto:sivonne.davis@kraft.com]
Sent: Monday, August 17, 2009 12:53 PM
To: Greg Price; Gary Jones; lacker@Kraft.com; Michele Waits
Cc: Joshua.Kroo@kraft.com; sarah.maloy@kraft.com
Subject: RE: Recap of 8/13/09 Mtg

Attached please find the updated print for Fall launch. FCB came back with two executions for "taste" with the lead in on one or two lines, our reco is as followed below.

We recommend going forward with concepts 1a, 2 and 3 with the following notes/changes:

- 1 - on concept # 1, consider opening up the headline above and below "passion you can taste"
- 2 - on concept # 3 the first bag on each shelf is a bit more stretched than we'd like, it will be fixed in the proofing stage happening now

Next steps are to finalize graphics, art, etc. per conversations had btwn Jennifer Berger & FCB. We will keep you posted as we have updates.

Please advise of status of conversations with John & Howard (and/or if support from FCB is needed).

Thanks,
Sivonne

Sivonne Davis
Senior Brand Manager, Starbucks
Kraft Foods, Beverage Sector
p: 914-425-4459 / f: 914-425-4038
e: sivonne.davis@kraft.com

From: Davis, Sivonne M
Sent: Friday, August 14, 2009 4:44 PM
To: 'Greg Price'; Gary Jones; Acker, Lori B; Michele Waits

Cc: Kroo, Joshua A; Maloy, Sarah M
Subject: RE: Recap of 8/13/09 Mtg

Thank you Greg -- all very clear.

The agency will make the clean ups and send over. We will begin the proofing process.

Sivonne Davis

Senior Brand Manager, Starbucks
Kraft Foods, Beverage Sector
p: 914-425-4459 / f: 914-425-4038
e: sivonne.davis@kraft.com

From: Greg Price [mailto:gprice@starbucks.com]
Sent: Friday, August 14, 2009 3:59 PM
To: Davis, Sivonne M; Gary Jones; Acker, Lori B; Michele Waits
Cc: Kroo, Joshua A; Maloy, Sarah M
Subject: RE: Recap of 8/13/09 Mtg

All,

I am reflecting, Gary, and Monique's collective Comments. We've gotten closer on "1", but still not right yet. 2 is great, and we actually think we've made 3 worse.

Given the tightness of the timing, and the fact that details matter in this campaign, I am going to do what I would normally not do...be very specific and directive with my recommendations. Unfortunately, this forces me to "play art director", but I don't see another choice.

1) **Gary:** Please circle back with Jennifer, etc. to confirm fonts are aligned. I'll need to be able to tell Terry This.

2) Taste ad: 1a, b, c: Actually think the house blend looks great in this one. However,

None of these gets the layout quite right:

- Headline can be optimized by removing extraneous words and making sure emphasis is **ONLY** on the critical pieces:
 - a) In second line, how does saying "EACH OF OUR COFFEES" add value instead of just "OUR COFFEE"? I'd change. Will remove words, sharpen focus, and lose nothing (except a variety message of extremely tertiary importance)
 - b) Why put "With A" in the same big brown font as "Passion You Can Taste"? It gives the same emphasis to what are again tertiary words. Why not move them up to the smaller green font up above so focus is JUST on what really matters...

Net, would read (of course centered, etc.):

We Craft
Our Coffees With A

PASSION YOU CAN TASTE (or maybe you have to break into 2 lines, but I'd still suggest keeping the emphasis on these words)

Who knew you'd find true love
In The Coffee Aisle?

Love the cart

- I still don't think we have the support copy quite right. Handling in 1a) & 1b) frankly do nothing to make me want to read what's down below...it feels totally skippable and like the "blah blah blah" of the ad; 1c) is definitely too cluttered and does not work (although I love the little beans as bullet points).

Having said that, I think it IS important to either read, or to be clear to the reader (even if they skip) that it really does support what is said up above, otherwise the above is only puffery.

My solution is as follows:

1st, bullet point the support in the yellow band. I believe the presence as bullet points will help call out that there's actually something worth reading down there. It'd be cool if could do the bean thing down here, but if that did not work, then I'd still suggest just doing regular bullets.

I'd also suggest shortening / sharpening the wording here, as follows:

- We choose from the top 3% of the world's coffee beans
- Every bean is sourced and handled without leaving our care
- Our hand-crafted roasting ensures the best flavor in every cup ("Our hand-crafted blending and roasting ensures the best flavor in every cup" is an alternative if 1st shorter version won't get through legal)

Monique, can you confirm that these are legally OK?

3) Ad #2, looks fine. I have no comments

4) Add #3: We're not happy with where this is. Our recommendation is to go BACK to version #3 from yesterday , for the following reasons

We think newest execution is problematic, MUCH less clear what should be read, where the eye should focus than yesterday's execution. The issue in our opinion largely stems from the drawing of the self.

- It's heavier. As a result, it becomes much more of the focus of the ad versus the words or the coffee.
- It's narrower. As a result, it scrunches together the font (especially on the top), and the coffee bags, making everything more recessive and hard to read.
- It has an old fashioned look that reminds one of an old Sear's catalog or the "wild west"...We don't see this as a positive.

As a result of all this, we believe the most important point. "The World's finest beans" gets very very lost (fact that it's the same color as the heavy shelf) does not help, and that in fact, if anything the much less important headline point "In the coffee aisle it's pretty simple" now seems the most visible point (and in fact the green color different from the shelf emphasizes this). Finally, the "heavy" shelf and the dark colors of house make the whole ad heavier.

Net, with time an issue, reco is use the "Old" version 3, but with "fixed" breakfast blend package.

IF we can do all these things, I will take the risk and say "go"...but with the caveat that neither John nor Howard will see until next week, and we'll have to hope neither blows things up then.

Greg

From: sivonne.davis@kraft.com [mailto:sivonne.davis@kraft.com]
Sent: Friday, August 14, 2009 11:03 AM
To: Greg Price; Gary Jones; lacker@Kraft.com; Michele Waits
Cc: Joshua.Kroo@kraft.com; sarah.maloy@kraft.com
Subject: RE: Recap of 8/13/09 Mtg

Team, Attached please find revised creative which aligns to the notes I provided below.

My recommendation is that we GO forward with concepts 1a, 2 & 3 into the Fall publication rotation.

As a follow-up, the connection between Maria/FCB and Jennifer Berger did occur last night. We will continue to work through detail finalization over the next week as these go into the mechanical stage.

Please advise by COB (yours is fine) as FCB will begin the process immediately, but starting no later than Monday morning.

<<Sbux_grocery print_08.14.09.pdf>>

Thank you,
Sivonne

Sivonne Davis
Senior Brand Manager, Starbucks
Kraft Foods, Beverage Sector
p: 914-425-4459 / f: 914-425-4038
e: sivonne.davis@kraft.com

From: Davis, Sivonne M
Sent: Thursday, August 13, 2009 4:49 PM
To: 'gprice@starbucks.com'; 'Gary Jones'; Acker, Lori B; 'Michele Waits'
Cc: Kroo, Joshua A
Subject: RE: Recap of 8/13/09 Mtg

Team (follow-up from 8/13 recap below),

FCB is working on all of the below starting tonight, they are trying to get revisions to us this evening but it will likely be in your morning as Creatives are offsite right now. I want to reiterate the need for approvals by COB tomorrow, so if any of the below is not aligning to our discussion, please advise. We will lean in and get started on the mechanical stage as you share with John & Howard next week given art release due date.

I did notice one typo in point # 3: We scour the globe to pick from the top 3% of world's beans -- added "world's"

Gary, we've also given the agency license to use "choose" vs "pick" -- they will decide, so please make sure both are reviewed/approved by legal.

Finally, elements like Starbucks legal line will be added next week, as this is finalized.

Thank you.

Sivonne

Sivonne Davis

Senior Brand Manager, Starbucks
Kraft Foods, Beverage Sector
p: 914-425-4459 / f: 914-425-4038
e: sivonne.davis@kraft.com

From: Davis, Sivonne M
Sent: Thursday, August 13, 2009 3:55 PM
To: 'gprice@starbucks.com'; 'Gary Jones'; Acker, Lori B; 'Michele Waits'
Cc: Kroo, Joshua A
Subject: Recap of 8/13/09 Mtg

Team -- thanks for the time today, please find below recap. Let me know if there is anything that is significantly inconsistent:

1 - Taste: Direct FCB to come back with two plays on the same general execution below, they will use their creative license appropriately:

General: We craft each of our coffees with a passion you can taste. (subhead) who knew...
Body Copy: Using RTB, need to romance these three points to be both powerful in what WE do for the Consumer/Better Cup

We'd like to see body executed two ways:

- a - Three bullets under the cart (Kraft does not recommend, feels very cluttered)
- b - On the bottom in the "yellow bar" above the tagline. Agency needs to be mindful that copy doesn't get lost or look similar to "legal small print"

2 - Details: We need to ensure that Jennifer B and Maria G connect this week to confirm that fine details on the creative including the fonts, colors, background, etc. are extremely tight and aligned to Corporate execution. We'd like Jennifer to confirm via e-mail that this has happened via and that she is confident that as we look through proofs that all will be checked.

3 - Other executions: - Andy Warhol execution: Greg will show this execution to convince all that we should not pursue as per my note below.

- Shelf Execution (cousin): replace Breakfast Blend with House Blend packaging, creative to ensure management of the "browns" merging/overdone between bag and shelf

- House Blend Visual in general: will be fixed so that it is appropriate yet relatively consistent to actual packaging (longer hair over breasts)

- We Scour: will maintain BB visual and Gary will run the following lines through legal for approval:

- a - (preferred) -- We scour the globe to pick from the top 3% of beans
- b - (contingency) -- We scour the globe to find the world's finest beans

Thanks,
Sivonne

Sivonne Davis

Senior Brand Manager, Starbucks
Kraft Foods, Beverage Sector
p: 914-425-4459 / f: 914-425-4038
e: sivonne.davis@kraft.com

From: Greg Price [<mailto:gprice@starbucks.com>]

Sent: Thursday, August 13, 2009 11:00 AM

To: Davis, Sivonne M; Hansen, Lorraine C; Michele Waits; Gary Jones

Cc: Acker, Lori B; Kroo, Joshua A; Maloy, Sarah M; Monique Heineman

Subject: RE: Starbucks Print Revision

Commentary.

Sorry to be terse... am on the run. Took John Culver & Michelle Gass through the work yesterday. Several points came up.

- o Like Terry, both were generally pleased we're working in framework in corporate campaign. Both liked #2, #4 (although lots of caveats about what we can actually say in Zagat – Monique, when will we have this finalized?), #5, 6.
- o Like Terry, both specifically asked that fonts, font colors, backgrounds etc. be matched to corporate work to make it look as seamless as possible.
- o They both also asked for different coffees to be shown as hero ("Why not house blend"? came up as verbatim again). Getting these points right is important – they're small give that means a lot to our leadership.
- o They felt (as do I) that getting #1 (taste message) right is really the crux, and that others are good support. But (and I echo this), neither was satisfied with current #1.

-Both loved the line passion you can taste line

-They had issues with the "Our hand crafted blends are slow roasted" lead in... 1st, got hung up on the hand crafted... we talk about our beverages being hand crafted, felt there would be confusion, 2nd, felt this ad should talk about all the things we do,,, and felt the lead in made the message feel not big enough. BOTH (as have I) asked to consider removing the lead in, dialing up passion you can taste, and using body copy to support the headline.

- o Lastly (and I'm guessing Terry had pre-briefed Michelle Gass), John was fine with #3, but Michelle was not... she asked to please see a version of #3 that was like the corporate campaign (i.e. Andy Warhol, in this case, my words not hers).

Michele and John said they were "directionally" aligned, but wanted to see changes above before we bring to Howard.

The good news is that actually, nothing has changed from our last conversation... In fact, John and Michele are both being remarkably consistent. I'm not quite sure why FCB is struggling so much with the taste one. I've said it before, and I'll say it again. Can we do one without the intro to the passion you can taste, and with body copy? It may not work, but consistently is being viewed as very important, but "falling short" on this side.

Thanks,

Greg

From: sivonne.davis@kraft.com [<mailto:sivonne.davis@kraft.com>]

Sent: Wednesday, August 12, 2009 12:06 PM

To: Greg Price; Lorraine.Hansen@kraft.com; Michele Waits; Gary Jones

Cc: lacker@Kraft.com; Joshua.Kroo@kraft.com; sarah.maloy@kraft.com

Subject: FW: Starbucks Print Revision

Team, Attached is updated Advertising creative from FCB.

Following the team discussion on Monday, we believe these three executions are strong. I believe Michele has already walked you (Greg) through and that we are in a great place to move forward. We plan to move to production stage by COB 8/14 (as art must release a week later). Please advise of concerns/feedback.

Please note the following:

1 - Michele/Lori, the revisions made reflect our feedback to the agency on Monday.

2 - FCB shared a "Andy Warhol" execution, however, when we reviewed Monday, we elected to hold it as bags were still confusing (e.g. SBUX is really the only white bag on shelf, where intention is for these to be competitors)

3 - Concept # 2 - is being revised slightly to align with legal as we cannot exactly word the top 3% this way (slight modification). Which we will send in "white paper form"

4 - Breakfast Blend package image is being fixed now.

5 - Final art will be worked on and shared next week.

FYI - The in-store units are thought starters, the Chicago team owns their execution for 2010.

Thanks,

Sivonne

Sivonne Davis

Senior Brand Manager, Starbucks

Kraft Foods, Beverage Sector

p: 914-425-4459 / f: 914-425-4038

e: sivonne.davis@kraft.com

From: Gary Jones [gajones@starbucks.com]
Sent: Tuesday, August 18, 2009 9:01 PM
To: Davis, Sivonne M
Cc: Michele Waits; Acker, Lori B; Greg Price; Kroo, Joshua A; Monique Heineman
Subject: Advertising Go Ahead

Sivonne (et al): this note provides final confirmation of approval of artwork for Starbucks packaged coffee creative by John, and the decision to proceed without additional approvals. Noted below is a recap of yesterday's email noting the final comments from John:

- Concept #1: Approved **1b** with the 'WE CRAFT' stacked above 'our coffees with a'.
- Concept #2: Approved the version that says, "To choose from the top 3% of the world's beans." This is not the version that was sent in the latest email but, per prior emails and discussion, it is legally critical to include the word 'from'.
- Concept #3: Approved as is.

Please ensure that the copy in Concept #2 is returned to the version approved by our legal department.

Thank you,

Gary Jones
category manager; *certified coffee master*
Starbucks Coffee Company
work (206) 318-3924 cell (253) 632-8496
gajones@starbucks.com

Discover your perfect coffee at www.starbuckscoffeathome.com

EXHIBIT 19

From: Luisa.Robinson@kraft.com
Sent: Friday, October 16, 2009 1:38 PM
To: lbris@starbucks.com
Cc: MHeinema@starbucks.com
Subject: Budget
Attachments: SBUX 2009 Budget 10.16.xls

Attached is the budget for our 2:00 PM (11:00 AM pacific) meeting.

Please note I am out of the office today, but you can reach me on my cell at

Thank you.

| A&C | KAPS/OB | LE | | | Comments |
|--|---------|----|-----------|-------|--|
| | | LE | Committed | Spent | |
| Advertising - Working | ADV | X | X | X | Print \$X, Radio \$X, Media Vest |
| Advertising - Working | ADV | X | X | X | FCBNY Fee- \$X SOW 2009 |
| Advertising - Non Working | ADV | X | X | X | \$X 2010 Creative, \$X Print Rights, \$X H2 Misc |
| Subtotal | | X | X | X | |
| Consumer Promotions | | | | | |
| H1 Wall to Wall Tear pad | CP | X | X | X | Tearpad with \$1.00 off Nabisco |
| H1 & H2 FS test | CP | X | X | X | Public Region FSI in Q2, Stop N Shop FSI in Q3 |
| H1 Food & Family Insert | CP | X | X | X | 3/19 drop, \$1.00 off next shopping order offer |
| H1 CP Agency Brand Immersion | CP | X | X | X | |
| H1 Coffee Concept Blow out | CP | X | X | X | |
| H1 Catalina PPF Cycle 3/4 | CP | X | X | X | 2/23- 4/22, \$1.50 off next shopping order |
| H1 Cafe Coupon book | CP | X | X | X | Cycle 4 & 5 \$2.00 off next trip w/SBUX purchase (Dnkn, Peets, FGS, Millstone) |
| H1 & H2 Starbucks Lu Initiative | CP | X | X | X | Coupon books avail at retail for Apr (\$X), Jun (online, \$ TBD) |
| H1 & H2 Cravity Coupons | CP | X | X | X | Partnership Programming; \$X F&F (X for coupon, X for prbn of ad), No longer holding \$X for Tgt |
| H1 & H2 CP Agency Misc | CP | X | X | X | Customer service |
| H1 & H2 Club Diemo Kits | CP | X | X | X | PPR, 5 oz shipper creative/bug on, Planning/IMC, Transfer of files, Draft planning fee etc |
| H2 Coffee Concept Blow out | CP | X | X | X | TBD, 32/40 oz PPR sampling? |
| H2 Coffee Scale | CP | X | X | X | |
| H2 SBUX email | MKT | X | X | X | National Coupon Booklet (X), W2W Tearpad (X), Nabisco Holiday/Lobby Coupon Bkt (X) Power windows programming |
| H2 SBUX PR | MKT | X | X | X | |
| Subtotal | | X | X | X | |
| Research Consumer Promotions | | | | | |
| H2 Shelf banners | CP | X | X | X | Cycle 11 & 12 (10/19-12/13); at Shelf Banners National (5oz & 20oz), hit H1 budget but H2 execution |
| H2 Food & Family | CP | X | X | X | \$X for 2 pages, \$X for creative, \$X for insert, \$X redemption on 5 oz, \$X redemption on 20 oz + addtl PPR (\$X page + \$X creative + \$X insert + \$X redemption) |
| H2 FSJ | CP | X | X | X | \$1.50 or \$1.00 off 5 oz, Free Tall |
| H2 Catalina Cycle 11-13 (5-20-Joe-PPF) | CP | X | X | X | Targeted heavy SBUX users w/ 20oz messaging, Ming Joe, \$1 off 12 oz via Catalina during cycles 11,12,13 & PPF; [Addtl PPF cycle + PPR Dangler] |
| H2 Publix LCM | CP | X | X | X | TBD, Cycle 13 cost = \$-X M, waiting for confirmation if can do cycle 12, could be funded by Key Customer? \$ |
| PPR Dangler | CP | X | X | X | PPR Dangler |
| WMT All You | CP | X | X | X | WMT all you coupon |
| H2 IRC | CP | X | X | X | \$X incr from sector and KG is paying for some, and we cover rest |
| CP Misc | CP | X | X | X | |
| CP additional rounds of creative | CP | X | X | X | CP additional creative rounds |
| Subtotal | | X | X | X | |
| Racks/Shipper/Production | | | | | |
| Shippers | MKT | X | X | X | Shippers |
| 6 oz sidekicks | MKT | X | X | X | X est + \$X per unit |
| Standard Racks | MKT | X | X | X | \$X M in '07, \$X M in '08 |
| SBUX LU Hutch | CP | X | X | X | Hutches + Safeway rack |
| Subtotal | | X | X | X | |
| Packaging & Redesign | | | | | |
| 5, 20 oz Plan B Pkg Graphics | MKT | X | X | X | Resizing Plan B handled by outside agency |
| 5, 20 oz Pkg Graphics | MKT | X | X | X | 5/20 oz packaging estimates received |
| 5, 20 oz Packaging shots | MKT | X | X | X | |
| Red Pkg Design | MKT | X | X | X | Red adaptation for CPG |
| Graphics Refresh 12 oz | MKT | X | X | X | 12 oz packaging estimates received |
| Graphics Refresh 32 oz/40 oz, W&B and R&G | MKT | X | X | X | Club packaging refresh (3-sided shoppable, new trays) |
| KSO graphics resize | MKT | X | X | X | |
| Misc | MKT | X | X | X | Bonus Bag (X), Thanksgiving Blend (X), Xmas (X), Ming Joe (X) Club pallet/tray redesign, Zagat mark, misc |
| Subtotal | | X | X | X | |
| Key Customers | | | | | |
| Customer Programming | CDT | X | X | X | |
| Customer Programming MR Transfer | CDT | X | X | X | Packaging test |
| Customer Programming Trade Transfer | CDT | X | X | X | Meijer Rewards, Publix |
| Subtotal | | X | X | X | |
| Additional Promotions | | | | | |
| Misc | MKT | X | X | X | Misc promotions, eg. WMT Billboards, sponsorships, Costco Blend dated product? |
| Program Plus | MKT | X | X | X | |
| Subtotal | | X | X | X | |
| Sales/MR Transfers/Holds | | | | | |
| Transfer to sales for Kroger Exclusives Roller | SALES | X | X | X | 4 week KE roller, transfer to Sales |
| Transfer to MR | MR | X | X | X | Promise Test |
| Transfer to Amazon.com | SALES | X | X | X | |
| Subtotal | | X | X | X | |
| Other | | | | | |
| Rebills | HQ | X | X | X | Fixed Kraft Corporate Rebills: \$XM Integrated Marketing Services' contract, \$X M IMS, \$X M Sales & Use |
| Samples | MKT | X | X | X | |
| Resizing/PPR Samples, Shipping, Sale Sheets | MKT | X | X | X | |
| Subtotal | | X | X | X | |
| Total A/C | | X | X | X | |
| OVERBUDGET | | X | X | X | |

EXHIBIT 20



Consumer Products Group Packaged Coffee CY 2007 Marketing Plan

Starbucks Seattle's Best Coffee

August 4, 2006



Consumer Products Group
Starbucks Packaged Coffee
CY 2008 Marketing Plan

August 23, 2007



KRAFT MCM



Consumer Products Group CY 2009 Plans

August 13, 2008



kraft foods

2010 Packaged Coffee & Tea Plans Management Committee

Tarrytown: November 4, 2009



kraft foods



kraft foods



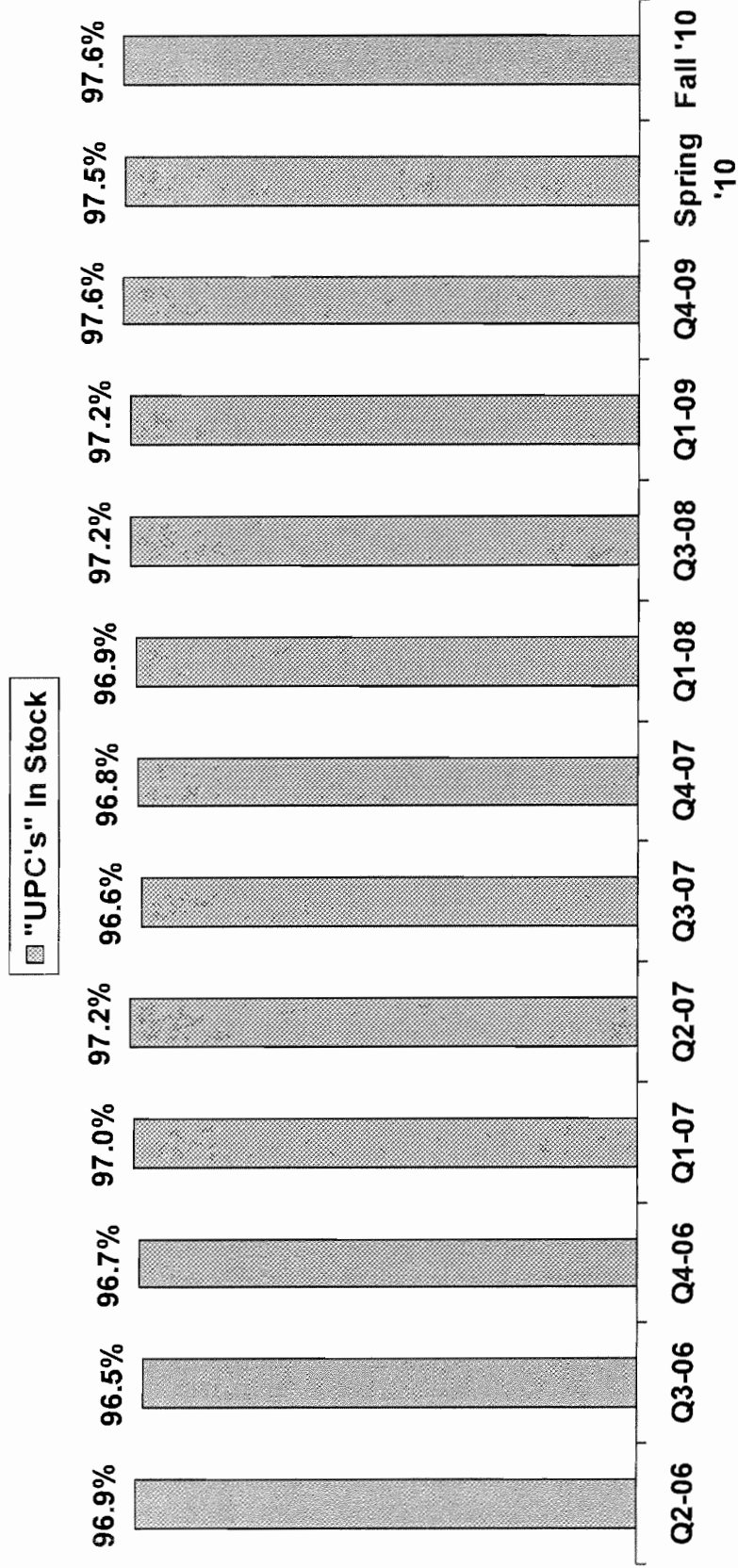
Management Committee Meeting

Conference Call
December 16, 2010

EXHIBIT 21

% of Total Starbucks UPCs that are In Stock

Over the past 4 years of audits, in the stores audited and at the time of the audits, in-stock levels ranged from 96% - 97%.



Publix is not accounted for

Collection methodology used to determine OOS levels was based on scanning the front product only.