



Message from Howard

To: Starbucks U.S partners; managing directors for Americas company-operated and joint venture markets

Date: June 18, 2015

Re: **Message from Howard: Charleston Tragedy**

Dear Partners,

My heart is heavy for Charleston today and the senseless hate crime that has impacted not only that community, but our Starbucks family and our nation as a whole. Emanuel AME Church is a historic place of worship which has played a strong role in the civil rights movement. And, in times like these, we search for answers for how such a horrific act could happen. Now more than ever, I feel the need to reach out to each of you and express my concern, my disbelief and my hope that we can be there for the community and with one another to unite and to heal.

I spoke with Sharon Powell, our vice president of operations in the Southeast, earlier today and thankfully all of our partners in the area are safe. That said, this tragedy has hit home for a few of our partners in the Charleston area who lost friends in the shooting and had family members present at the church during the incident. We are doing everything we can to give support to our partners during this difficult time. I personally want to thank Sharon and her team in the Southeast for their courage and their ability to quickly connect with our partners and to begin the healing process. We know that this tragedy will have a lasting impact on the community, and we will do everything possible to support our partners and customers who are closest to this, but also to the nation as a whole.

Today, President Obama quoted Dr. Martin Luther King Jr., who more than 50 years ago captured the sentiment of today, "They say to each of us, black and white alike, that we must substitute courage for caution. They say to us that we must be concerned not merely about who murdered them, but about the system, the way of life, the philosophy which produced the murderers. Their death says to us that we must work passionately and unrelentingly for the realization of the American dream."

The pursuit of the American Dream is the opportunity that we want share with all. Now is the time for unity, and you have the support of your fellow partners as you search to comprehend this senseless violence. Please take care of one another, and know that together, we will not be bystanders.

With respect,
Howard