

December 17, 2015

Dear Partners,

In October, we celebrated Tata-Starbucks third anniversary in India. I am extremely proud of the company we have built and humbled by the enthusiasm with which the Indian consumer has embraced the unique *Starbucks Experience*.

As Starbucks fastest-growing new market, I could not be more optimistic about the significant opportunities ahead of us. Nevertheless, I have been carefully considering my own career aspirations as we turn the corner on this next important stage of Tata-Starbucks growth.

I want to be the first to personally share with you that I have made the difficult decision to leave Tata-Starbucks to pursue other opportunities. My career with the Tata Group has been blessed with numerous experiences to help build and lead some of this great Company's most important and exciting endeavors – and Tata-Starbucks is no exception. So, while I will dearly miss working with all of you, I am excited about the opportunity ahead as I embark on the next stage of my career.

With this change, I am happy to share, that the Tata-Starbucks Board has appointed Sumi Ghosh, chief executive officer of Tata-Starbucks, effective January 1, 2016. Sumi is an eight-year Starbucks partner, most recently as the vice president of Starbucks Midwestern U.S. region. He also brings three decades of consumer retail experience, including 10 years in brand management and operational leadership roles.

Sumi and his family will be relocating from Chicago to Mumbai early next month. Sumi and I will work closely together through early-February to ensure a seamless transition.

Please join me in welcoming Sumi to India!

Let me close by sharing my deepest gratitude to the leaders from Tata Group and Starbucks and the members of Tata-Starbucks Board for the privilege of leading Starbucks in its foundation years in India and of what promises to be a long and successful journey in India. But most importantly, I would like to thank all of you, my fellow partners, who have worked relentlessly and tirelessly the past three years to successfully introduce an elevated coffee and customer experience in India while living Starbucks mission and values every step of the way.

I wish you all and Tata-Starbucks great success.

Onward,
Avani

