



ACCELERATE GROWTH AROUND THE WORLD

BRADY BREWER

CEO, STARBUCKS INTERNATIONAL

WE'RE GETTING BACK TO STARBUCKS

So that everyone can experience the best of Starbucks



**Be the world's
greatest
customer
service
company**



**Offer the best
job in retail**



**Be the
community
coffeehouse**



**Be visible,
relevant
and loved
everywhere**



**Accelerate
growth
around the
world**



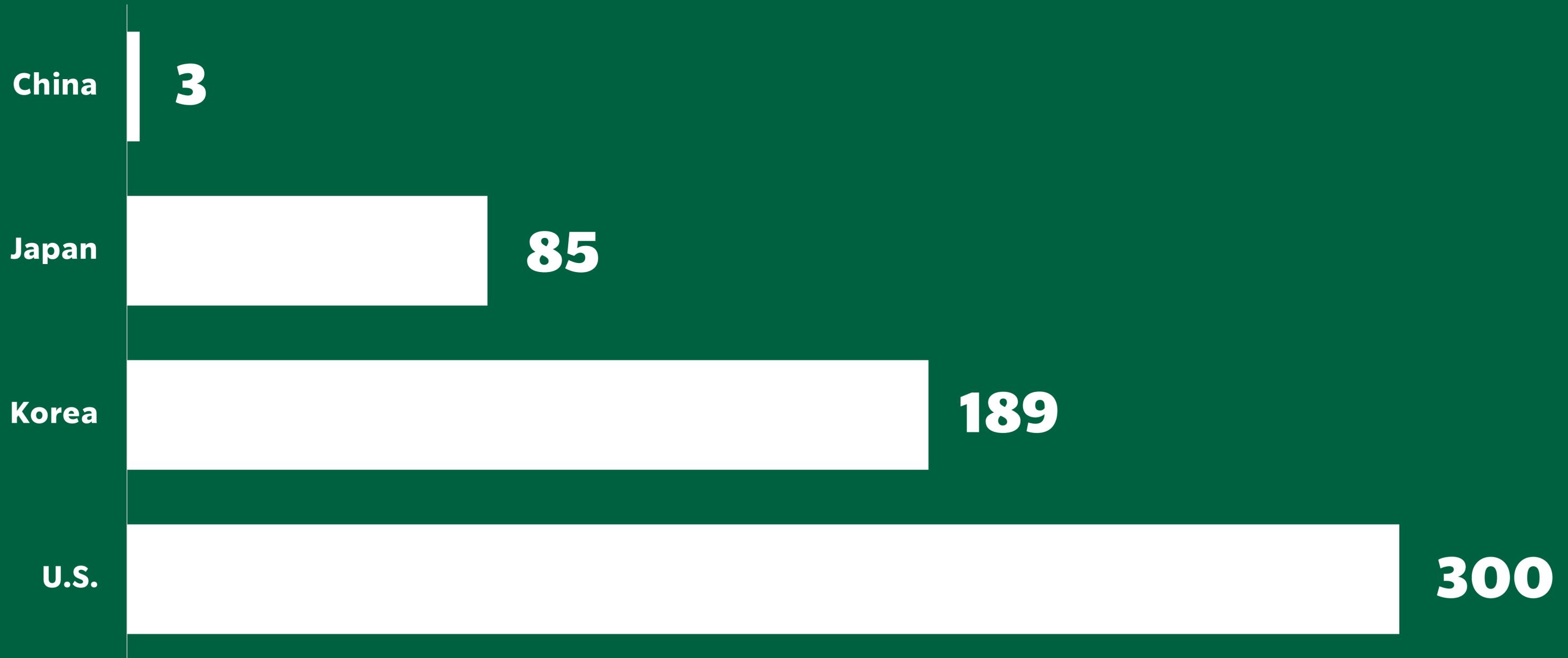
**Deliver on our
commitments
to create
shareholder
value**

ANTIGUA, GUATEMALA



COFFEE CONSUMPTION

Cups per capita, per year



Source: Euromonitor

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STARBUCKS®

MEXICO CITY, MEXICO





KYOTO, JAPAN

#1

choice among customers in majority of our top 10 markets.

Source: Starbucks brand equity research

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RIYADH, KINGDOM OF SAUDI ARABIA



STARBUCKS

NORTH AMERICA MARKETS

INTERNATIONAL MARKETS

North America:

18,400

90

retail markets

China:

8,000+

41K+

coffeehouses globally

Japan:

2,100+

22K+

international coffeehouses

EMEA:

4,900+
over 45 markets

Asia Pacific:

5,900
over 15 markets

Latin America:

1,800+
over 25 markets

28

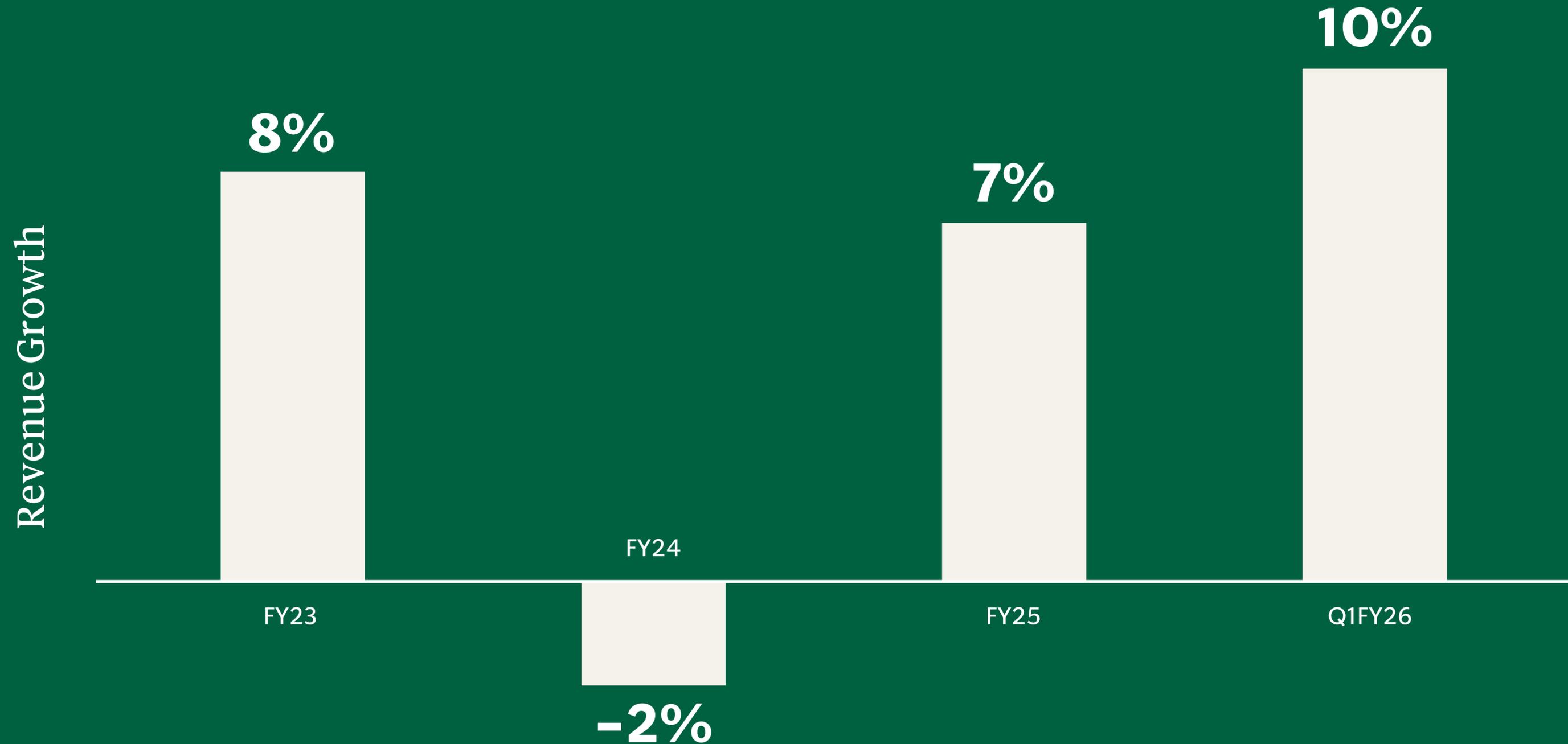
international licenses

Note: Q1 FY26

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OUR INTERNATIONAL MOMENTUM



Note: International Segment

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GUILIN, CHINA



LICENSED STORE GROWTH

FROM

55%

licensed coffeehouses



TO

90%

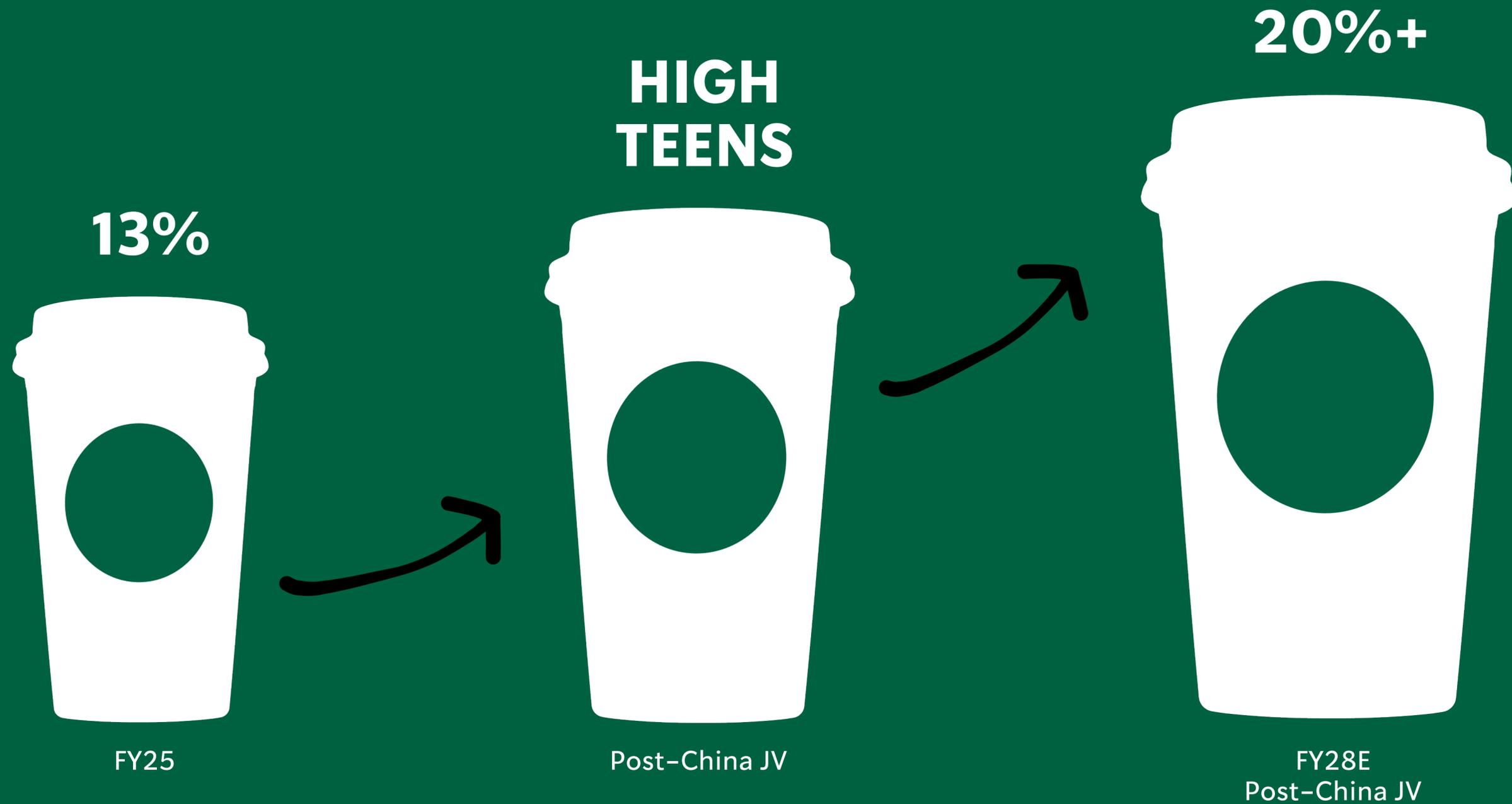
licensed coffeehouses

Note: 90% reflects China retail operations as joint venture (“JV”)

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INTERNATIONAL MARGIN EXPANSION



Note: International Segment

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SEOUL, SOUTH KOREA

2,000+

new coffeehouses opened in the
past three years outside of China.

Note: International Segment excluding China

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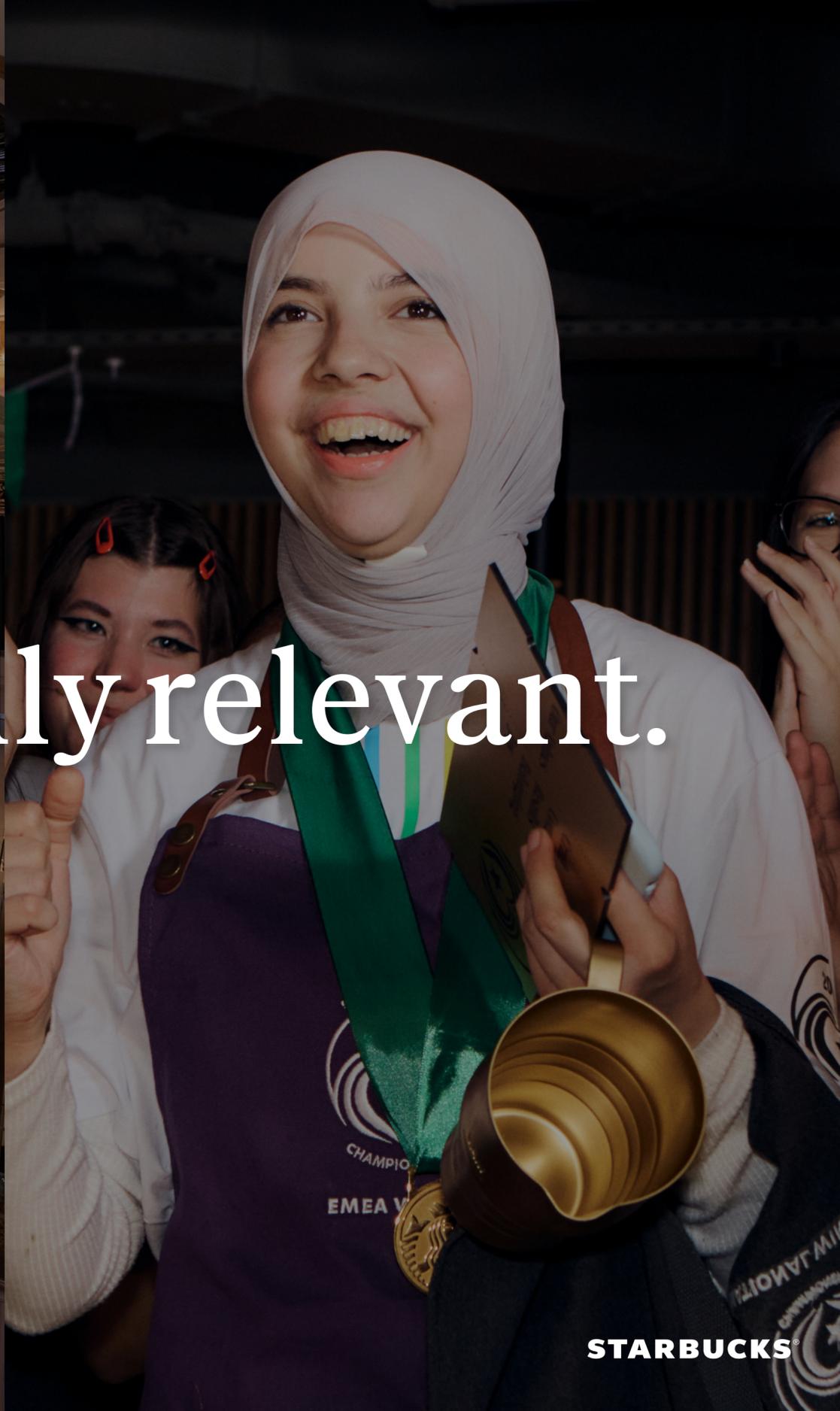
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MADRID, SPAIN





Globally consistent, locally relevant.





TURKS & CAICOS

The opportunity is clear,
international is a value creator.

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**INVESTOR
DAY** *NYC '26*