



GETTING BACK TO STARBUCKS

# BRIAN NICCOL

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

# STARBUCKS

1912

CAPPUCINO · CAFFE



LATTE · ESPRESSO

Espresso



Cappuccino





STARBUCKS

**1971**

ROAST™

**B  
O  
L  
D**



**D  
A  
R  
K**

NOTES OF  
TOASTED SUGAR &  
RICH WALNUT

WHOLE BEAN 100% ARABICA COFFEE

NET WT 16 OZ (1 LB) (453 g)

**STARBUCKS®**

**INVESTOR  
DAY** *NYC '26*

# STARBUCKS

1912

CAPPUCINO · CAFFE



LATTE · ESPRESSO

STARBUCKS

OUR MISSION

“To be the premier purveyor of the finest coffee in the world, inspiring and nurturing the human spirit – one person, one cup and one neighborhood at a time.”

























A world map with a dark green background. The map shows the outlines of continents in a lighter green. Numerous small red circular markers are scattered across the map, representing Starbucks coffeehouses. The markers are most densely clustered in North America, Europe, and East Asia, with fewer markers in South America, Africa, and Australia. The text '41K+ coffeehouses across 90 markets' is overlaid on the left side of the map.

**41K+**  
coffeehouses  
across 90 markets

Note: Q1 FY26

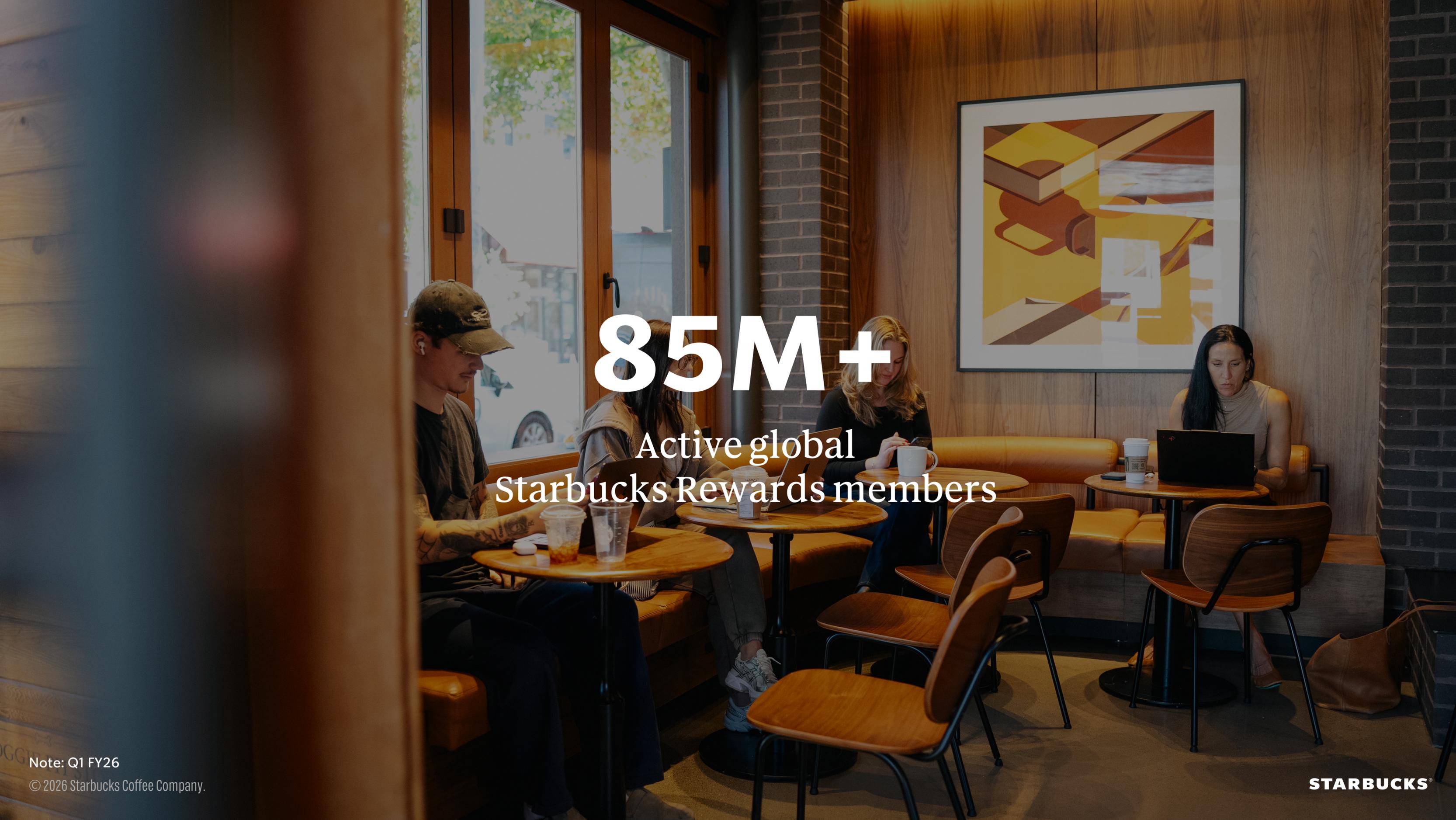
© 2026 Starbucks Coffee Company.

**STARBUCKS**<sup>®</sup>

A photograph of a Starbucks coffeehouse interior. The scene is set in a corner with wood-paneled walls and a brick pillar. Four customers are seated at round wooden tables. A man in a baseball cap is on the left, looking at a laptop. A woman is next to him, also working on a laptop. Another woman is seated at a table further back, looking at her phone. On the far right, a woman is sitting on a leather cushioned bench, working on a laptop. The room is lit with warm, ambient lighting. A framed abstract painting with yellow and brown tones hangs on the wall. Large windows in the background show a glimpse of the outdoors.

20B+

Annual customer occasions globally

A photograph of a Starbucks cafe interior. Four people are seated at round wooden tables. A man in a cap is on the left, a woman is in the middle, and another woman is on the right using a laptop. The background features wood-paneled walls, a brick pillar, and a framed abstract painting. The text '85M+' is overlaid in the center.

# 85M+

Active global  
Starbucks Rewards members

Note: Q1 FY26

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**STARBUCKS**

A photograph of four Starbucks partners in a coffeehouse. They are all wearing green aprons with the Starbucks logo. From left to right: a man with a beard and a black cap, a woman in a brown Starbucks cap, a man in a white cap with handwritten text, and a woman in a black hijab. They are all smiling and looking towards the camera. The background shows coffee-making equipment like blenders and dispensers.

400K+

Partners who proudly wear the green apron in our coffeehouses

A Starbucks employee in a black shirt and green apron is smiling and leaning over a wooden table to serve a customer. The customer is a woman in a striped shirt, sitting at the table with a coffee cup and a muffin. The background shows a busy Starbucks cafe with other customers and employees.

# #1

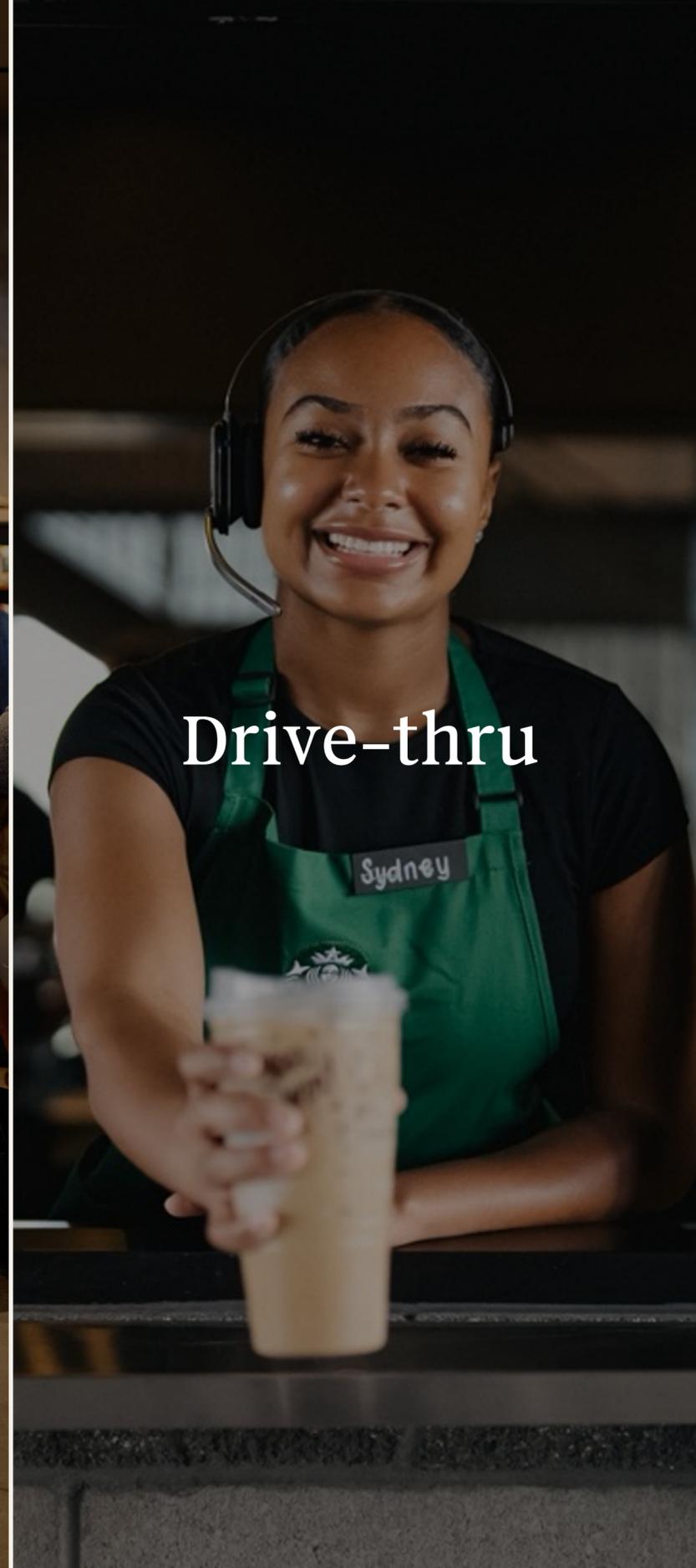
Away-from-home coffee brand



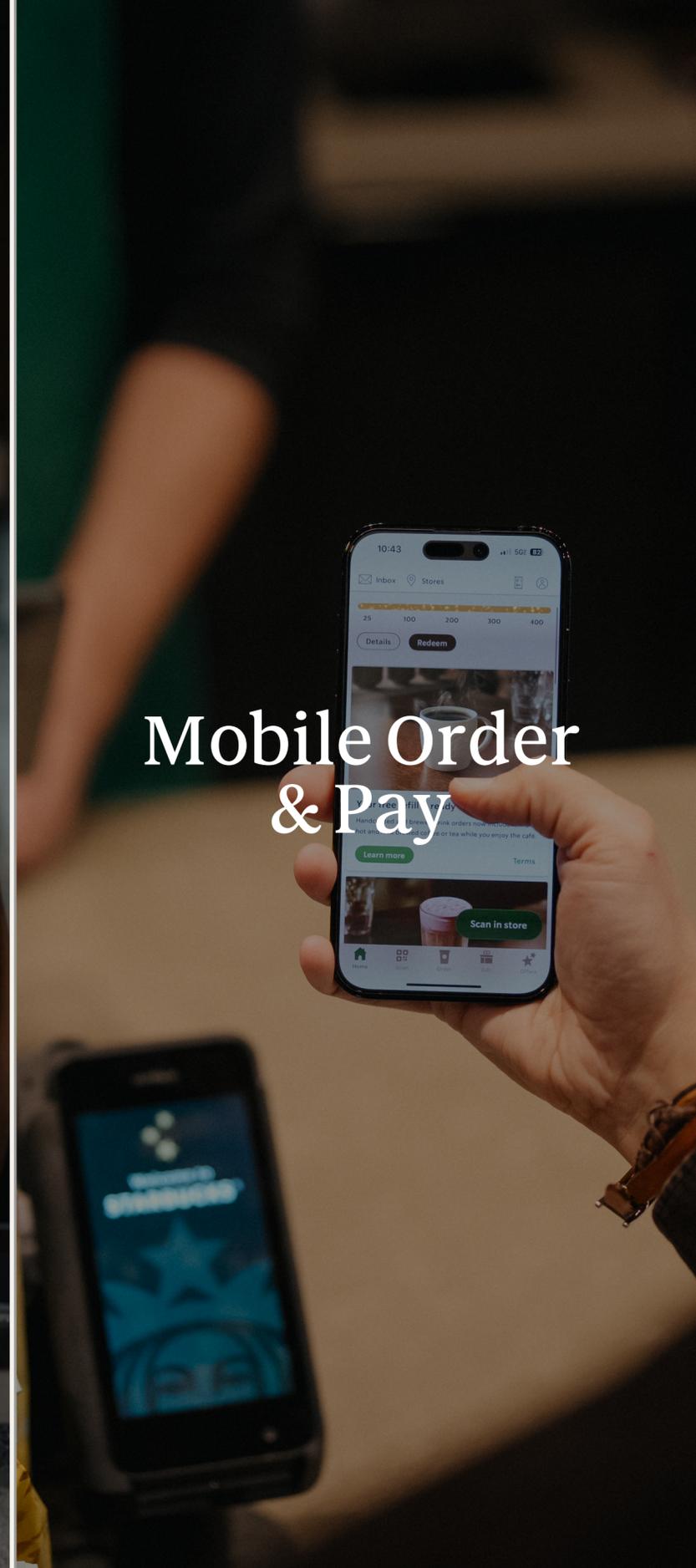




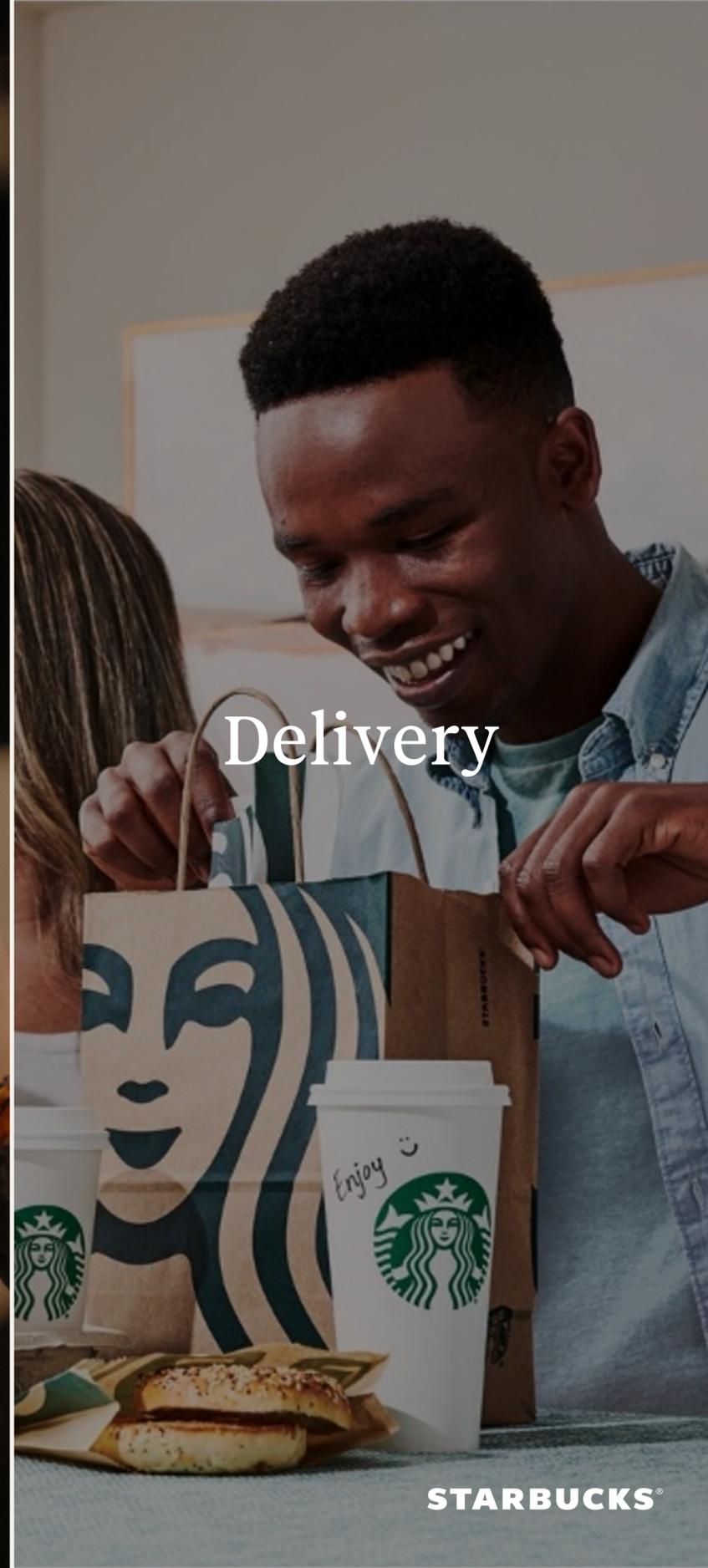
Café



Drive-thru



Mobile Order & Pay



Delivery



#1

Café footprint in the U.S.

A Starbucks employee, a woman with dark hair wearing a green apron and a dark long-sleeved shirt, is handing a white Starbucks cup to a customer. The customer's hand and long brown hair are visible in the foreground. The scene is set at a drive-thru window at dusk or night, with a cityscape visible in the background. The Starbucks logo is visible on the employee's apron.

#1

Drive-thru coffeehouse in the U.S.

Note: U.S. Company-operated drive-thru channel revenue

© 2026 Starbucks Coffee Company.

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# #1

## Digital coffeehouse business in the U.S.

Note: U.S. Company-operated Mobile Order & Pay revenue

© 2026 Starbucks Coffee Company.

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A photograph of three people (two women and one man) smiling and looking at Starbucks delivery items on a table. The items include Starbucks coffee cups, a croissant, and a Starbucks paper bag. The background is a simple indoor setting with a framed picture on the wall.

# \$1B+

U.S. delivery sales in FY25

Note: U.S. Company-operated delivery revenue

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# BACK TO STARBUCKS

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A group of five Starbucks employees, three women and two men, are standing in front of a Starbucks store entrance. They are all wearing their signature green aprons over black shirts. The employees are engaged in a lively conversation, with some laughing and others gesturing. The background shows the wooden exterior of the store and large glass windows. The overall atmosphere is warm and friendly.

# BACK TO STARBUCKS

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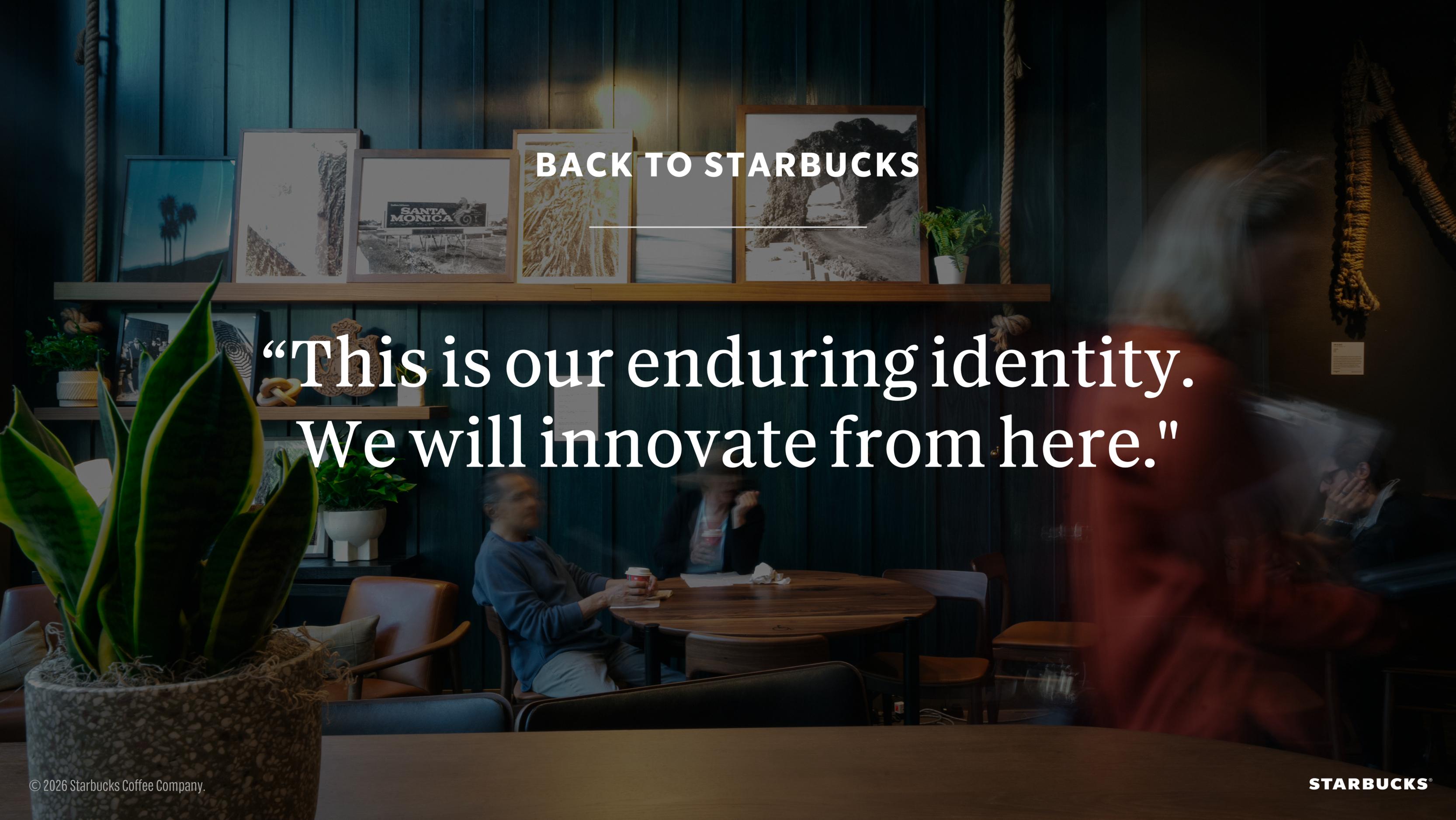
**BACK TO STARBUCKS**

**“Today, I’m making a commitment:  
We’re getting back to Starbucks.”**

A Starbucks store interior with a dark wood-paneled wall. A wooden shelf holds several framed photographs, including one of a sign that says "SANTA MONICA". A barista in a red Starbucks uniform is blurred in the background, and a customer is seated at a table in the foreground. A large potted plant is visible on the left side of the frame.

## BACK TO STARBUCKS

“We’re refocusing on what has always set Starbucks apart – a welcoming coffeehouse where people gather, and where we serve the finest coffee, handcrafted by our skilled baristas.”

A Starbucks store interior with a dark wood-paneled wall. A shelf holds several framed photographs, including one of a sign that says "SANTA MONICA". People are sitting at tables in the background, and a large potted plant is in the foreground. The text "BACK TO STARBUCKS" is overlaid in white.

**BACK TO STARBUCKS**

**“This is our enduring identity.  
We will innovate from here.”**

# 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**



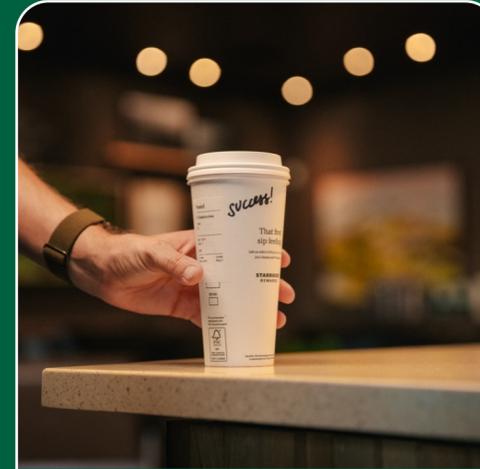
**Be the  
community  
coffeehouse**



**Be visible,  
relevant  
and loved  
everywhere**



**Accelerate  
growth  
around the  
world**



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

**MAKING PROGRESS  
AND BUILDING  
MOMENTUM**





We put the customer  
back at the center.

A man and a woman, both Starbucks partners, are sitting at a wooden table in a coffeehouse. The man, on the left, is wearing a black Starbucks cap and a black t-shirt with 'THE SPANISH COFFEE' printed on it. He is smiling and looking at a tablet computer. The woman, on the right, is wearing glasses, a black headband with a large red flower, and a black t-shirt. She is also smiling and looking at the tablet. On the table in front of them is a folded green Starbucks apron with the Starbucks logo and the name 'Septie' printed on it. The background features a wall with a green and white leaf pattern.

We made it easier for partners  
to run great coffeehouses.

A Starbucks partner is seen from behind, wearing a dark t-shirt and a green apron. The t-shirt has the text "THE STARBUCKS COFFEE COMPANY" and "Coffee · Tea · Espresso Est. 1971" printed on it. The partner is standing behind a counter in a coffeehouse. On the counter, there is a green tablet on a stand, a coffee cup, and some papers. In the background, there are three framed black and white photographs on a wood-paneled wall. The overall lighting is dim and warm.

We made it easier for partners  
to run great coffeehouses.

A photograph of a Starbucks store interior. The scene is dimly lit with warm, ambient lighting. In the foreground, a person with a dark jacket and a backpack is seen from behind, walking towards the counter. The counter is a long, dark wooden bar with a white top. Behind the counter, several Starbucks employees in dark uniforms are working. To the right, a group of people is seated at a high-top wooden bar, some on stools. The background features a wall with a large, circular blue and white decorative piece. The overall atmosphere is modern and cozy.

We reclaimed the third place.

We reclaimed the third place.





We reclaimed the third place.

We reclaimed our  
leadership in culture.





A Starbucks store interior featuring a large, colorful mural of a dragon on a brown wall. The dragon is depicted in shades of blue, green, and red, with intricate patterns. The store has a modern, minimalist design with light-colored wood paneling and curved wooden railings. Several customers are seated at small round tables, engaged in various activities like reading and using their phones. The lighting is warm and focused on the seating areas.

We defined our approach  
to growth in China and  
around the world.









# STARBUCKS EXECUTIVE LEADERSHIP



**Brian  
Niccol**

chairman and ceo



**Tressie  
Lieberman**

global chief  
brand officer



**Mike  
Grams**

chief operating officer



**Brady  
Brewer**

ceo, starbucks  
international



**Cathy  
Smith**

chief financial officer



**Anand  
Varadarajan**

chief technology officer



**Dominic  
Carr**

chief communications and  
corporate affairs officer



**Meredith  
Sandland**

chief coffeehouse  
development officer



**Molly  
Liu**

ceo, Starbucks China



**Pilar  
Ramos**

chief legal officer



**Sanjay  
Shah**

chief supply  
chain officer



**Sara  
Kelly**

chief partner officer

# WHO WE WILL HEAR FROM TODAY



**Tressie Lieberman**

Be visible, relevant  
and loved everywhere



**Mike Grams**

From reset to growth:  
building an operational  
powerhouse



**Brady Brewer**

Accelerate growth  
around the world



**Cathy Smith**

Deliver on our  
commitments to create  
shareholder value

# WE'RE GETTING BACK TO STARBUCKS

So that everyone can experience the best of Starbucks



**Be the world's  
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**Offer the best  
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# FISCAL YEAR 2028 FRAMEWORK

## CONSOLIDATED NET REVENUES

**5%+**  
Growth

**3%+**

Global &  
U.S. comp

**2% to 3%**

New store revenue  
contribution

## CONSOLIDATED OPERATING MARGIN

**13.5%**

to

**15.0%**

## EARNINGS PER SHARE

**\$3.35**

to

**\$4.00**

Note: Assumes status quo for China retail operations.



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**INVESTOR  
DAY** *NYC '26*