



FROM RESET TO GROWTH:
BUILDING AN OPERATIONAL POWERHOUSE

MIKE GRAMS

CHIEF OPERATING OFFICER





400K

Green Apron Partners around the world

THE BEST JOB IN RETAIL

Lowest turnover in the industry

1988

Health care benefits
for part time workers

1991

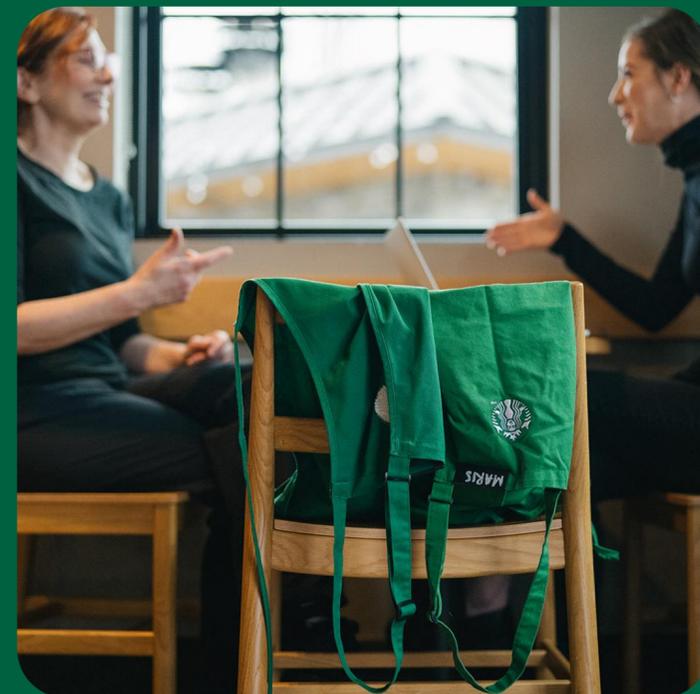
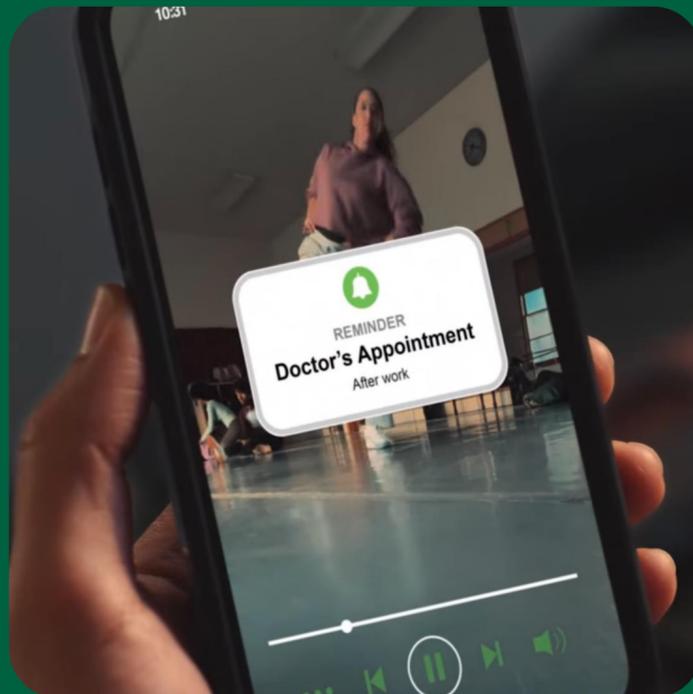
Launched
Bean Stock

2014

Starbucks College
Achievement Plan

2025

Doubled paid
parental leave



An aerial view of Manhattan at dusk. The skyline is filled with skyscrapers, many of which are illuminated with warm lights. In the foreground, a street is visible with cars and streetlights, providing a sense of scale and urban activity. The overall atmosphere is one of a bustling city at the end of the day.

By 9:30 a.m., we've pulled
enough espresso shots to
caffeinate all of Manhattan.

Note: U.S. Company-operated per day

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STARBUCKS™



STARTING FIVE CHICAGO AT STARBUCKS LEADERSHIP EXPERIENCE 2025





> \$500M

investment in partner hours

Note: U.S. Company-operated

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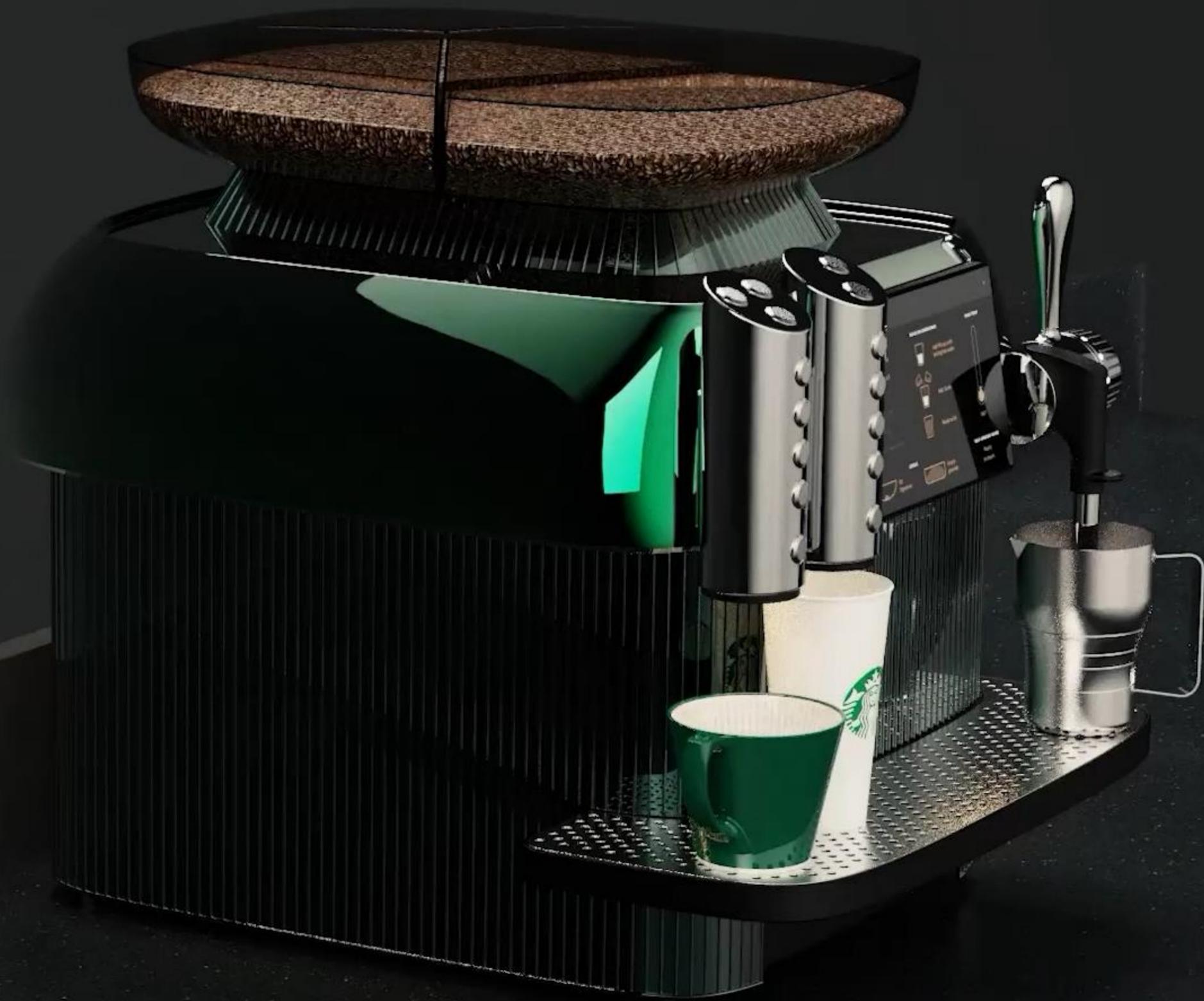
STARBUCKS®











An aerial photograph of Manhattan, New York City, showing a dense grid of skyscrapers and buildings. The Freedom Tower is prominent on the left side. The Hudson River is visible on the right, with several bridges crossing it. The water is a deep blue, and the sky is a clear, light blue. The overall scene is a high-angle, wide shot of the city.

With Mastrena 3,
we could caffeinate not just
Manhattan by 9:30 a.m.
but also the Bronx.

Note: U.S. Company-operated per day

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Cafe — Jay B, Sodo 8 (15253)

- Drinks
- Food
- Beans
- Trending
- Customer
- Cards

Order

Enter name

Scan

Espresso	Brewed	Blended	Teas	Refreshers
Latte	Pike Place	Caramel Frappuccino	Chai Latte	Strawberry Acai
Cappuccino	Caffè Verona Clover Vertica™	Mocha Frappuccino	Matcha Latte	Strawberry Acai Lemonade
Caramel Macchiato	Iced Coffee	Mocha Cookie Crumble Frappuccino	Honey Citrus Mint Tea	Pink Drink
Mocha	Cold Brew	Vanilla Bean Crème Frappuccino	Mint Majesty Tea	Mango Dragonfruit
White Chocolate Mocha	Nitro Cold Brew	Matcha Crème Frappuccino	Iced Black Tea	Mango Dragonfruit Lemonade
Americano	Vanilla Sweet Cream Cold Brew	Strawberry Crème Frappuccino	Iced Green Tea	Dragon Drink
Iced Brown Sugar Oatmilk Shaken Espresso	Salted Cream Cold Foam Cold Brew	Pistachio Frappuccino	Iced Passion Tango Tea	Extras & Refills
Pistachio Latte	Pistachio Cream Cold Brew	Pistachio Crème Frappuccino	Juice, Milk & Hot Chocolate	Cup of Water
Brown Sugar Oatmilk Cortado			Hot Chocolate	Bottled

Save order

Cancel order

Review order \$0.00

- Short 8 fl oz
- Tall 12 fl oz
- Grande 16 fl oz
- Venti 20 fl oz
- Trenta 30 fl oz
- Hot
- Iced

Partner Hub Document and Page Access instructions: to access the above bolded documents and pages, you will need to log in to Partner Hub and perform a search of Partner Hub using the bolded text (or listed text) as a search term.

I'm trained to help you with questions about the Customer Standard, Coffeehouse Standard, Craft Standard and Partner Standard.

Below are some sample questions you can ask.

Food & Beverage Production

Iced Shaken Espresso

Inventory Management

Pull-to-Thaw

Warming Routine

Store Organization

And here are some tips for working with me:

- 1. Be clear and specific
- 2. Ask follow-up questions, though sometimes restarting your conversation will produce better responses if you want to know about a different topic.

View tips

How many pumps of vanilla go in a grande caramel macchiato?

1 of 5 requests

Send

0/256

ask a question or topic

IPORT







66861



Coffeehouse
Leader

Caitlin



Grow REPORT

FOR ILLUSTRATION PURPOSES

Measurement: Metric Value

Grow Score

5.0 Shots

vs Last Period

4.5 Shots ↑ 0.5



1 Customer

Customer Complaint Rate
Rolling 8W

5.5

vs Last Week
6.4 ↓ (0.9)

vs Last Period
6.2 ↓ (0.7)

2 Customers Served

Peak Growth
Rolling 4W

10.0%

+18 customers served at Peak vs LY

vs Last Week
8.9 ↑ 1.0

vs Last Period
3.8 ↑ 6.2

3 Partner

Preferred Range Met
Rolling 8W

94.0%

vs Last Week
94.0 0.0

vs Last Period
95.5 ↓ (1.5)

4 Product

Food Items Unavailable
Rolling 4W

0.9

vs Last Week
0.9 ↓ (0.0)

vs Last Period
0.7 ↑ 0.2

Brand Foundations

Food Safety

PASS

FSA Score

100

Best 15

Weekly

34

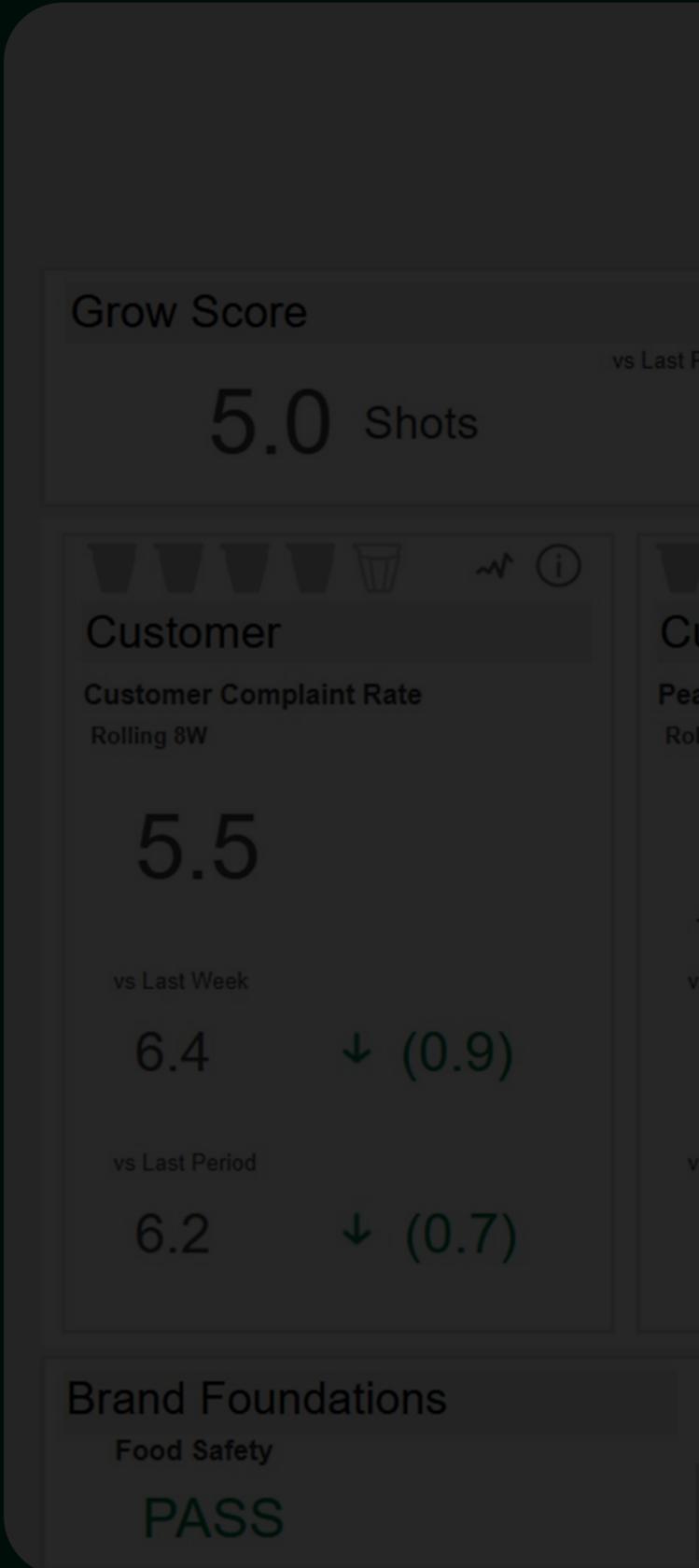
vs Last Week

31 ↑ 3

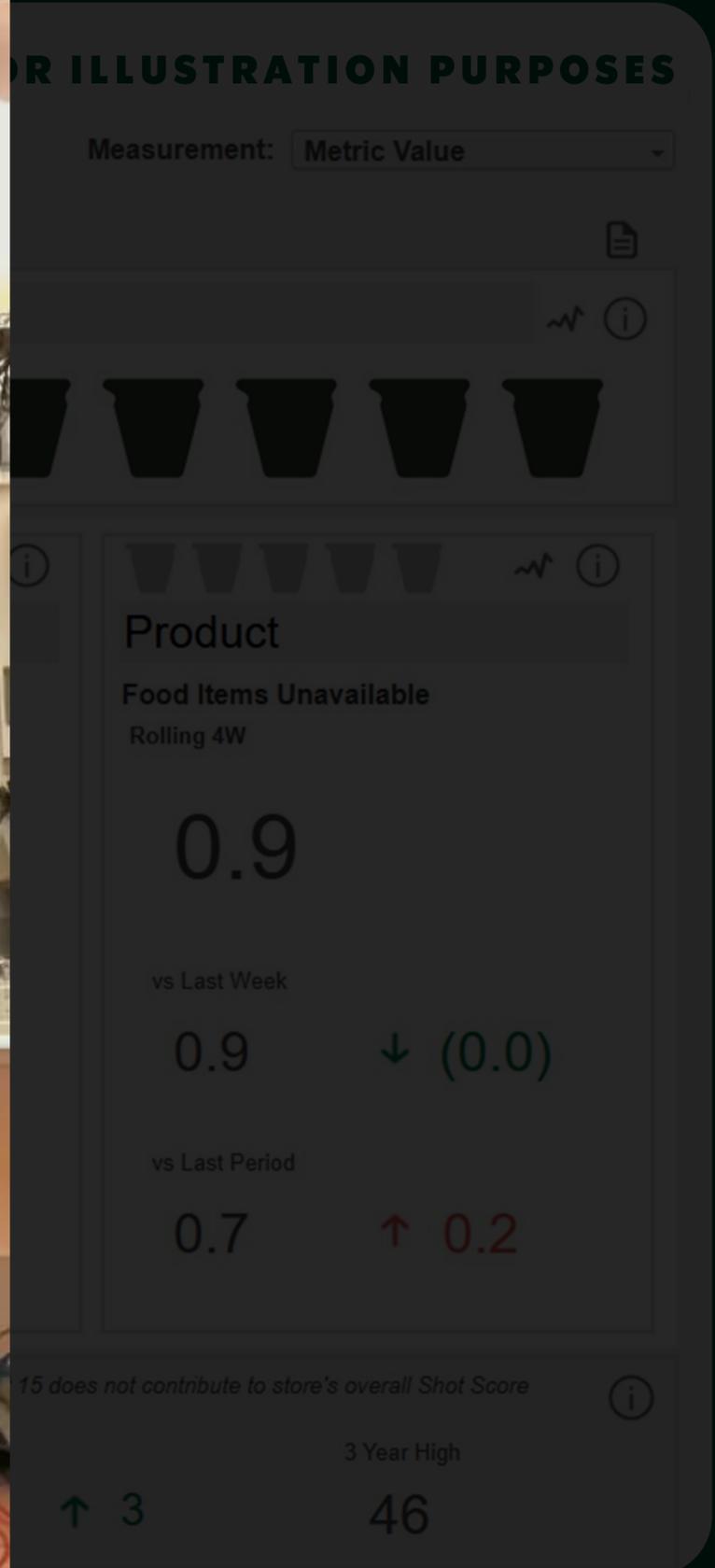
3 Year High

46

Best 15 does not contribute to store's overall Shot Score

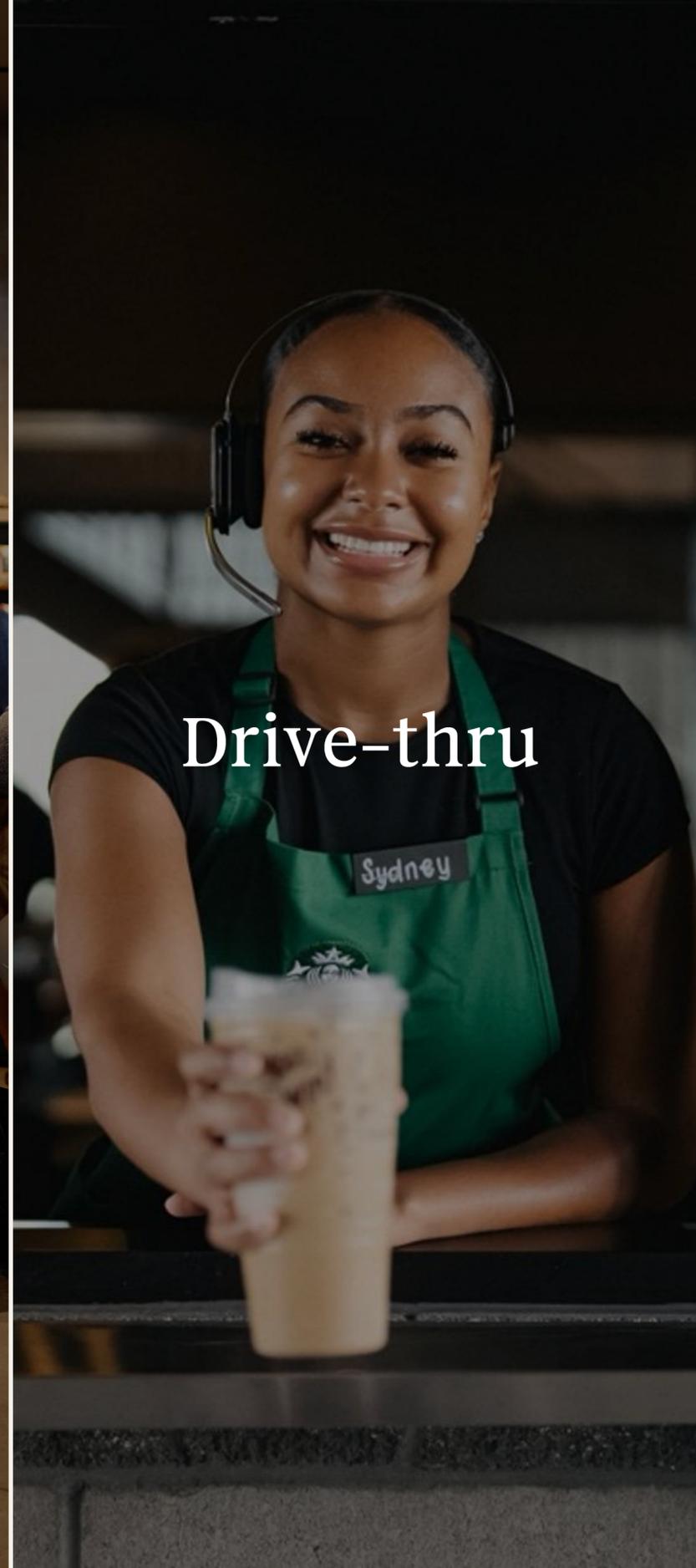


TikTok
@mazween
When you're mid clean play shift and your district manager calls you to tell you that your coffeehouse just got to 4.5 shots!!!!!!

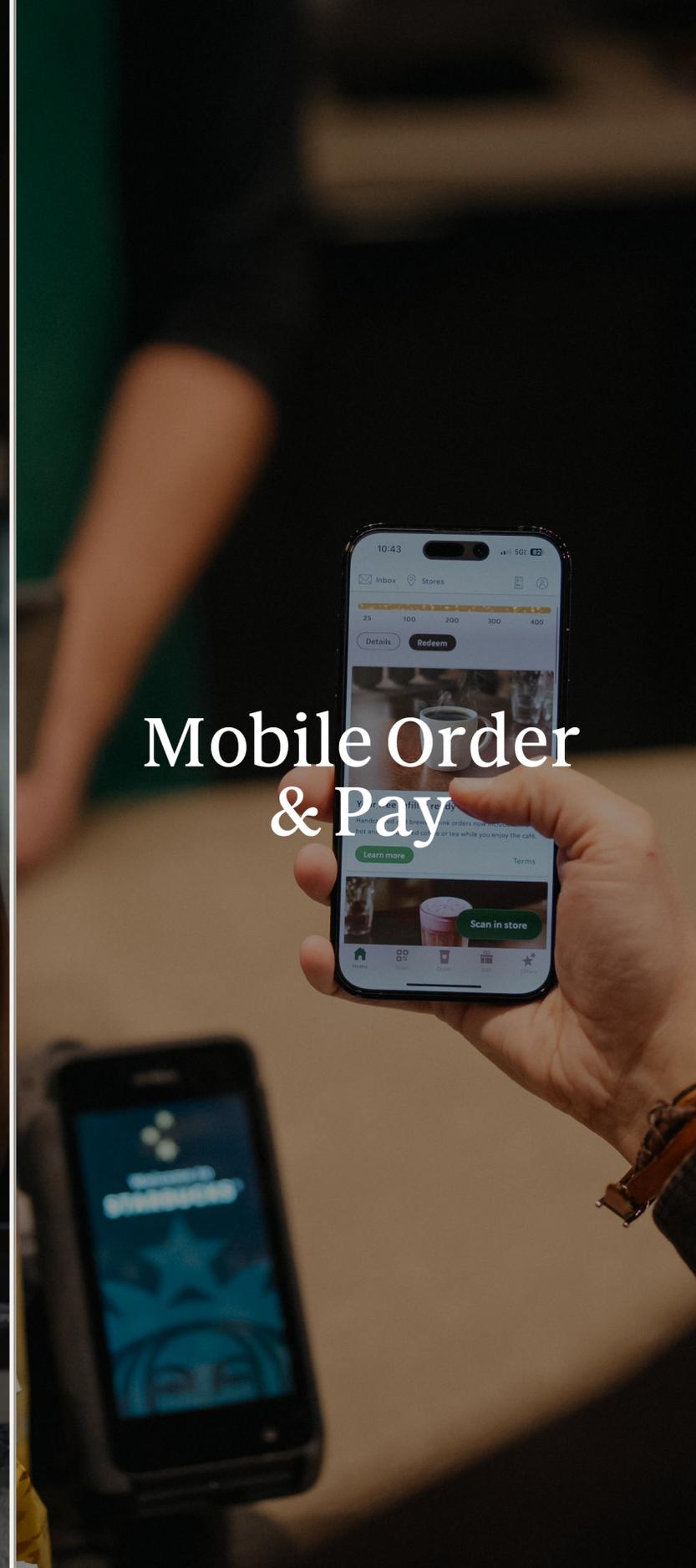




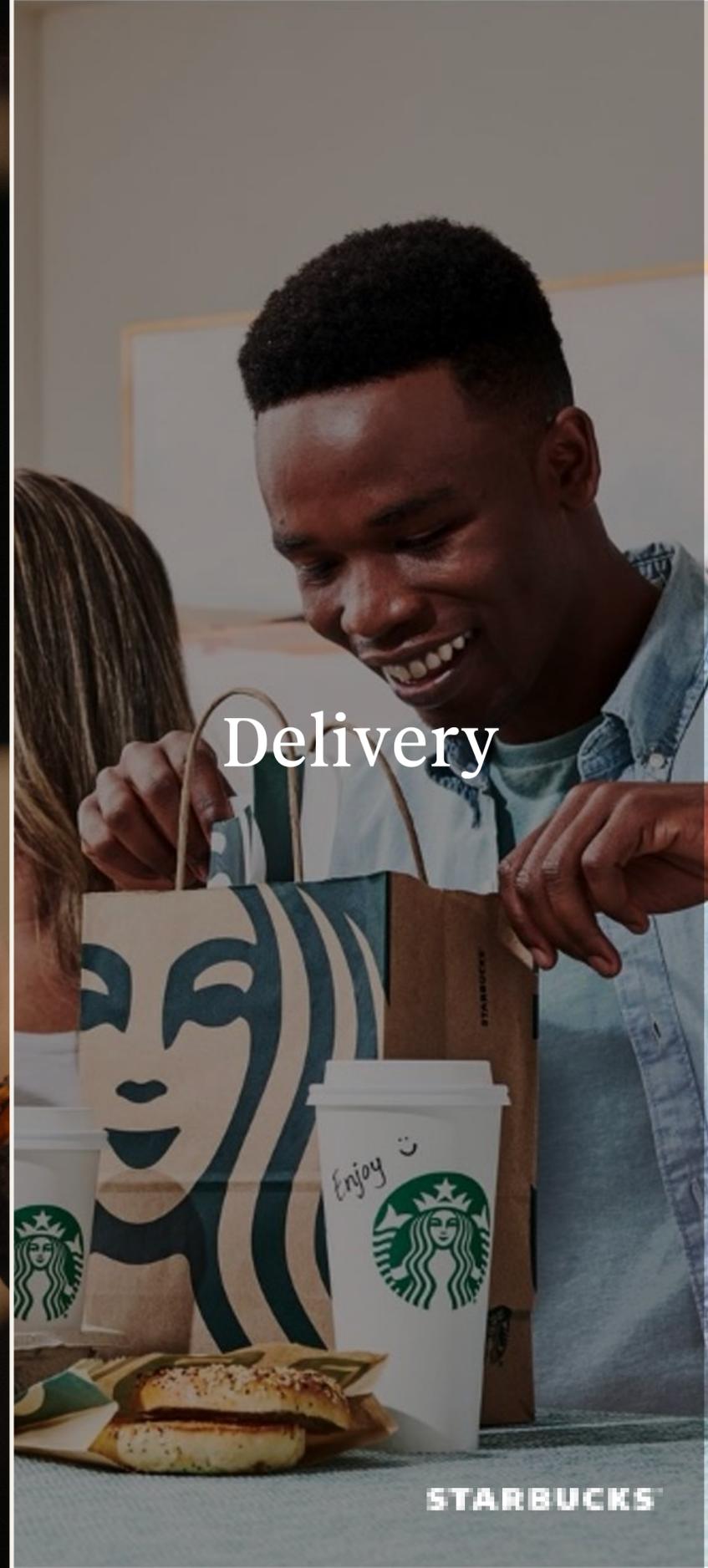
Café



Drive-thru



Mobile Order & Pay



Delivery







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STARBUCKS





AIRPORTS

Newark International Airport – Newark, NJ



BUSINESS CAMPUSES

Citigroup – New York, NY



COLLEGE CAMPUSES

Montclair State University – Montclair, NJ



HEALTHCARE FACILITIES

Providence Hospital – Portland, OR



LODGING & HOSPITALITY

Fairmont Hotel – Dallas, TX



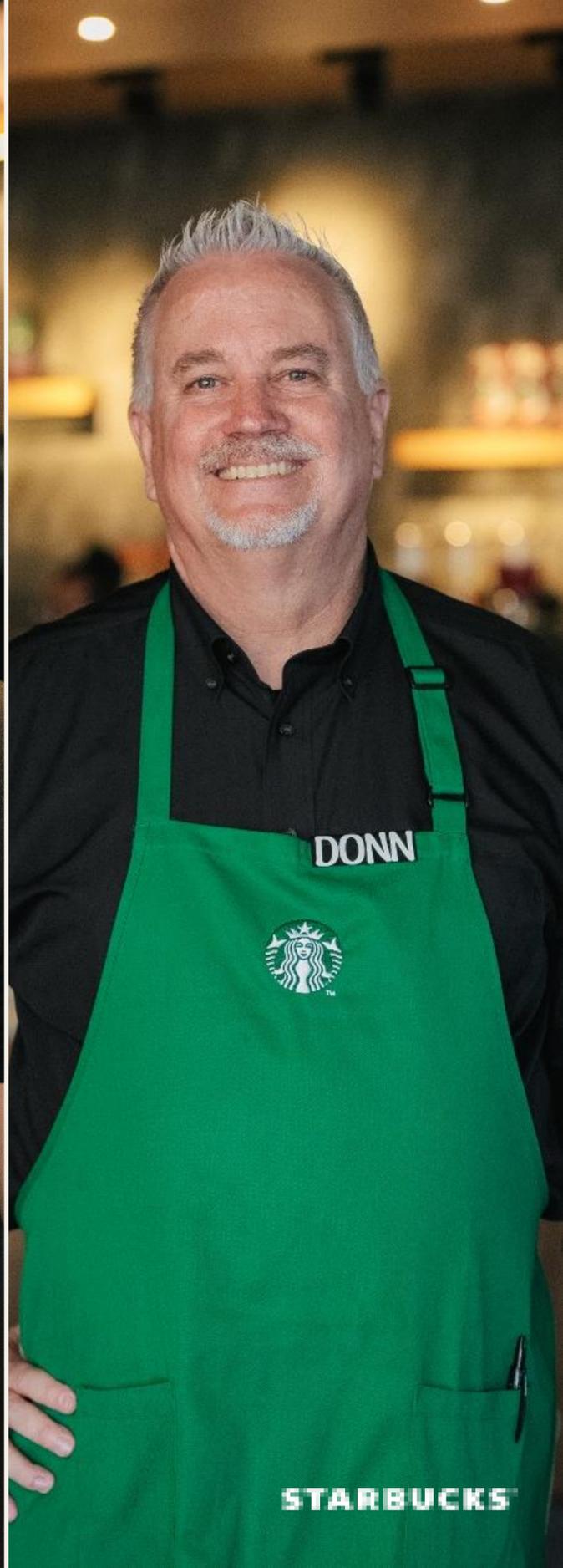
RETAIL VENUES

American Dream Mall – East Rutherford, NJ












It's a great day
for coffee



STARBUCKS®

**INVESTOR
DAY** *NYC '26*