



BE VISIBLE, RELEVANT  
AND LOVED EVERYWHERE

# TRESSIE LIEBERMAN

GLOBAL CHIEF BRAND OFFICER

# 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**





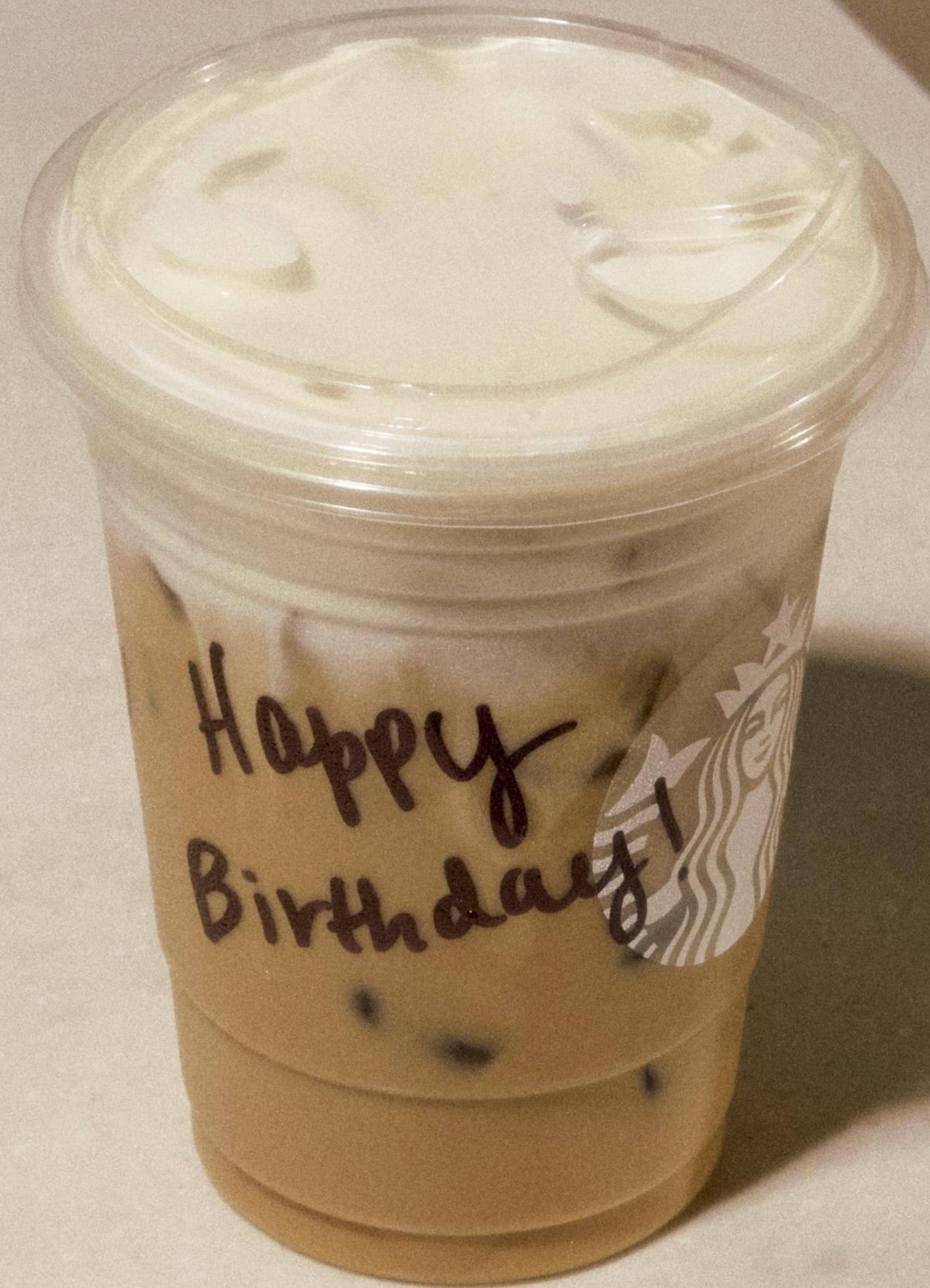




**ROLLER RABBIT + STARBUCKS**

*Have a good day :)*

*Hello Again*



Happy Birthdays!



# OUR FLYWHEEL FOR GROWTH

**RITUALS**

**EXPERIENCES**

**CONNECTION**



# EXPERIENCES

# RITUALS

# CONNECTION

# OUR FLYWHEEL FOR GROWTH

**RITUALS**

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**BE VISIBLE,  
RELEVANT  
AND LOVED  
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# **BUILD EXPERIENCES**



A person wearing a green Starbucks uniform is holding a Starbucks cup and a croissant. The cup is in a clear plastic sleeve, and the croissant is in a brown paper bag. The person's hands are visible, and they are holding the items in a way that suggests they are a Starbucks employee. The background is a blurred outdoor setting.

**2/3**

of beverages sold  
are cold

**\$6B**

food revenue,  
doubling since 2020

**\$1B**

paid modifier  
revenue

Note: FY25 U.S. Company-operated

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STARBUCKS™

WINNING IN THE MORNINGS

**\$12B+**

of revenue before 11 a.m.

Note: FY25 U.S. Company-operated

© 2026 Starbucks Coffee Company.

STARBUCKS<sup>®</sup>



STARBUCKS

1971  
ROAST™

BOLD  
DARK



NOTES OF  
TOASTED SUGAR &  
RICH WALNUT

WHOLE BEAN 100% ARABICA COFFEE  
NET WT 16 OZ (1 LB)



STARBUCKS











**EARNING THE AFTERNOONS**

**\$11B**

of revenue after 11 a.m.

Note: FY25 U.S. Company-operated  
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**NEW**  
**ENERGY**  
Refreshers

More Caffeine and B-vitamins for Energy.









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STARBUCKS

# INNOVATION PRINCIPLES

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Optimized  
foundation

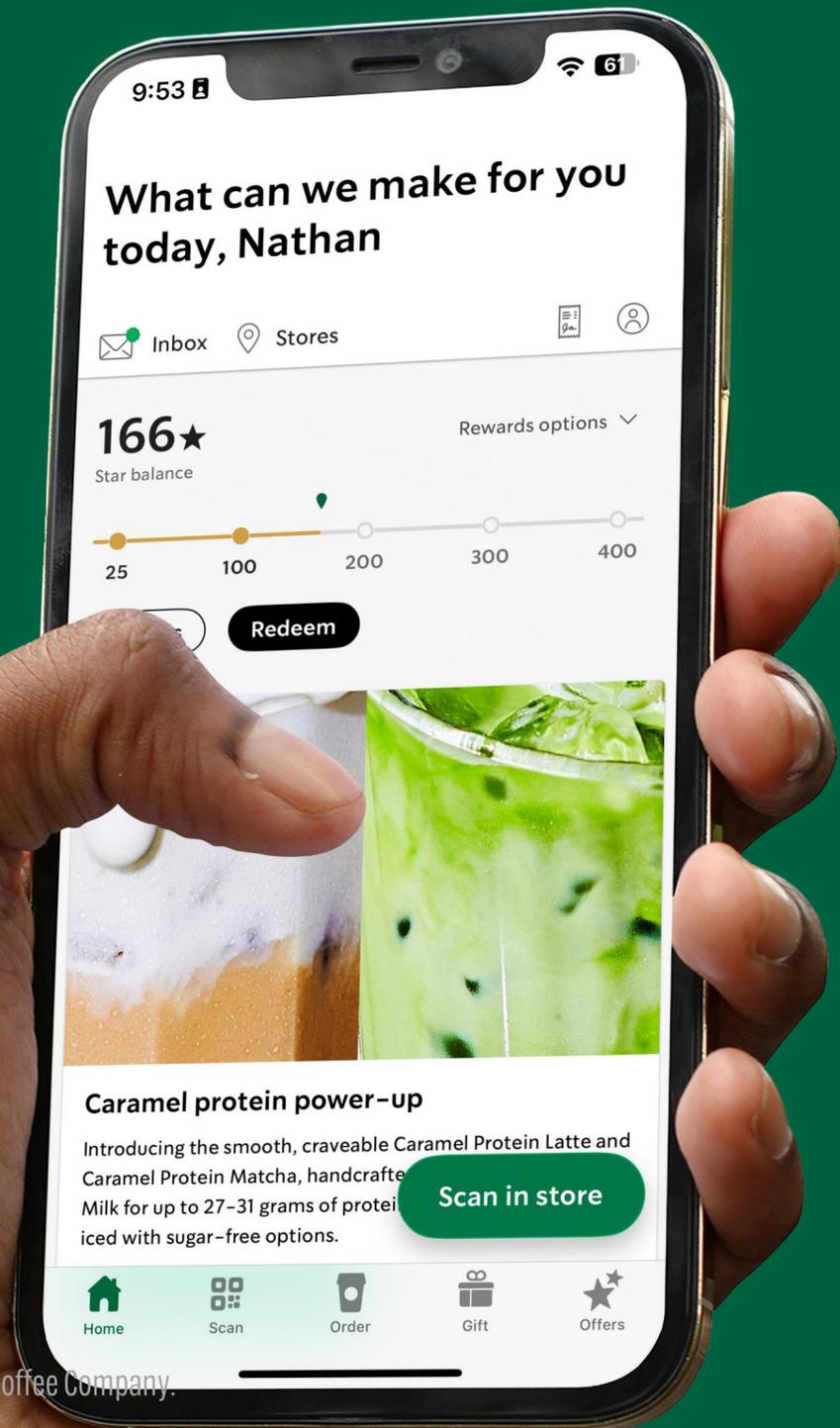
Simplified  
beverage  
framework

Targeted  
expansion

# EMPOWER RITUALS



# STARBUCKS® REWARDS UNRIVALED BRAND LOVE



**35M+** active 90-day members

**60%** of revenue in FY25

**200** average annual visits

Members: Q1 FY26 U.S. only | Revenue: U.S. Company-operated | Visits: U.S. most loyal members

# POWERING THE NEXT GENERATION OF LOYALTY

**FROM**

One-size-fits-some

# POWERING THE NEXT GENERATION OF LOYALTY

**FROM**

One-size-fits-some



**TO**

An experience that  
inspires obsession



**GREEN**

**GOLD**

**RESERVE**



# GREEN



Free Mod Mondays



Personalized offers and challenges



Bonus Stars for qualifying Starbucks Card reloads



Double Stars with personal cup

1 ★ / Dollar



# GOLD

-  Free Mod Mondays
-  Personalized offers and challenges
-  Bonus Stars for qualifying Starbucks Card reloads
-  Double Stars with personal cup
-  Stars never expire
-  Exclusive Double Star Days

1.2 ★ / Dollar



# RESERVE



Free Mod Mondays



Personalized offers and challenges



Bonus Stars for qualifying Starbucks Card reloads



Double Stars with personal cup



Stars never expire



Exclusive Double Star Days



Access to exclusive global coffee experiences

1.7 ★ / Dollar

A smiling woman with dark hair and freckles is holding two Starbucks iced coffee drinks in clear plastic cups. She is wearing a light-colored top. The background is slightly blurred, showing what appears to be a denim jacket on the left and a dark patterned garment on the right.

Half our members. One extra visit.

**\$150M+ IN REVENUE**

Note: Based on U.S. 90-day active members

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How do I order a banana bread latte?



### **Iced Banana Bread Latte with Oat Milk**

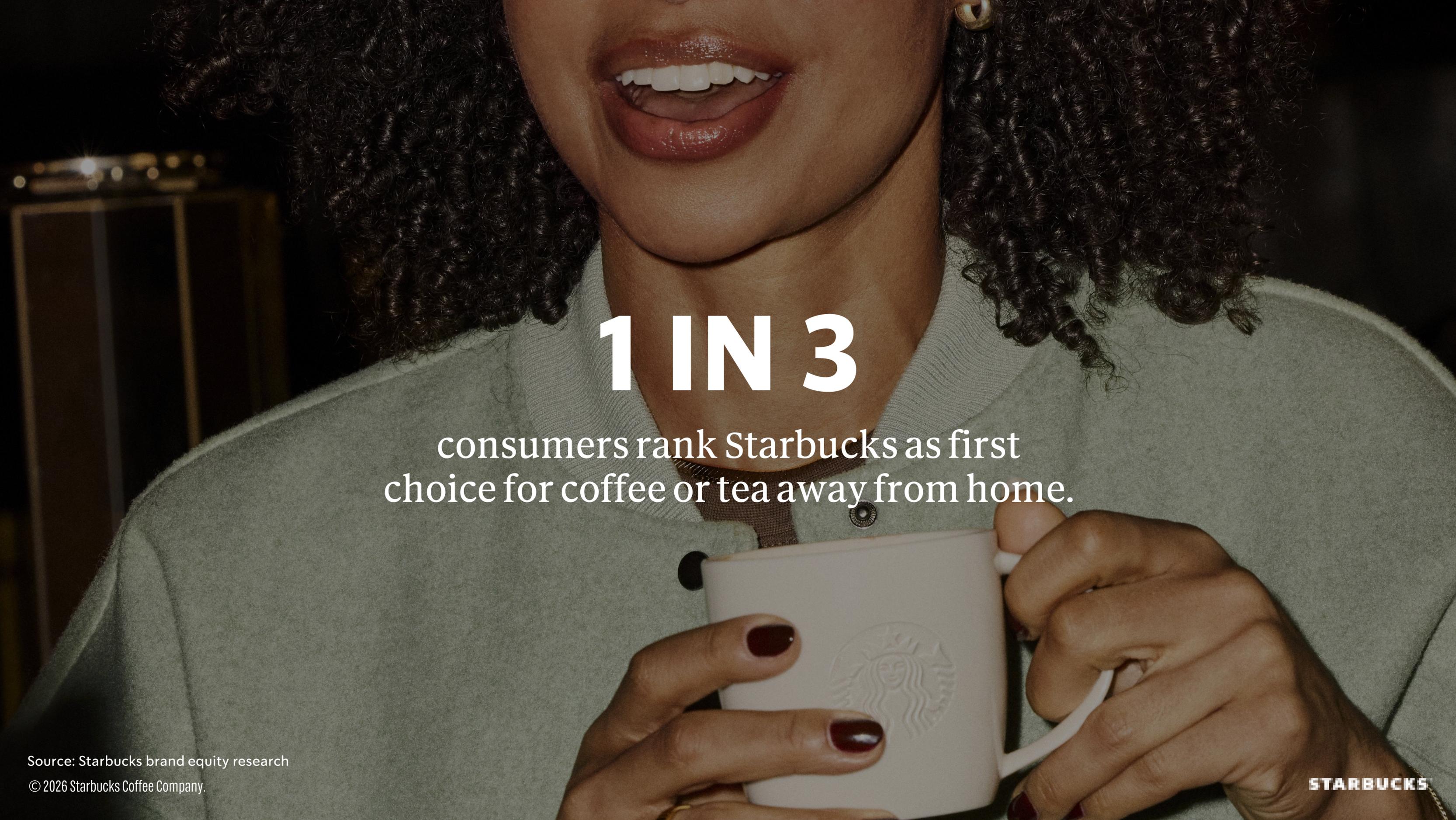
Bold espresso and creamy oat milk are combined with 2 pumps of caramel syrup, 1 pump of hazelnut syrup, and topped with banana cold foam and pecan crunch topping.

[Add to cart](#)

# CREATE CONNECTION







**1 IN 3**

consumers rank Starbucks as first  
choice for coffee or tea away from home.

Source: Starbucks brand equity research

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**STARBUCKS**



#1

coffee, tea, and beverage shop.

A woman with curly hair is sitting outdoors, holding a Starbucks coffee cup. She is looking off to the side with a slight smile. The background shows a building and some greenery.

# TRANSACTION GROWTH

for both Rewards and non-Rewards members  
for the first time in nearly four years.

Note: U.S. Company-operated, Q1 FY26 year-over-year

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STARBUCKS™



**BOLD.  
VISIBLE.  
RELEVANT.  
EVERYWHERE.**

**STARBUCKS®**

**INVESTOR  
DAY** *NYC '26*