

BELINDA WONG

chairwoman of Starbucks China



Investor

DAY 2022

PARTNERS • STORES • CUSTOMERS



Delivering growth amidst the disruptions

FY2022

6,000
STORES

60,000+
PARTNERS

40%+
DIGITAL SALES

~85M
TOTAL REGISTERED MEMBERS

~15M
PAST 90-DAY ACTIVE MEMBERS

Record high
CUSTOMER CONNECTION SCORES

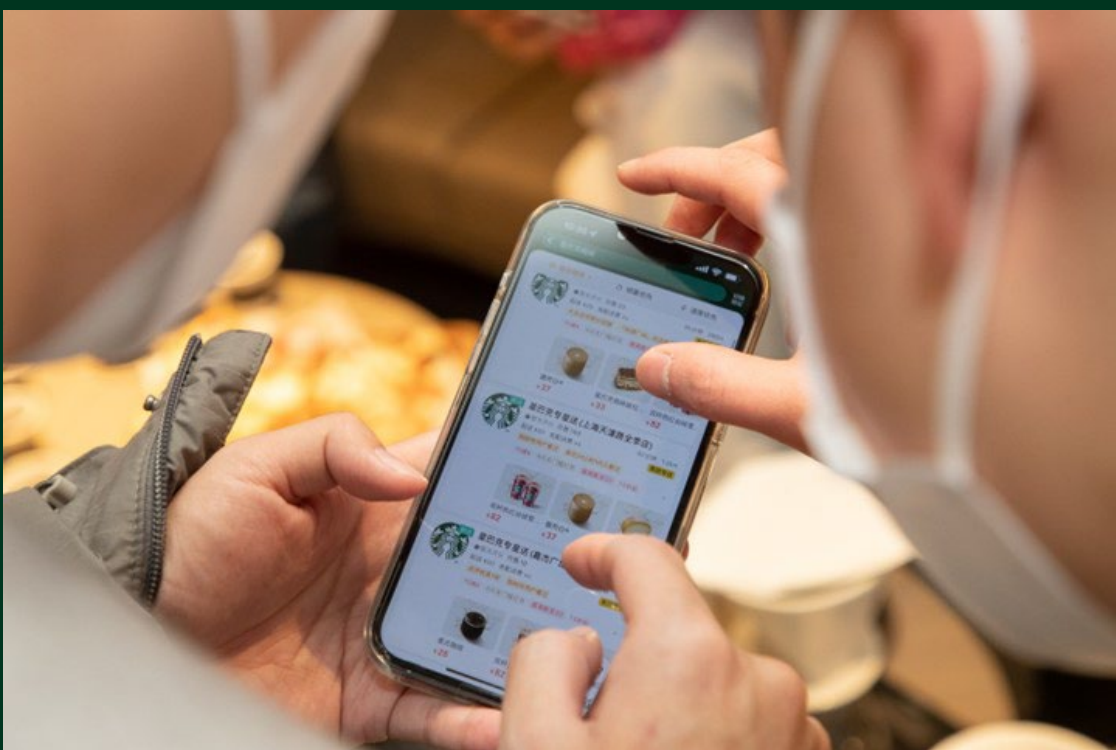
Rapidly-Growing
National Footprint

Market Leading
Digital Ecosystem

Extended
Brand Occasions

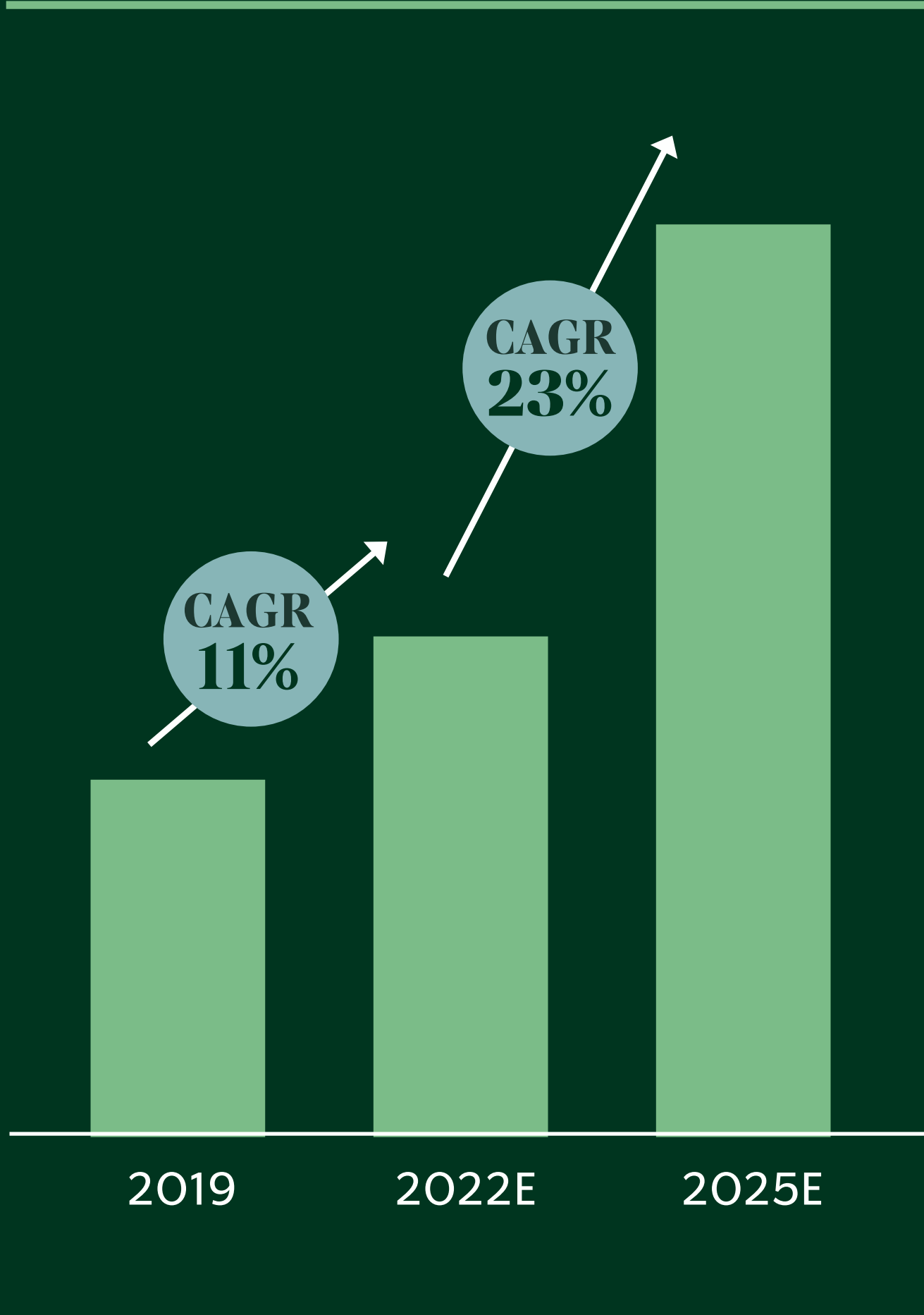
Passionate and
Engaged Partners

Supply Chain
Excellence



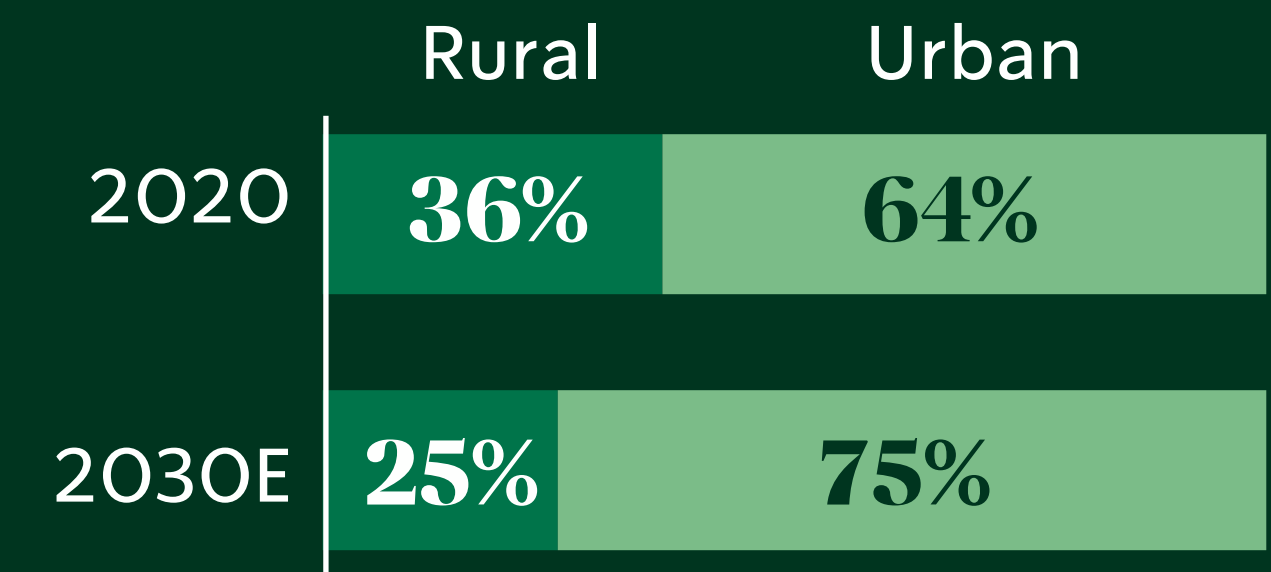
Enormous market potential

CHINA SPECIALTY COFFEE ADDRESSABLE MARKET ¹



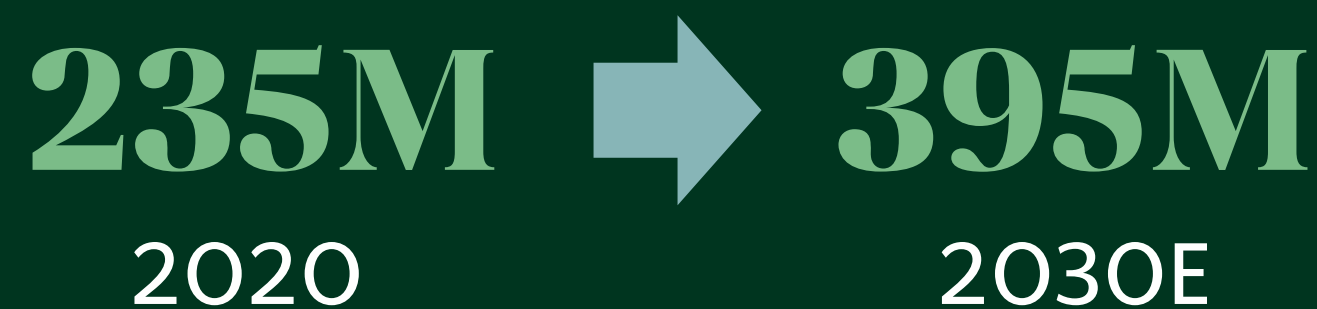
GROWING CITIES

2020–30 China Urbanization Rate (%)



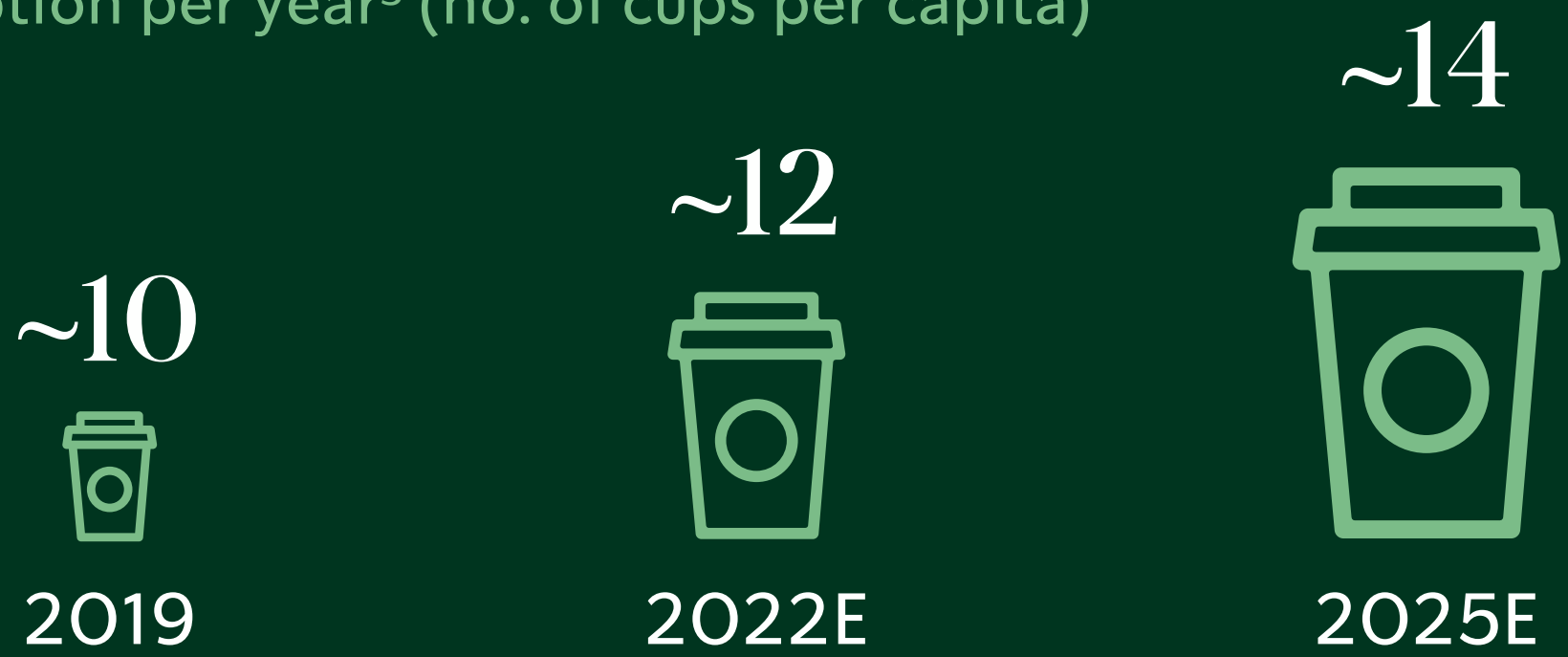
RISING MIDDLE CLASS

China middle class² households (M)



HIGHER DEMAND FOR PREMIUM COFFEE

China coffee consumption per year³ (no. of cups per capita)



1. China coffee market size is estimated from Euromonitor data, adjusted for 2022 Covid lockdown impact
2. Middle class refers to households in upper-middle income and above with annual incomes of \$22,000 or more
3. Coffee total consumption, including on-premise coffee, instant coffee, coffee beans, pods, powder, and RTD coffee beverages
Source: Morgan Stanley, National Bureau of Statistics, McKinsey, Euromonitor, Starbucks analysis

Purpose-Driven Growth Agenda 3.0



Future growth opportunity for new stores

BY 2025

9,000

stores

+50%

growth vs. FY22

300

total cities

**Every
9 hours**

+1 new store

2:1

new store sales
to investment

<2 years

pay-back period



Elevating connection through our purpose-built store portfolio

BY 2025



WIDER

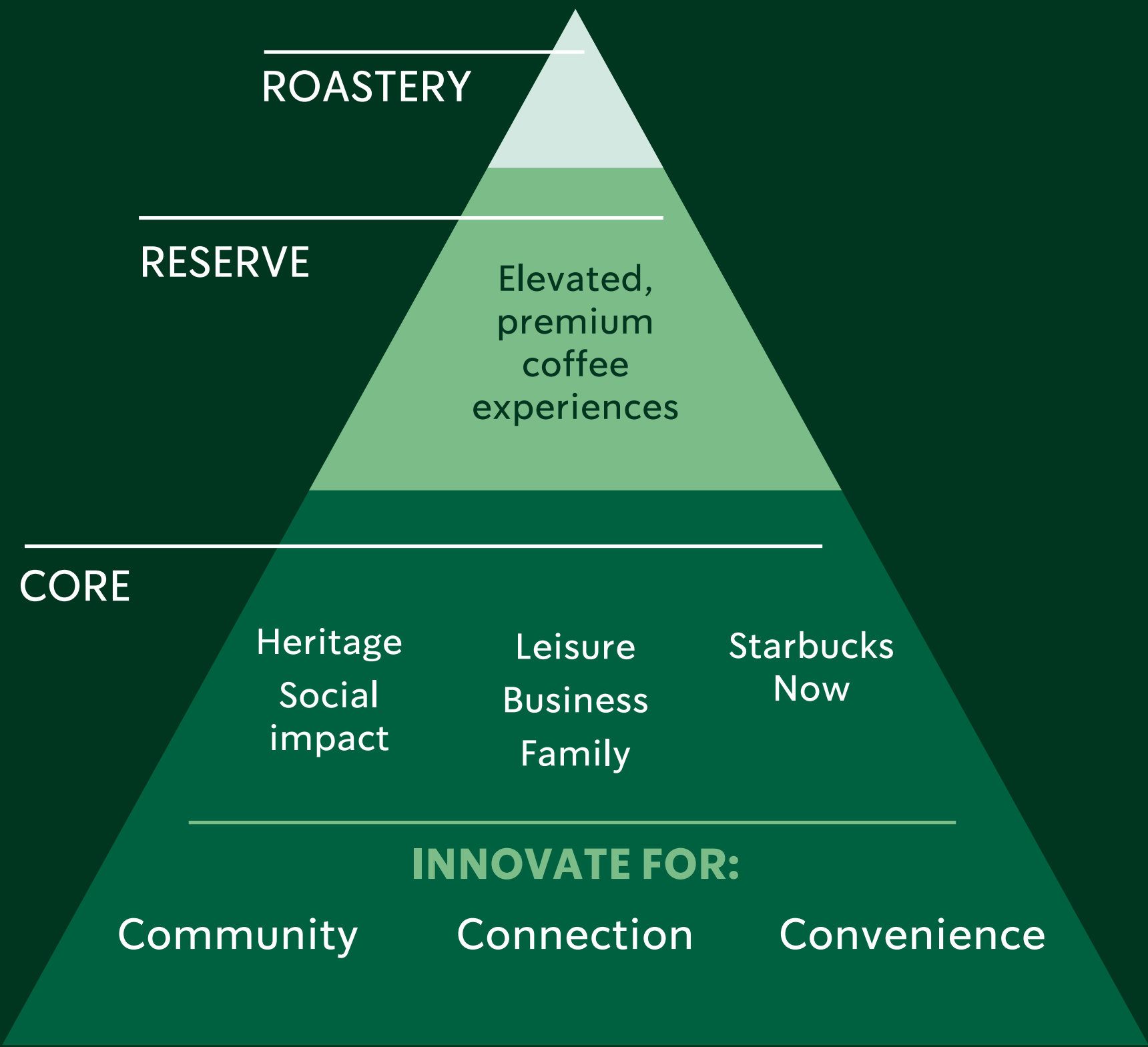
300
total cities



DEEPER

optimize store portfolio and density
in key trade zones for top cities

PURPOSE-BUILT PORTFOLIO



SMARTER

fulfill omni-channel customer needs



GREENER

~2,500
greener stores

Serving all customer occasions

BY 2025

3RD PLACE



AT-HOME / ON-THE-GO

DELIVERY



MERCHANDISE AND GIFTING

RETAIL

9,000
stores

DIGITAL CHANNELS



Starbucks
app



E-commerce/
B2B



WeChat corporate
account



F&B / Delivery



Social + Commerce

POINTS OF DISTRIBUTION

5,000

We Proudly Serve Starbucks
Coffee foodservice locations

550,000

supermarkets and
convenience stores

Creating the Starbucks Experience through delivery



Creating the Starbucks Experience through delivery

BY 2025

>2X

delivery sales

#1 preferred brand

for specialty coffee in delivery market

400M+

orders in the next 3 years



Elevating gifting through e-commerce

Preferred gifting
brand in China

Extended engine
to drive offline traffic

30%
CAGR

MAJOR DIGITAL PLATFORMS



Up-level Starbucks Rewards member acquisition and engagement

BY 2025

Total registered members

170M+

~2X

total and past 90-day
active members vs FY22

KEY ENABLERS

AI-powered personalized engagement

Up-leveled membership program

Cross-channel trials

Web 3.0



Delivering locally-relevant coffee innovation

Innovate at China speed with global and local expertise



Drive omni-channel menu and innovative products



Foster coffee craft and partner pride



Elevate customization potential



Elevating partner pride and experience

CO-CREATION CULTURE



Co-create our future
Stay locally relevant

PAY & BENEFITS



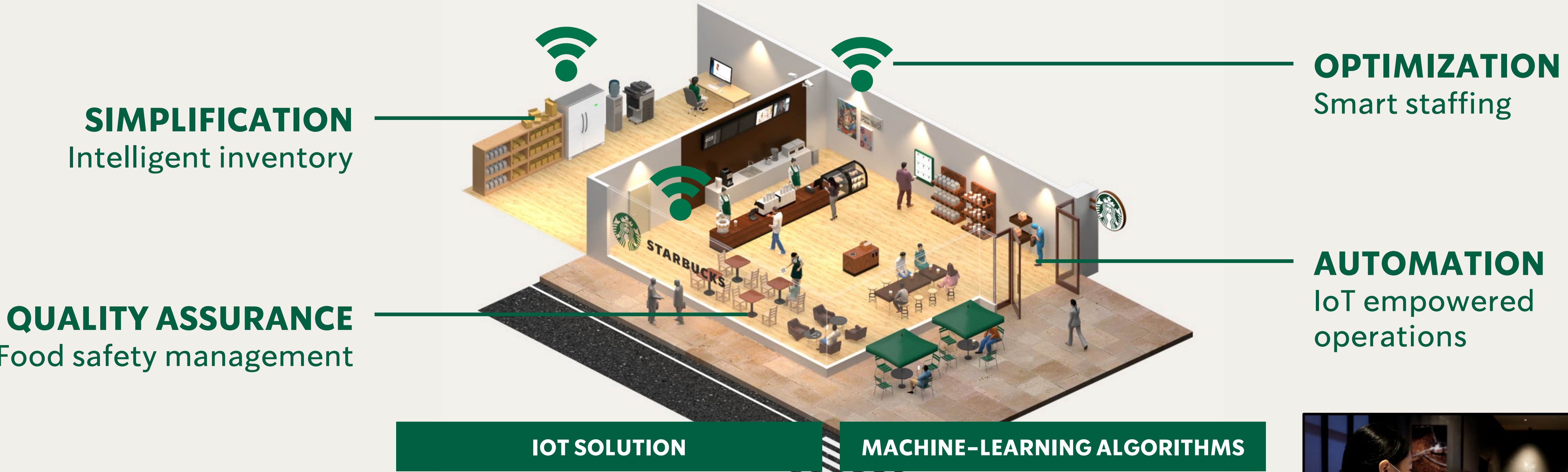
New “14th month bonus”
New flexible benefits

COFFEE PASSION & PRIDE



Coffee Master program 2.0
New coffee career pathing

Digitalize operations to drive productivity and operations excellence at scale



STORE IN POCKET
Elevate store efficiency
Improve store economics



Powered by robust in-house technology and data infrastructure



\$220M+
investment
over the next three years

Launch Starbucks Digital
Technology Innovation Center

Cutting-edge retail tech

China Deep Brew

World-class talent

Starbucks China Coffee Innovation Park

OPENING SUMMER 2023



Completing our coffee ecosystem in China

ROASTING PLANT

135M

pounds of coffee roasting capacity per year



INTEGRATED DISTRIBUTION CENTER

33,000 SQM

highly automated and multi-functional distribution center



EXPERIENCE CENTER

Bean-to-cup

immersive, discovery journey open to public



SUSTAINABILITY

- LEED Platinum
- China Green Building 3 Star
- WELL Platinum
- RESET Air & Materials
- 30% higher energy-efficiency
- 30% less carbon emissions
- 20% renewable energy use via solar panels
- 38% upcycled and recycled construction material use

Building a brighter future

IN CHINA
WITH CHINA
FOR CHINA



Rural Women Accelerator



Supporting Yunnan farming communities



Reading for the Future



Covid lockdown relief

\$12M
investment in
social impact and
sustainability efforts
over the next three years

Our best days are ahead

OUR VISION FOR 2025

2x	4x	9,000	95,000+
NET REVENUE	OPERATING INCOME ¹	STORES +50% growth vs.FY22	PARTNERS

BRAND	STORE	FOOD SERVICE & ON THE GO²	STARBUCKS REWARDS MEMBERS
Sustain No.1 specialty coffee brand for Chinese consumers	2:1 new store sales to investment <2 years pay back period	Foodservice 5,000 locations Ready-to-Drink 550,000 Points of Distribution	170 M total registered Total and past 90-day active members ~ 2x

1 Estimated non-GAAP figure. Please refer to “Forward-Looking Statements and Non-GAAP Financial Measures” on our IR website, Starbucks 2022 Investor Day event page, for our statement on the reconciliation of forward-looking non-GAAP estimates
2 RTD partnered with TingYi; GCA at home coffee/ Foodservice partnered with Nestle

