

JOHN CULVER

group president, North America and chief operating officer

*This slide is just a placeholder.
Presenter name will be displayed on large screen.*



Investor

DAY 2022

PARTNERS • STORES • CUSTOMERS



1
—

Mission

2
—

Partner

3
—

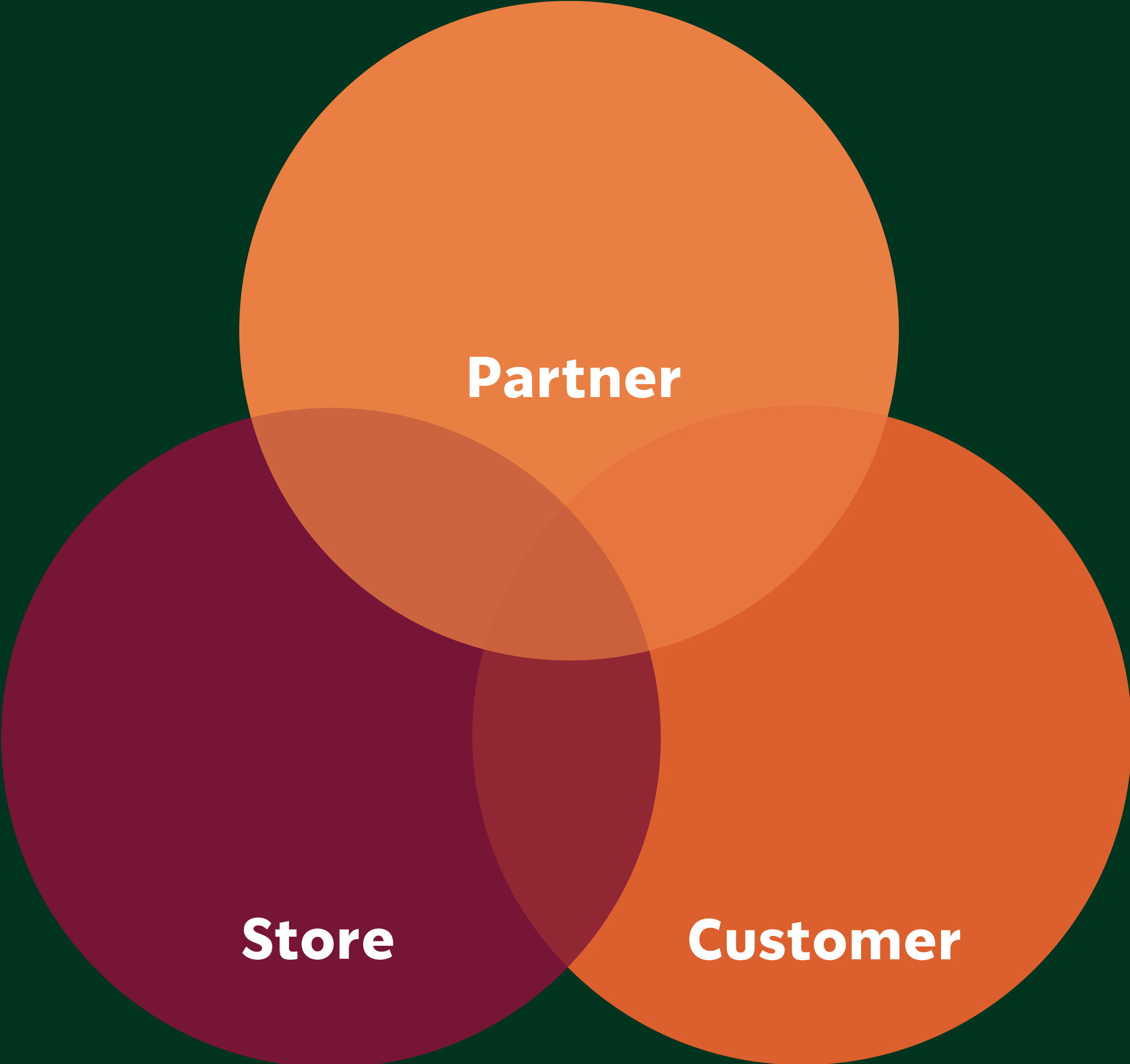
Customer

4
—

Store

5
—

Together





Partner

Store

Customer

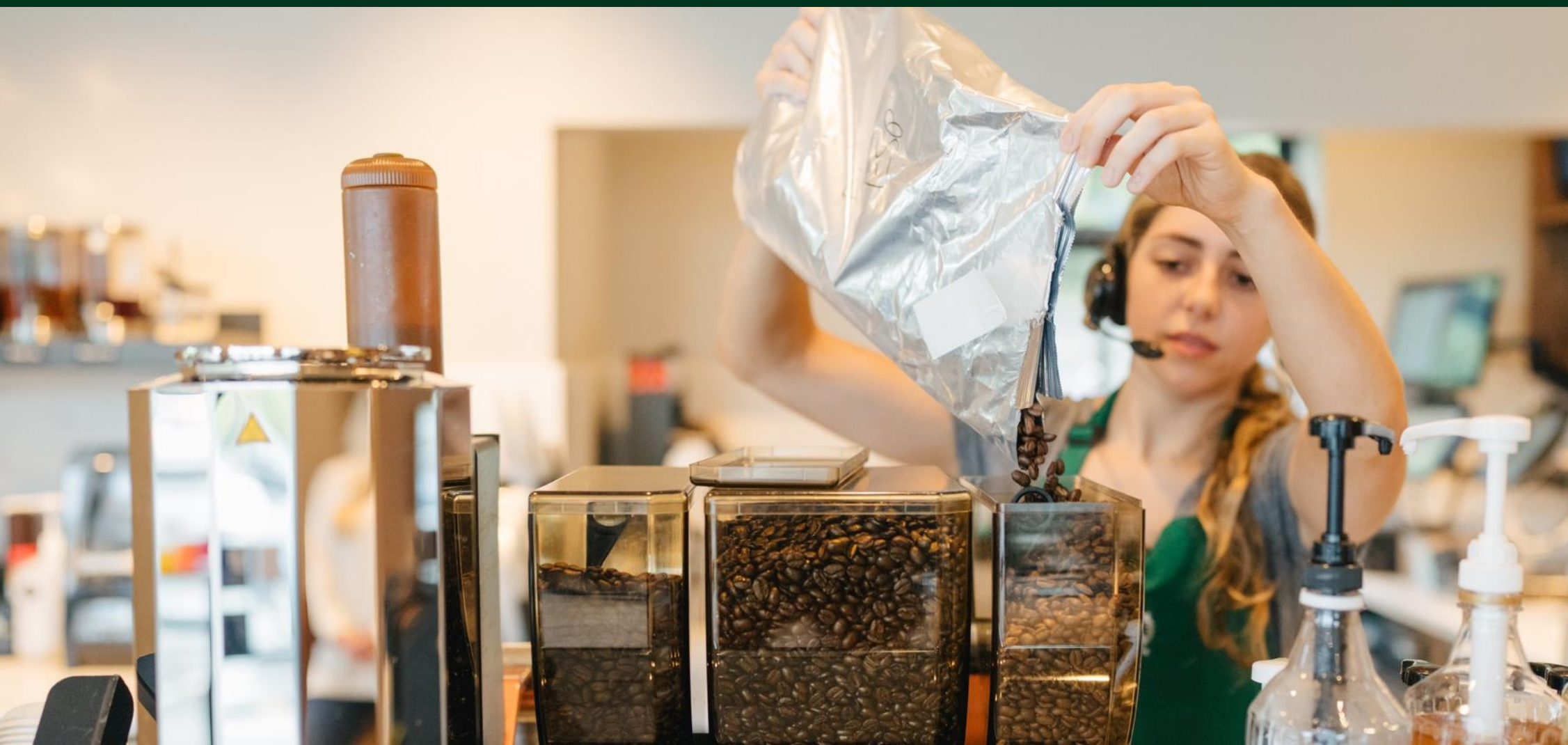


We are seeing progress:

Increasing retention

Building skills and confidence

Improving productivity



We are seeing progress:

Increasing staffing

Normalizing operating hours

Accelerating convenience channels



16,000
stores in U.S.



16,000
stores in U.S.

Reducing complexity

Enabling stronger
engagement

Embracing experiential
convenience



Simplify operations



Simplify
operations

Leverage
automation



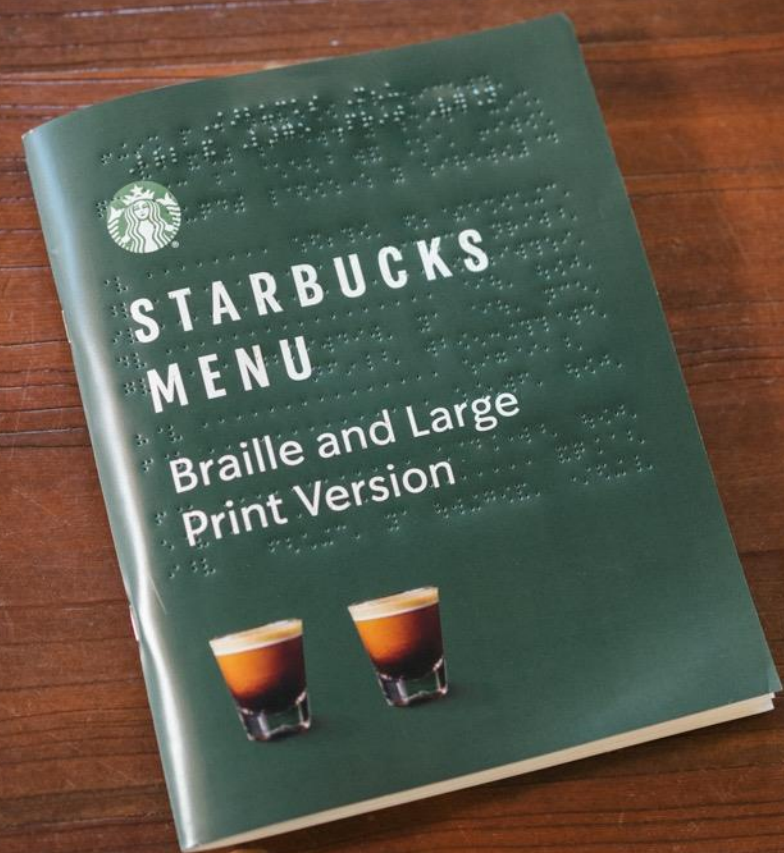
Simplify
operations

Leverage
automation

Design
purpose-built
stores



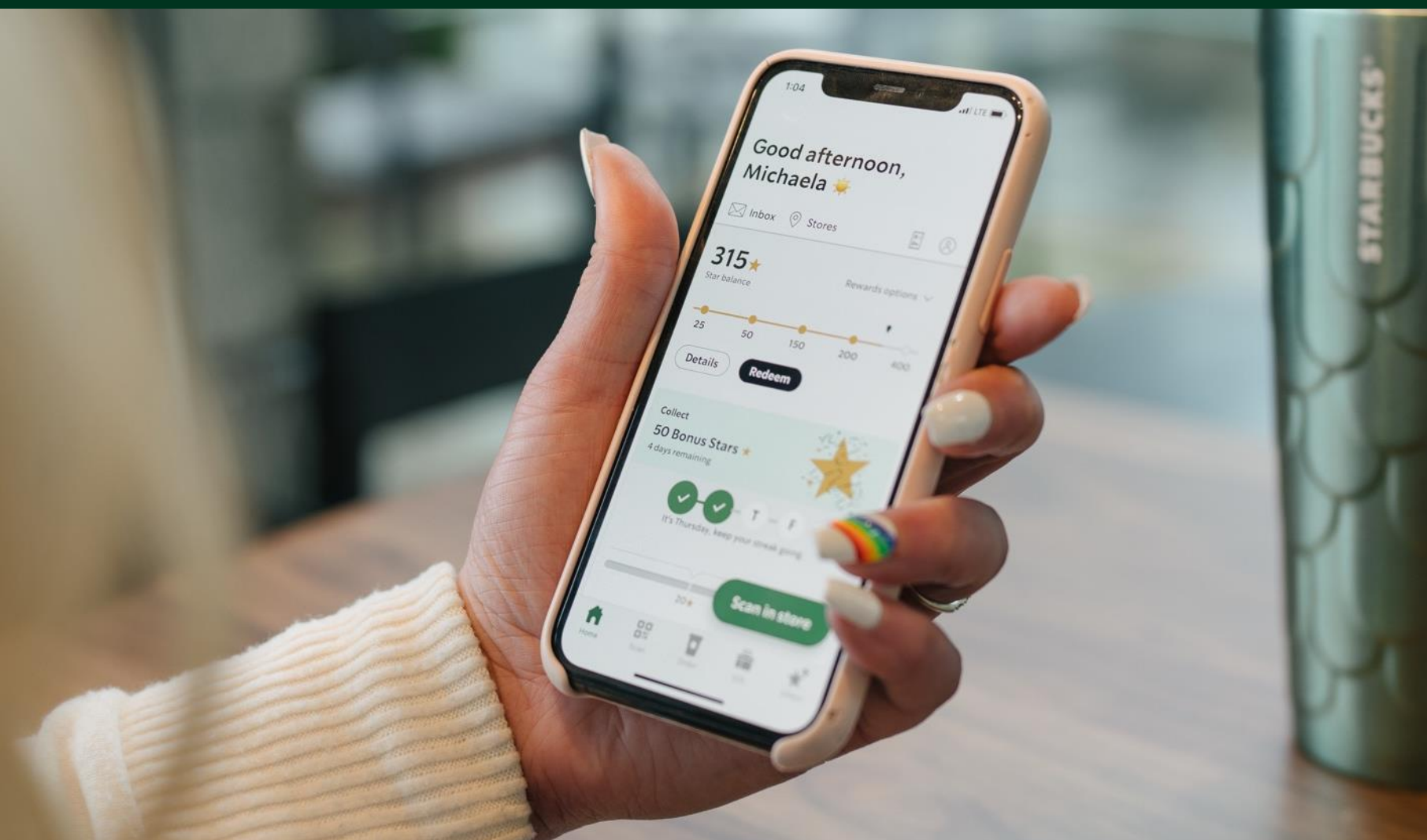
Sustainability



Simplify
operations

Leverage
automation

Design
purpose-built
stores



Simplify operations

~\$450M in FY23*



*Estimated reinvention plan investments in North America

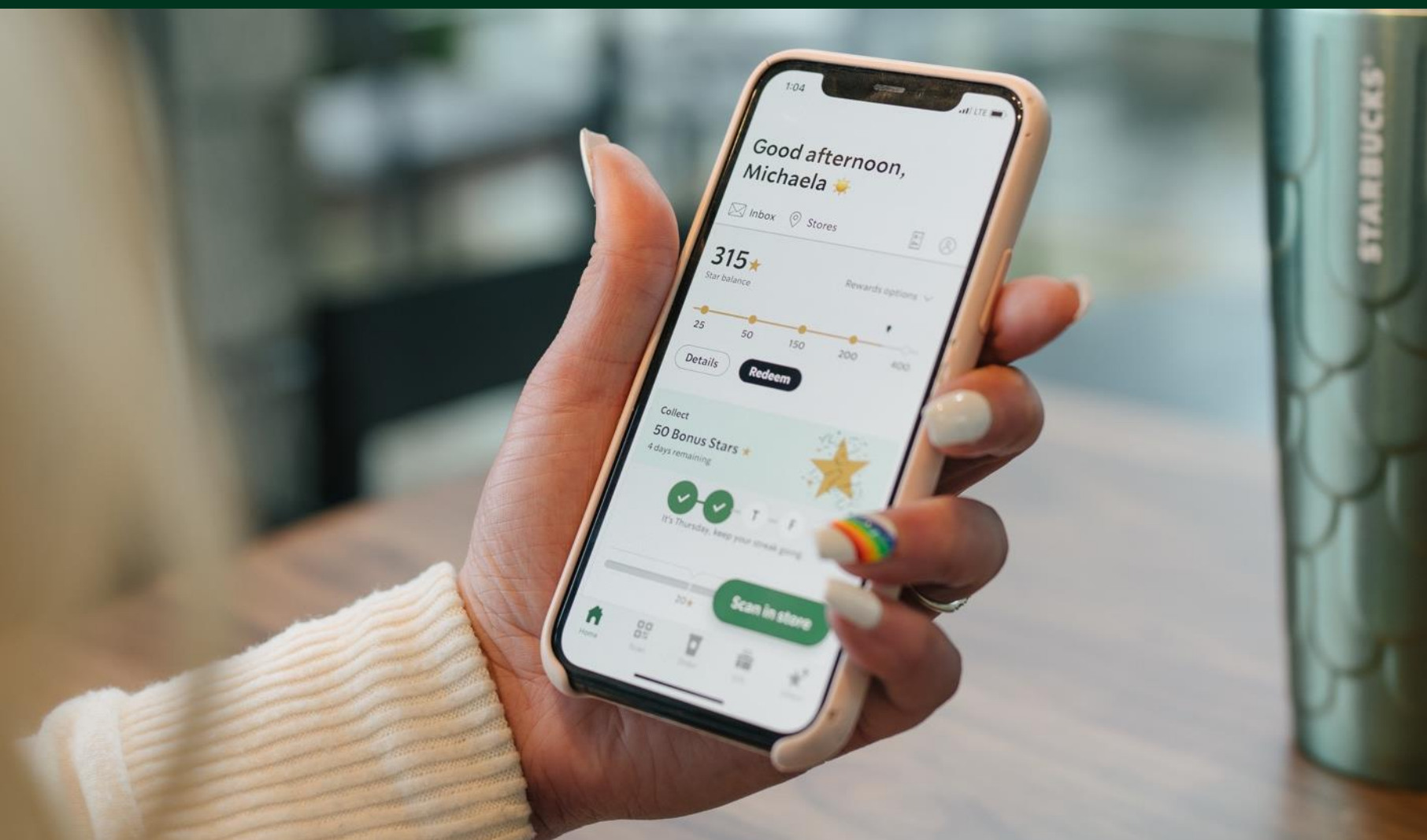
Simplify operations



Simplify
operations

Leverage
automation

Design
purpose-built
stores



Leverage automation

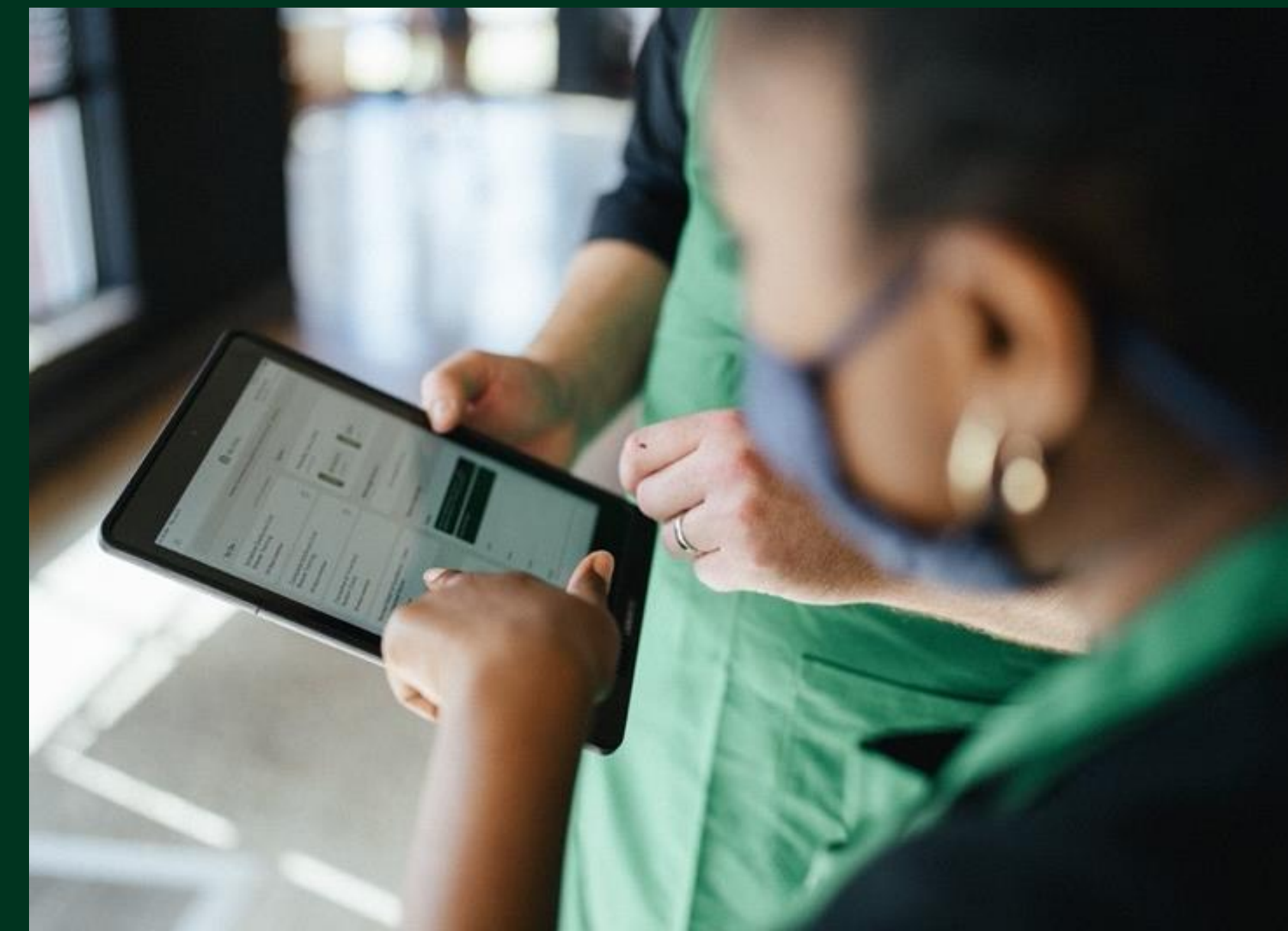


Leverage automation

Win
for our
partners

Win
for our
customers

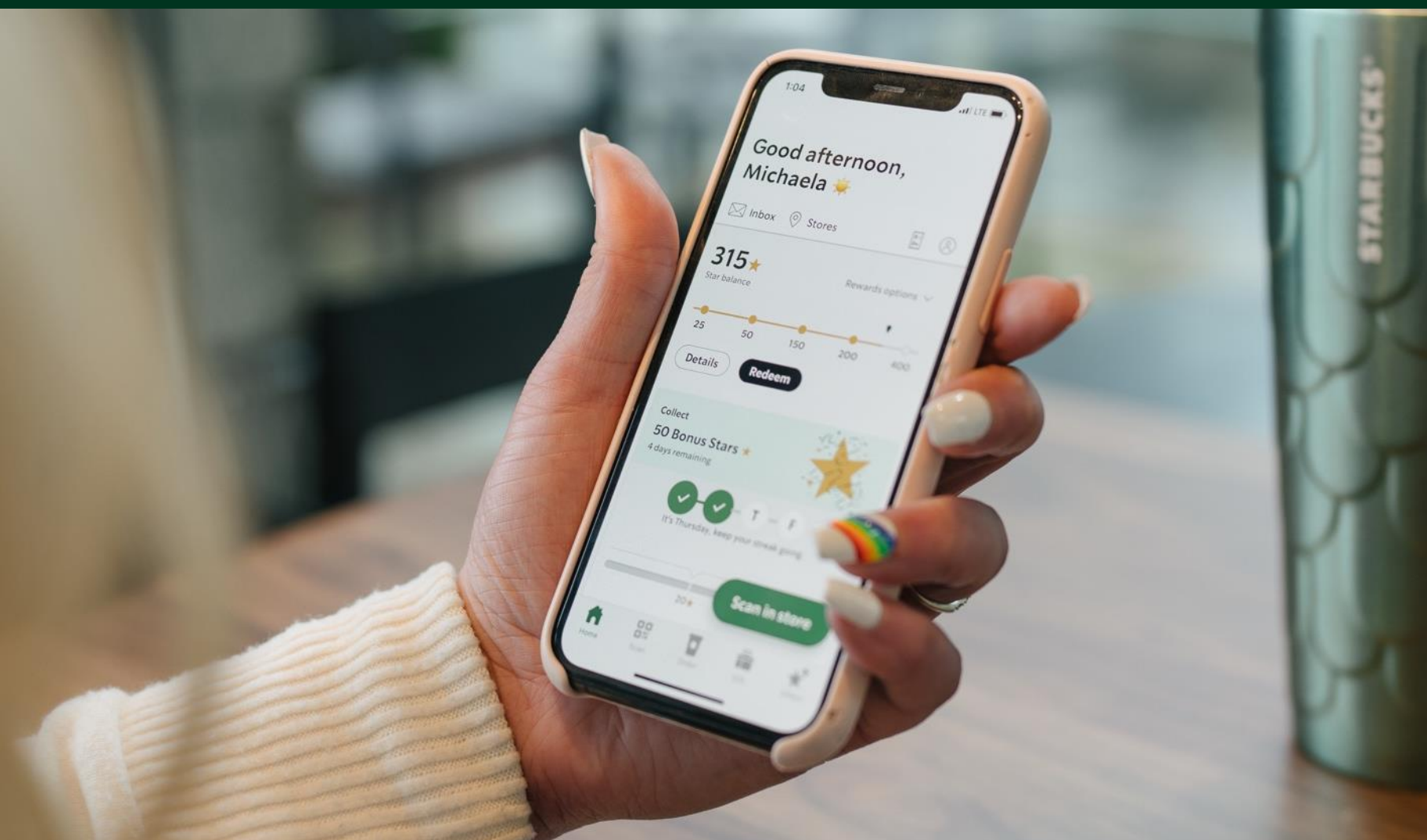
Win
for our
business



Simplify
operations

Leverage
automation

Design
purpose-built
stores



Design purpose-built stores



Siren System



Siren System



Siren System



Siren System



Siren System



Siren System



Siren System



Equipment innovation to deliver the freshest cup of coffee



CLOVER VERTICA™

Coffee on
demand in
30 seconds

COLD PRESSED COLD BREW

Brewing cold
coffee in
45 seconds

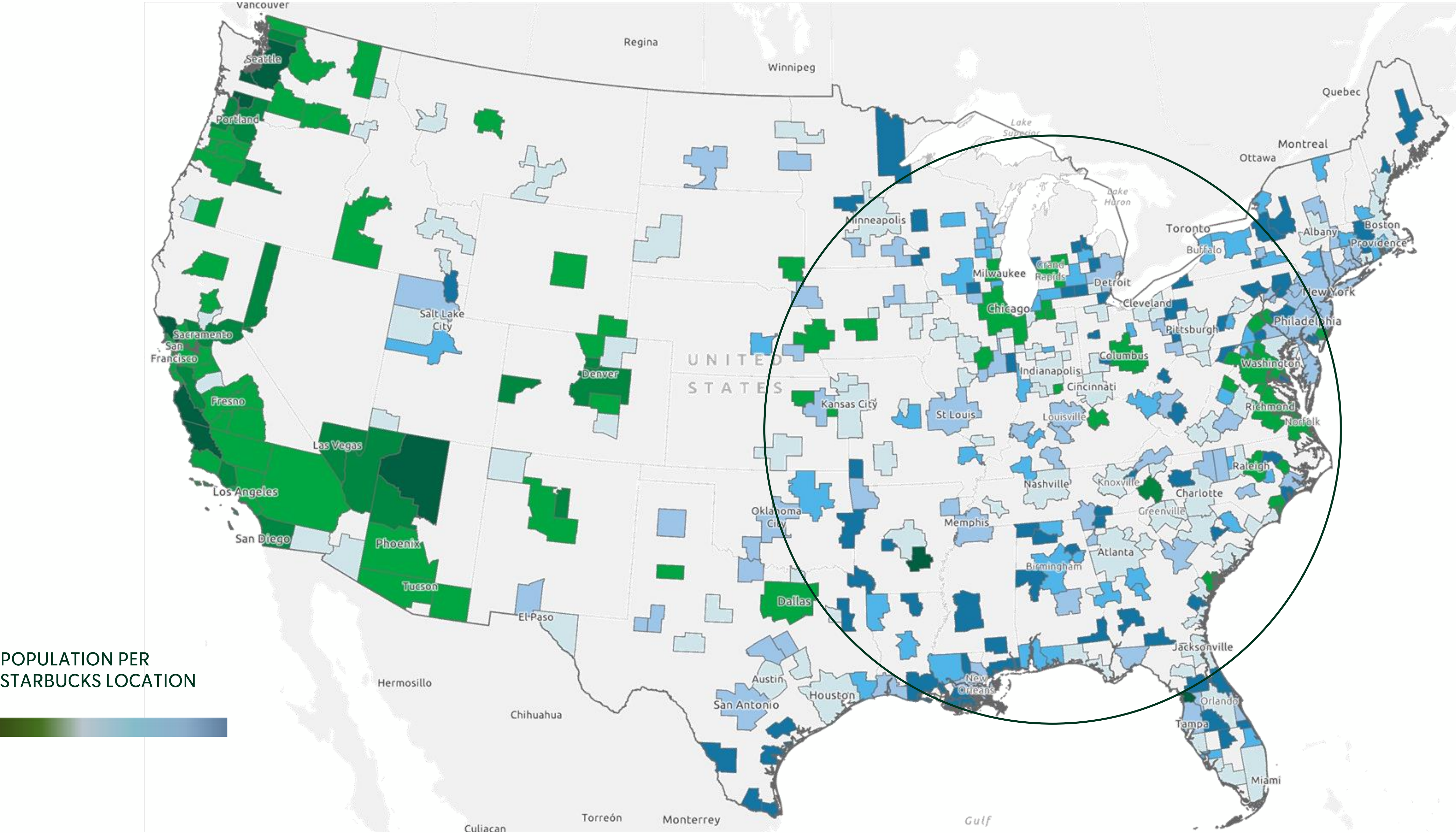
Simplify
operations

Leverage
automation

Design
purpose-built
stores

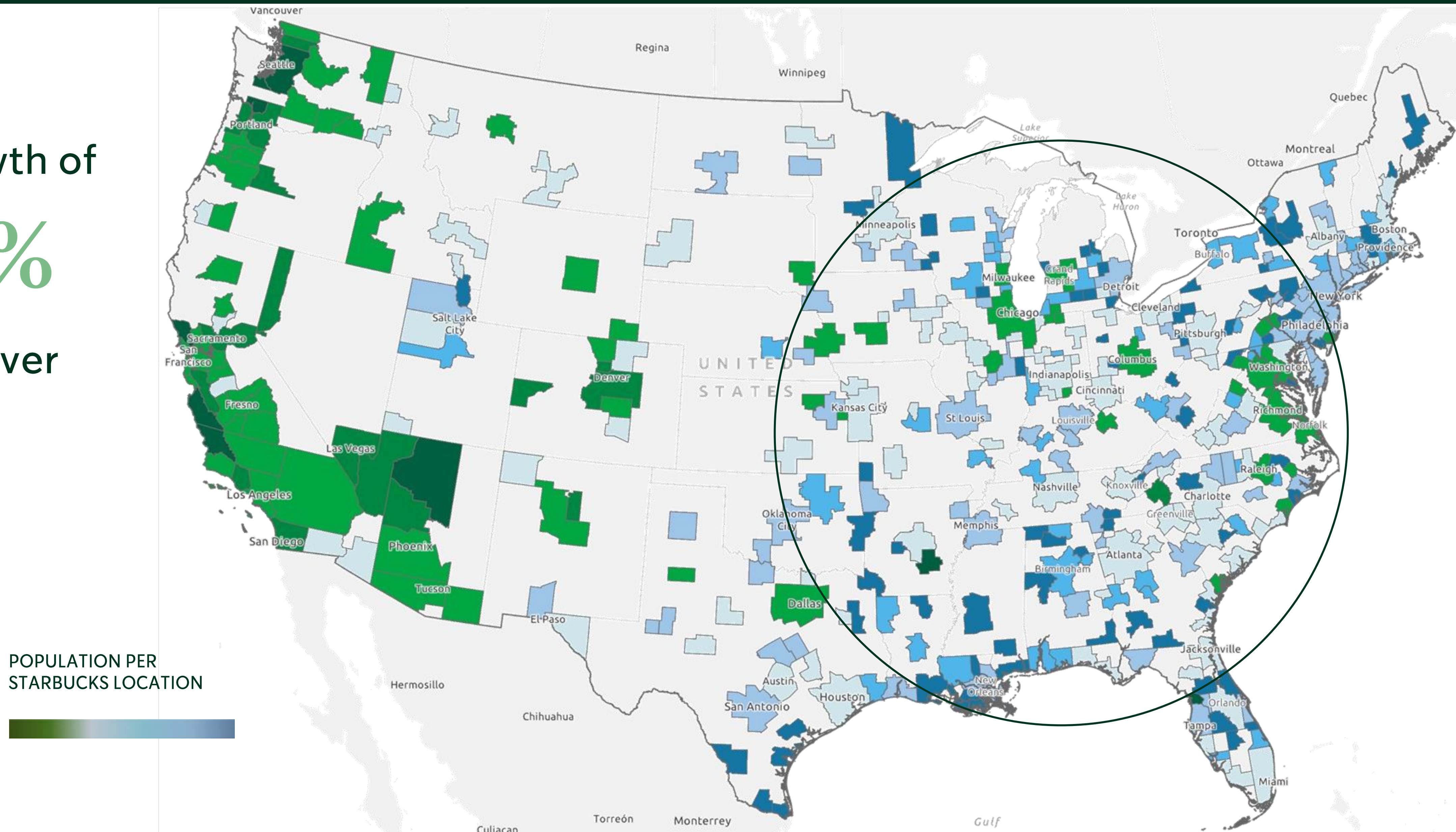


Abundant U.S. growth opportunity



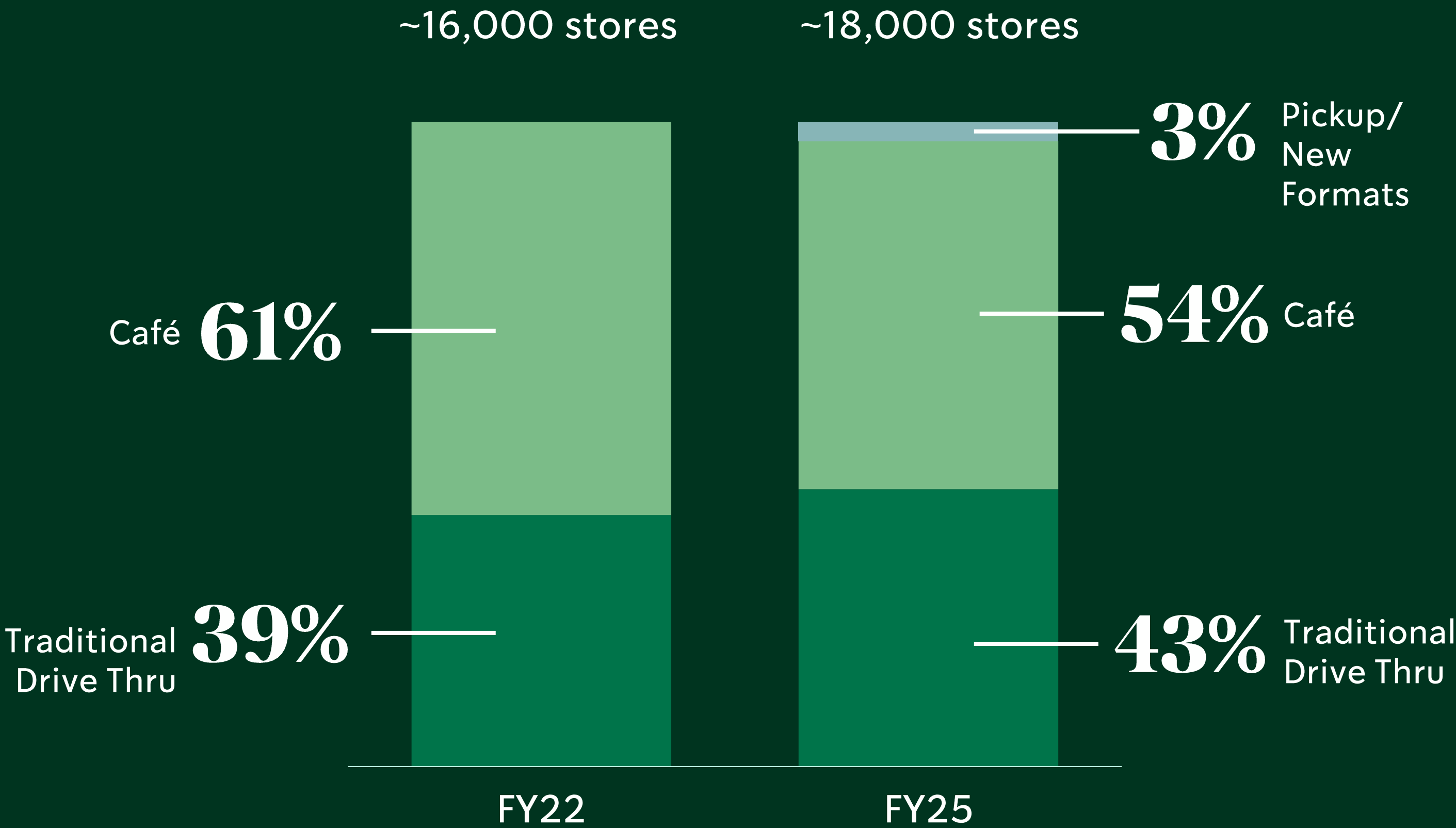
Tremendous growth opportunity in the U.S.

Net new
store growth of
~3-4%
annually over
the next 3
years



Designing for our future

TOTAL PORTFOLIO MIX SUMMARY

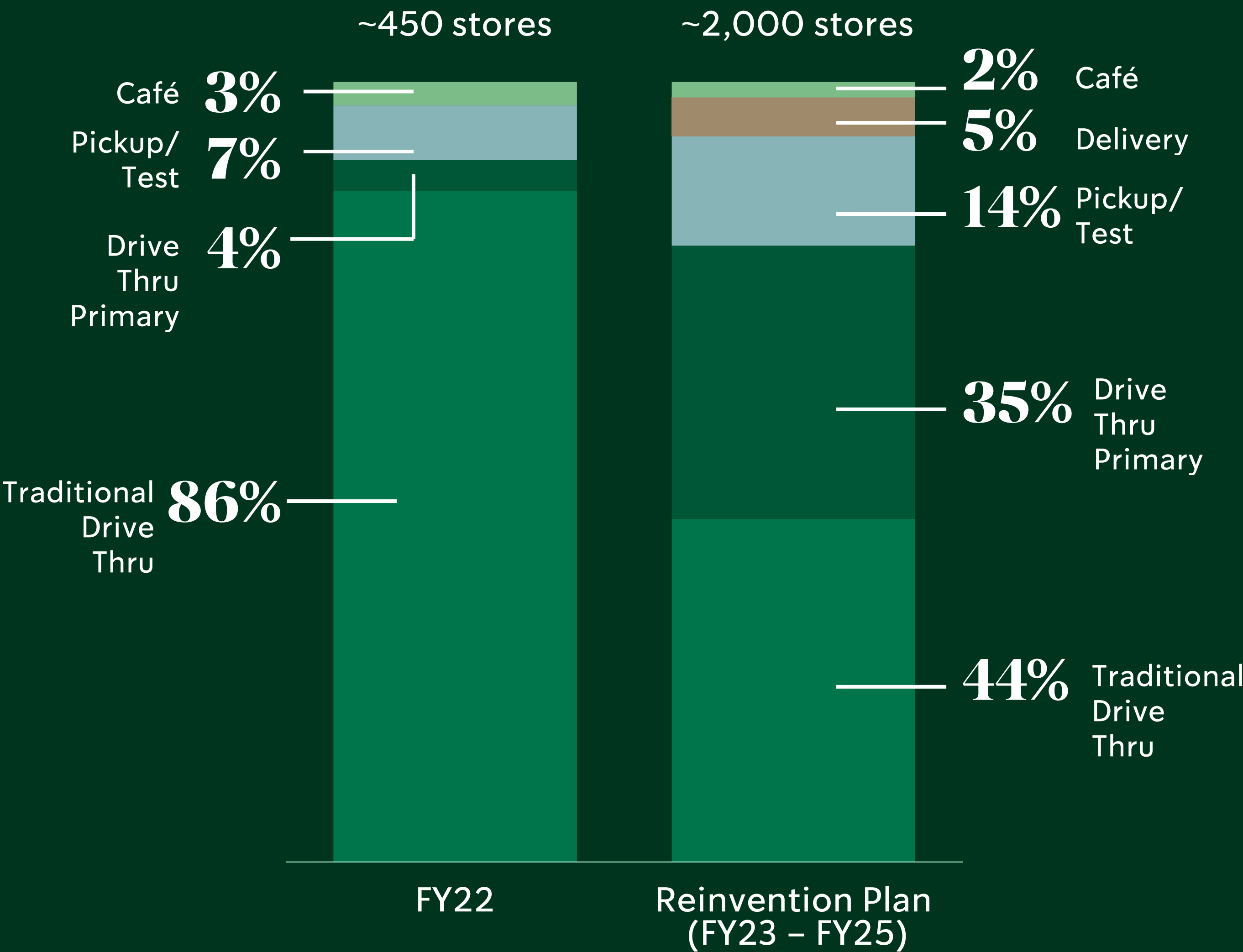


Includes U.S. Company Operated and US Licensed stores



Designing for our future

NEW STORE OPENINGS BY FORMAT



Includes U.S. Company Operated stores

Pick Up / New Formats



Drive Thru Primary



New store economics



STARBUCKS

1 Cash-on-cash ROI based on total pre-tax cash profit over total investment
2 Cash margin is pre-tax store-level profit excluding depreciation and non-cash rent

50%

ROI¹

25%

cash margins²

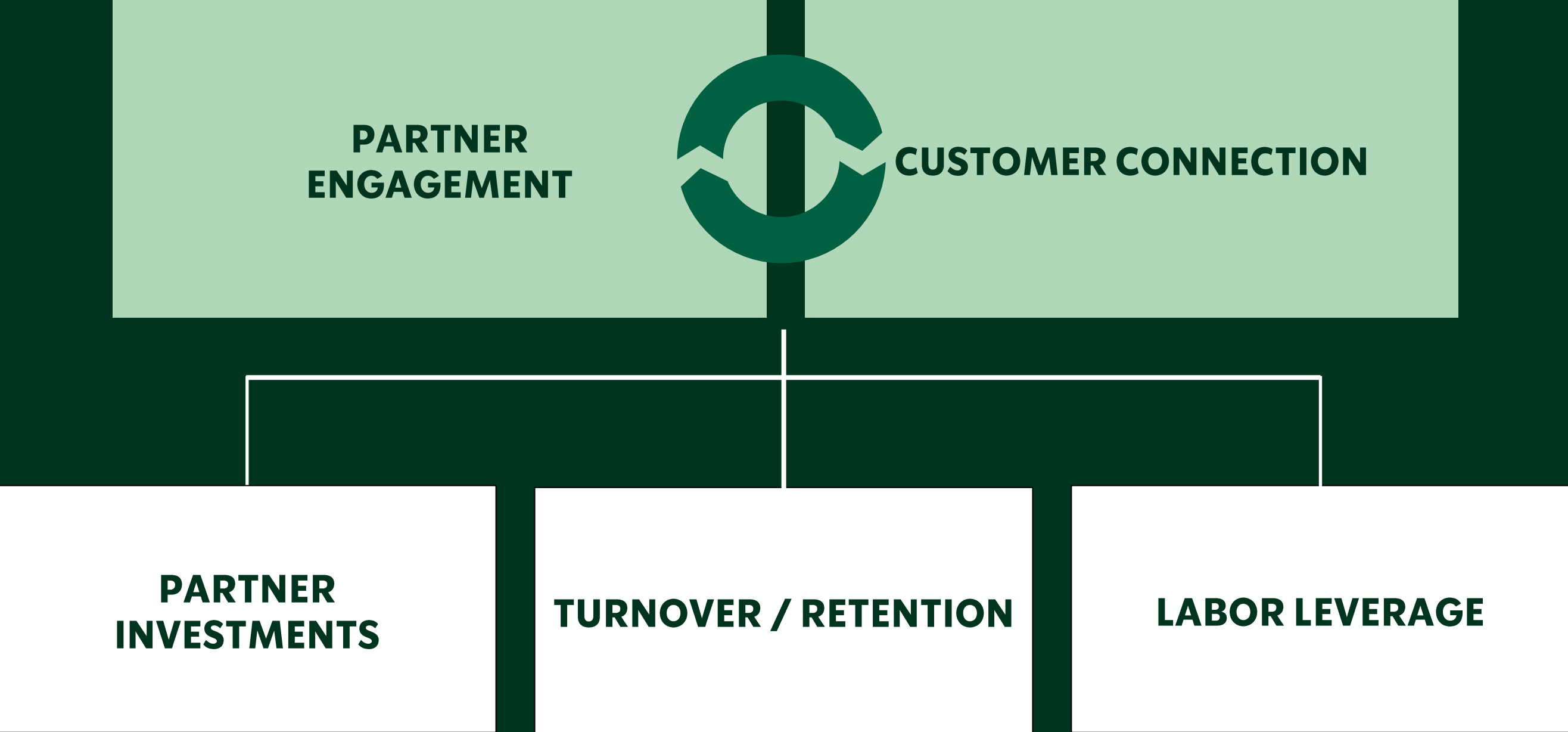
~2:1

sales to investments

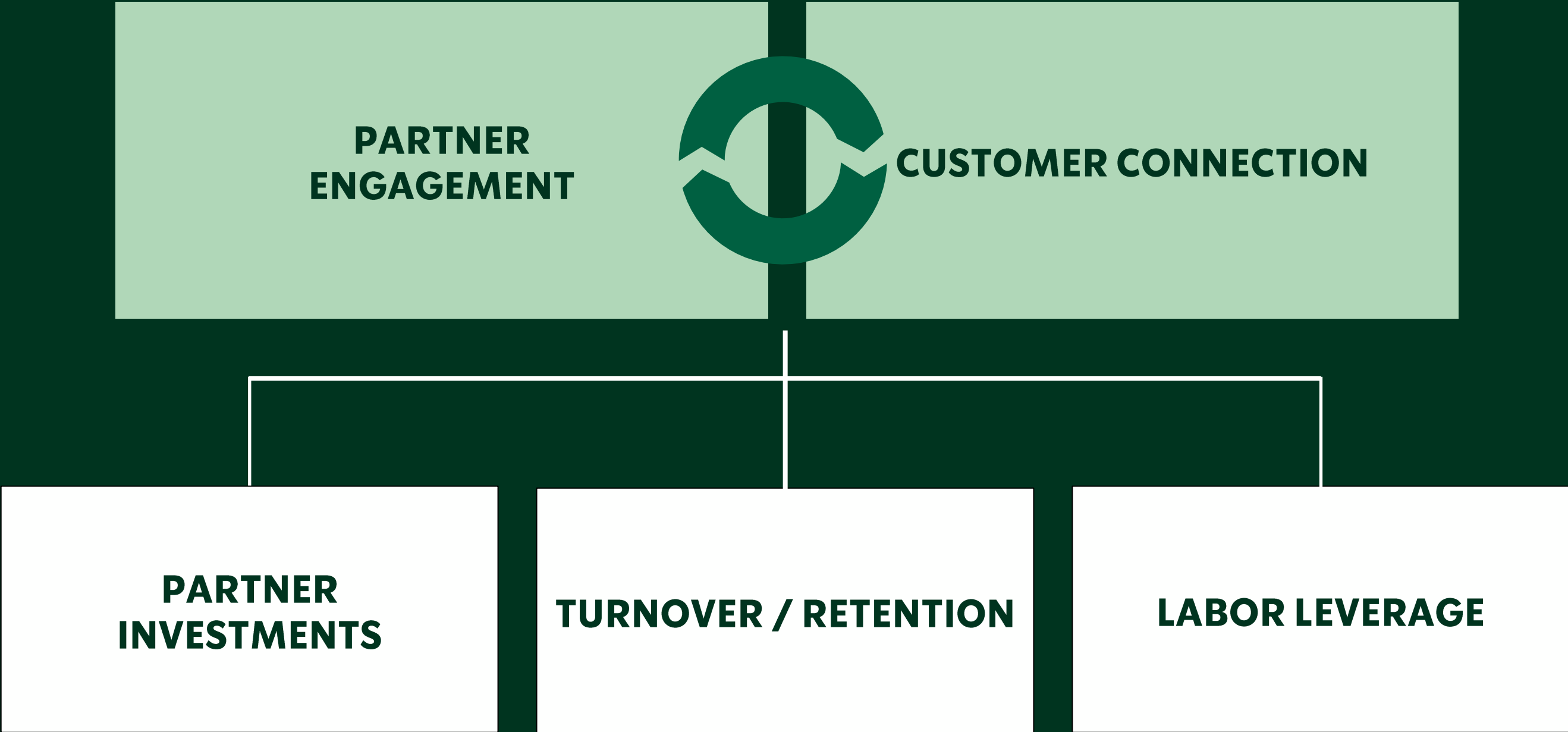




Measuring



Measuring



STARBUCKS North America

OVER THE NEXT THREE
YEARS

~2

new stores/day

~40%

revenue growth

Progressive
margin
expansion



A plan co-created by partners for partners



STARBUCKS

1912

CAPPUCINO • CAFFE

LATTE • ESPRESSO

