

To our shareholders

“We are not finished with our Back to Starbucks plan or our broader transformation. But I am confident in our progress, in the pace of change and in the opportunity ahead. And over the long term, I am confident that this work will allow us to deliver the very best of Starbucks, consistently and at scale.”



Dear fellow shareholders,

In October 2024, we set a clear goal to turn the business around by getting Back to Starbucks. To build on the strengths of this iconic brand and focus on what sets us apart. High quality coffee, hand crafted by skilled green apron partners and served in warm and welcoming community spaces, with a moment of human connection.

At the center of that commitment was one idea — to be the world’s leading customer service company. To do that, we’re putting the customer back at the center of every decision. And we know that great customer service starts with a great partner experience. That’s why we’re investing in our partners to ensure Starbucks remains a great place to work. When our partners succeed and our coffeehouses thrive, customers see and feel the difference.

Through fiscal year 2025, we stuck to a clear plan, did the work, and we made a lot of progress. Some of that progress has been visible, while other parts helped fix the foundations of our business so we can better innovate and grow in fiscal year 2026.

We cut complexity, strengthened our foundation, accelerated efforts where we saw opportunity, and brought real improvements to life for our customers and partners.

We made it easier to run our coffeehouses. We launched new tools like Green Dot Assist and Smart Queue, improved speed and consistency, and brought Green Apron Service to life in every North American coffeehouse to create more moments of connection and to deliver an exceptional customer experience.

We invested deeply in our partners. Bigger rosters. Better training. Smarter staffing and scheduling. Enhanced benefits and stronger opportunities for career growth.

We revamped our marketing — leaning into our brand, stepping back from promotions and discounts, and reclaiming our place in culture. We innovated in menu, with new flavors and health forward offerings like protein. We started uplifting our coffeehouses to bring back warmth, comfort, and great seats. And we continued to grow digital engagement, with Starbucks Rewards reaching record membership.

And we made tough decisions. We reset our North American coffeehouse portfolio. We significantly streamlined our support organization, adding clearer decision making and accountability. We prioritized our work and investments to maximize the impact closest to our coffeehouses. And strong execution and deep partnership with our licensees helped many key international markets return to good growth.

As a result, revenue grew year-over-year. And in the fourth quarter, we delivered positive global comparable sales for the first time in seven quarters. Brand affinity accelerated and customer engagement scores grew. Partner engagement improved and hourly partner turnover reached record lows. This momentum shows we're making real progress and that our turnaround is taking hold. And it gives me confidence in our future. Confidence in our strategy, in our partners, and in what we can deliver together.

Looking ahead to fiscal year 2026 and beyond, our ambition is clear. When we operate at our best, our coffeehouses feel like the community's third place. Our cafés, mobile order, and drive thru channels deliver with speed, quality, and connection. Our menu and marketing lead culture. Our digital experiences create real fandom. And every partner sees a pathway to grow a long and meaningful career.

Starbucks at its best is about great coffee and the moments of connection we create through every cup we serve. Something the world needs now more than ever.

Thank you for your trust and support. Together, we are building the best Starbucks yet. A company that offers its best to every customer. A company that offers unmatched opportunity to our partners. A company that creates real impact in every community we serve. A company that grows responsibly. And a company that delivers strong, long-term returns for our shareholders.

On we go,

Brian Niccol

chairman and chief executive officer
Starbucks Coffee Company