Sharon Rothstein
executive vice president,
global chief marketing officer
Drivers of growth
Iconic platform innovation creates customer value

- **1984**: Christmas Blend
- **1984**: Latte
- **1995**: Frappuccino
- **2003**: Pumpkin Spice Latte
- **2003**: Shaken Iced Tea
- **2006**: Breakfast Sandwich
- **2006**: Bistro Box
- **2003**: Pumpkin Spice Latte
- **2006**: Breakfast Sandwich
- **2006**: Bistro Box
- **2009**: Pumpkin Spice Latte
- **2011**: Bistro Box
- **2012**: La Boulange
- **2012**: Flat White
- **2015**: Nariño 70 Cold Brew
- **2015**: Bistro Box
- **2016**: Flat White
- **2016**: Nitro Cold Brew
Iconic beverage and food platforms drive financial performance

COMP STORE SALES
U.S. COMPANY OPERATED

7%

BEVERAGE LTO /INNOVATION*
TEA
FOOD
OTHER BASE BEVERAGE

FY13-FY16 AVG

*Limited Time Offering
Innovative coffee platforms drive comp performance

Cold Brew

Flat White

Latte Macchiato

Iced Coconut Milk Mocha Macchiato
Leadership in coffee is the heart of innovation

Born from the Roastery:
Born from the Roastery: Espresso innovation

Cascara Latte

Smoked Butterscotch
Transformation of brewed coffee

NOW FRESHLY GROUND AND BREWED TO ORDER.

ONE CUP AT A TIME. IN SECONDS.
Biggest innovation in coffee is cold

FY16 REVENUE
U.S. COMPANY OPERATED

+$100M

FY21 REVENUE GROWTH
GLOBAL RETAIL

4x

NARIÑO 70 COLD BREW
CORE INNOVATION NITRO
READY TO DRINK (RTD)
Born from the Roastery:
Nitro is the next wave in cold innovation
Teavana:
Key platform for future growth

TEAVANA
REVENUE / REVENUE GROWTH
GLOBAL RETAIL

FY13
~$700M

FY16
1.5x

FY21
2.5x
Innovating across ALL beverage experiences
Food: Doubling over next five years

<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY13-16</th>
<th>FY16-21</th>
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<tbody>
<tr>
<td>PACKAGED FOOD</td>
<td>$1.6B</td>
<td>1.5x</td>
<td>2x</td>
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<td>LUNCH</td>
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<td>BAKERY</td>
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<td>BREAKFAST</td>
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Breakfast sandwiches: Significant growth through new platforms

DAYPART GROWTH / REVENUE GROWTH
U.S. COMPANY OPERATED

FY13 – FY16
15.5% BREAKFAST FY16
~2x

DAYPART CAGR
FY21
2x
Lunch platform: Innovation to achieve rapid expansion

DAYPART GROWTH / REVENUE GROWTH
U.S. COMPANY OPERATED

FY13 – FY16

15% DAYPART CAGR

FY21

2x+ FASTEST GROWING DAYPART

FY16

1.5x LUNCH
Fresh, Grab and Go lunch choices
Powerful innovation will drive customer demand