ROZ BREWER
chief operating officer and group president, Americas
“When I get a Starbucks beverage during COVID, I feel like it's a treat, first because I'm out, and second because someone else is preparing something for me. I feel cared for.”

“The staff at our location is ALWAYS very friendly, they make you feel VALUED and WELCOMED and our orders are always accurate.”

“I don’t think I've ever seen a Starbucks employee that was having a bad day and dealing with the public, they generally seem happy and ready to serve.”
U.S. STARBUCKS REWARDS BY THE NUMBERS

19.3M
900D ACTIVE MEMBERS

~50%
FY20 REVENUE GENERATED BY SR MEMBERS

1 in 4
TRANSACTIONS THROUGH MOBILE ORDER AND PAY APP

All data reflected is from FY20
COLD PLATFORM FUELS GROWTH

COLD BEVERAGES HAVE GROWN BY NEARLY 45% OVER THE PAST 4 YEARS

~45% FY16
~50% FY18
~60% FY20

COLD AS % OF TOTAL BEVERAGE

U.S. Company operated stores only
ABUNDANT U.S. GROWTH OPPORTUNITY
STORE BASE SHIFTING TOWARD CONVENIENCE

PickUP / New Formats

Drive-Thru

Café

FY20
~ 15,000+ STORES

FY23
~ 16,000+ STORES

*U.S. = US-Company Operated + Licensed Stores
MANHATTAN AT A GLANCE
WE WILL OVERCOME COVID IMPACTS AND RETURN STRONGER THAN EVER

MANHATTAN

Population 1.7M
Daytime Pop. 3.2M
Store Count 214
Café
Pickup
### MANHATTAN AT A GLANCE

WE WILL OVERCOME COVID IMPACTS AND RETURN STRONGER THAN EVER

<table>
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<tr>
<th></th>
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<tr>
<td>Population</td>
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<td>160K</td>
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MIDTOWN (2019)
## MANHATTAN AT A GLANCE

WE WILL OVERCOME COVID IMPACTS AND RETURN STRONGER THAN EVER

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