

JOANN DEGRANDE

vice president, Investor Relations





FORWARD LOOKING STATEMENT

There will be a number of forward-looking statements made today that should be considered in conjunction with the cautionary statements contained in the company's recent SEC filings. Forward-looking statements are subject to the various risks and uncertainties that could cause Starbucks actual results to differ materially from these statements.

Starbucks assumes no obligation to update any of these forward-looking statements or information. Please see our filings with the SEC including our last annual report on Form 10-K for a discussion of specific risks that may affect our performance and financial condition.



HOWARD SCHULTZ

chairman, president and ceo



THE ORIGINAL DOW JONES INDUSTRIAL AVERAGE THIRTY COMPONENTS

THE ORIGINAL DOW

(October 1, 1928)

Allied Chemical

American Can

American Smelting

American Sugar

American Tobacco B

Atlantic Refining

Bethlehem Steel

Chrysler

General Electric Company

General Motors Corporation

General Railway Signal

Goodrich

International Harvester

International Nickel

Mack Truck

Nash Motors

North American

Paramount Publix

Postum Incorporated

Radio Corporation

Sears Roebuck & Company

Standard Oil (N.J.)

Texas Company

Texas Gulf Sulphur

Union Carbide

U.S. Steel

Victor Talking Machine

Westinghouse Electric

Woolworth

Wright Aeronautical

THE ORIGINAL DOW JONES INDUSTRIAL AVERAGE THIRTY COMPONENTS

CURRENT DOW 30

(Updated December 3, 2012)

3M Company

Alcoa, Inc.

American Express Company

AT&T Inc.

Bank of America Corporation

Boeing Company

Caterpillar Inc.

Chevron Corporation

Cisco Systems, Inc.

Coca-Cola Co.

DuPont Co.

Exxon Mobile Corp.

General Electric Company

Hewlett-Packard Company

The Home Depot, Inc.

Intel Corporation

IBM International Business Machines Corporation

Johnson & Johnson

J.P. Morgan Chase & Co.

McDonald's Corporation

Merck & Company, Inc.

Microsoft Corporation

Pfizer, Inc.

Proctor & Gamble Co.

The Travelers Companies, Inc.

United Technologies Corporation

UnitedHealth Group Inc

Verizon Communications, Inc.

Wal-Mart Stores Inc.

Walt Disney Co.

















CLIFF BURROWS

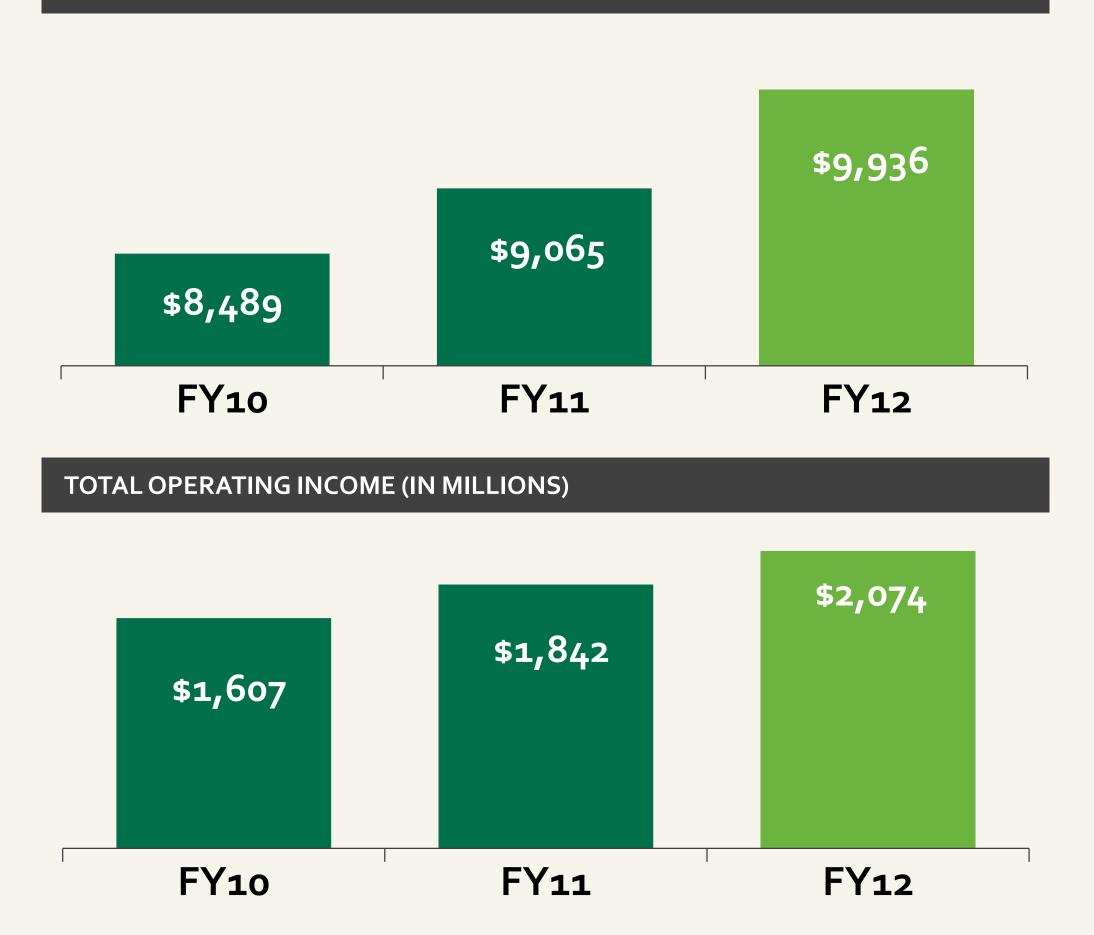
president, Americas and U.S.

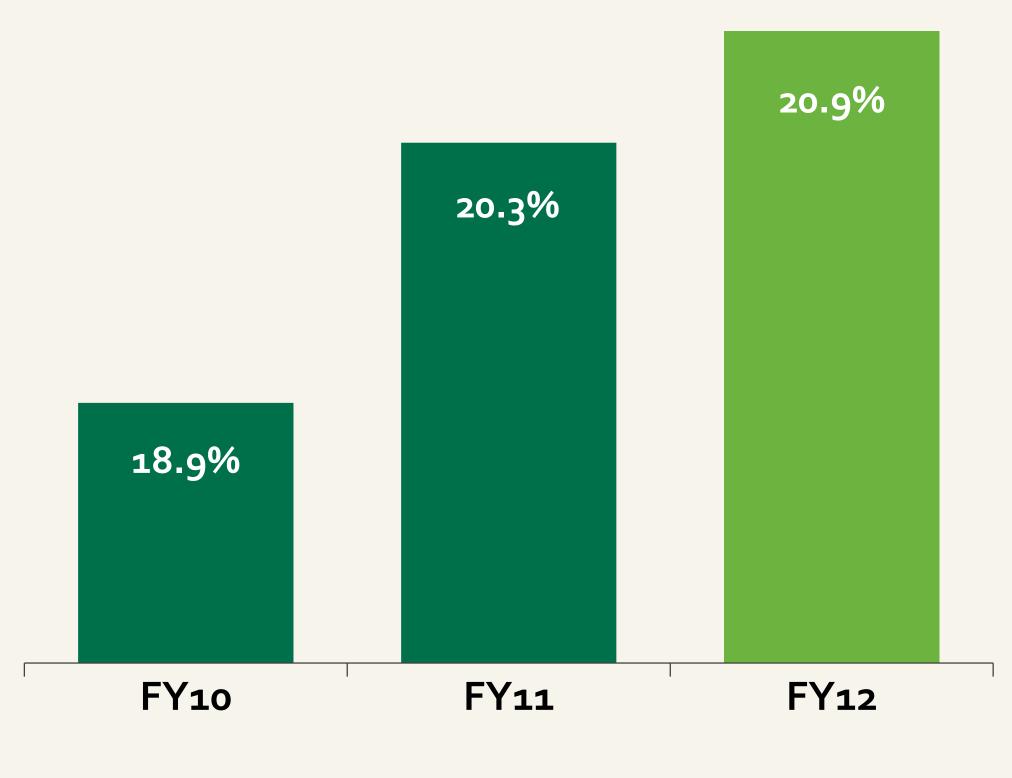


AMERICAS – RECORD BREAKING RESULTS

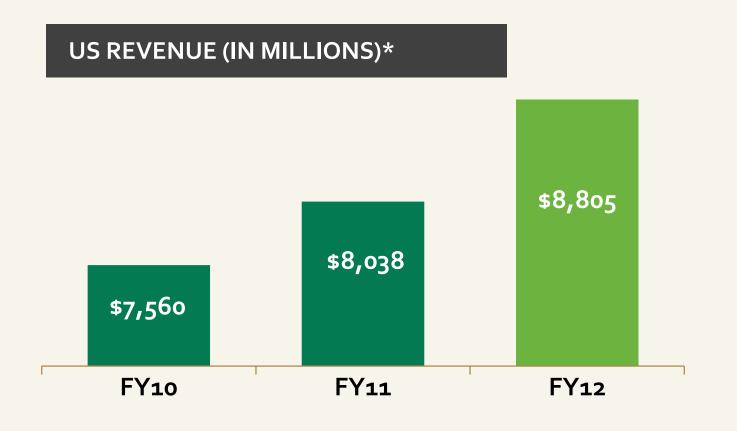


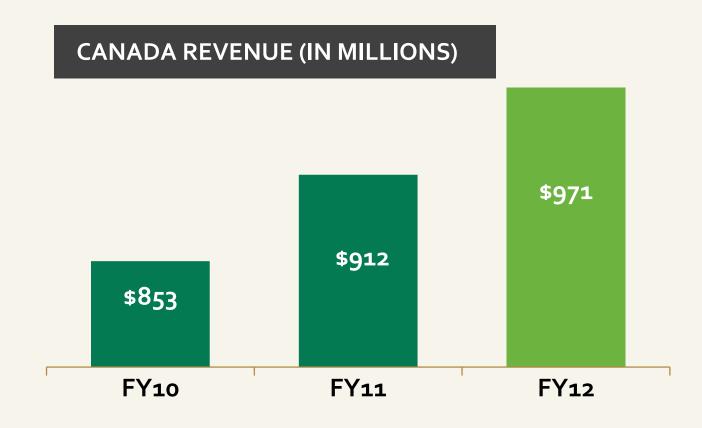
TOTAL OPERATING MARGIN

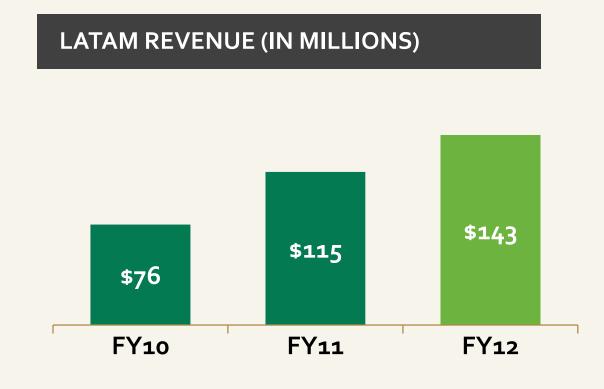


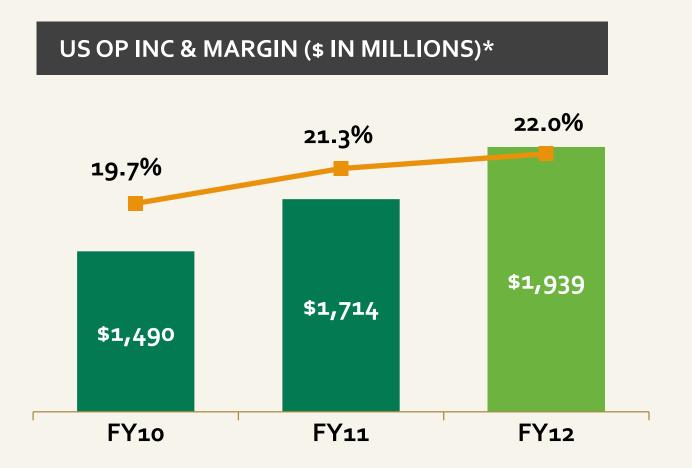


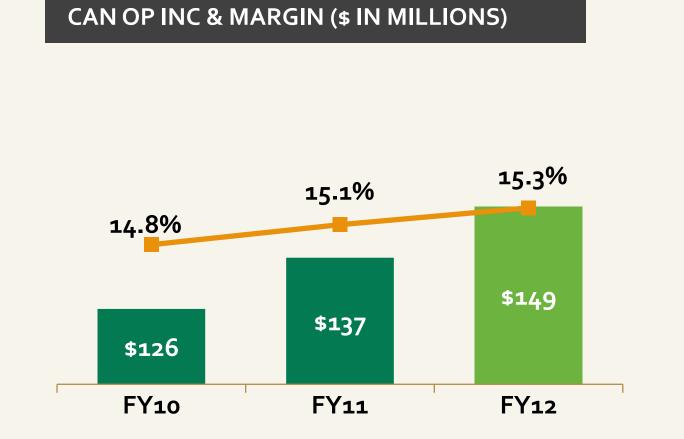
STRONG RESULTS ACROSS PORTFOLIO

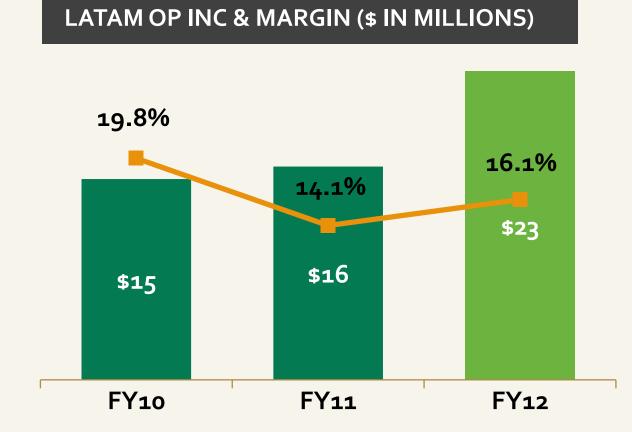












^{*} Starbucks Retail Stores



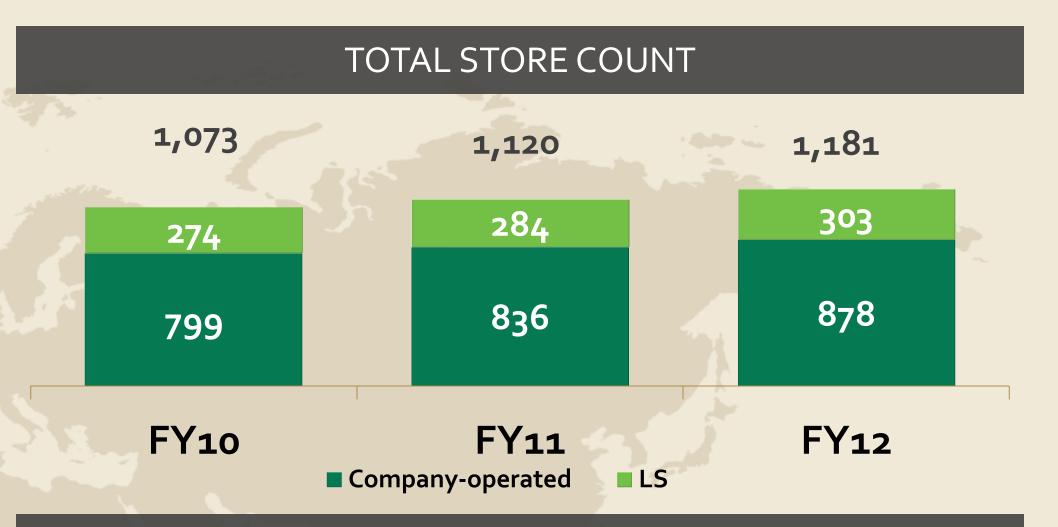
HEALTHY STARBUCKS STORE ECONOMICS^{1 –} FY12

Store Portfolio	US	CANADA
Store Count	6,836	874
Average Unit Volume	\$1.2M	\$1.1M
Store Cash Profit %	24.4%	22.4%
New Store		
Year 1 Sales	\$1,052	\$808
Store Investment	\$494K	\$430K
Sales: Investment	2.1	1.9
Year 1 Cash Profit %	17.2%	14.1%

⁽¹⁾ Company Owned Stores. FY12 first year based on current company forecast. Excludes land purchases.

CANADA HAS STRENGTHENED





FOCUS AREAS

- Leverage U.S. operational and product learnings
- Company-operated new store growth in Eastern/Central Canada
- Licensed new store store growth through Target partnership
- Differentiate coffee and Partner experience

LATIN AMERICA POISED FOR GROWTH



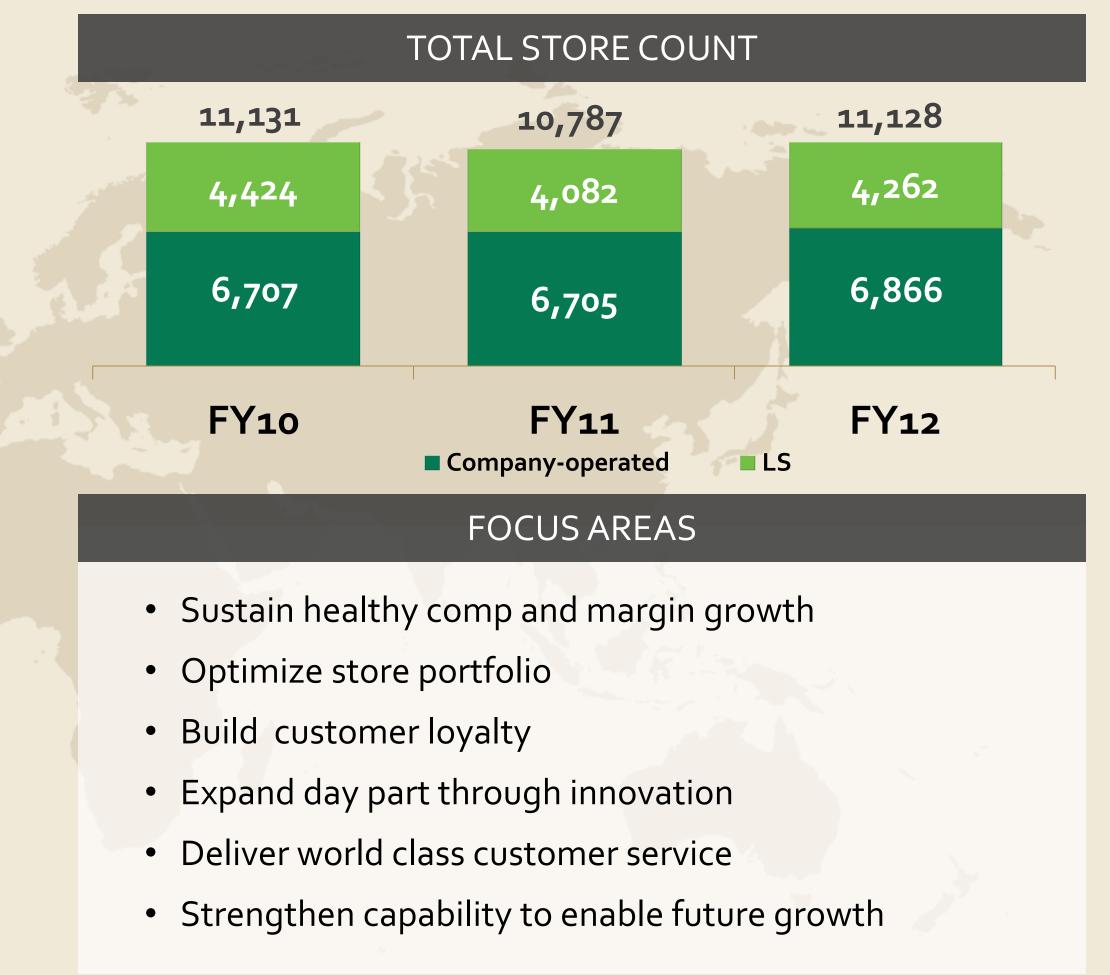


FOCUS AREAS

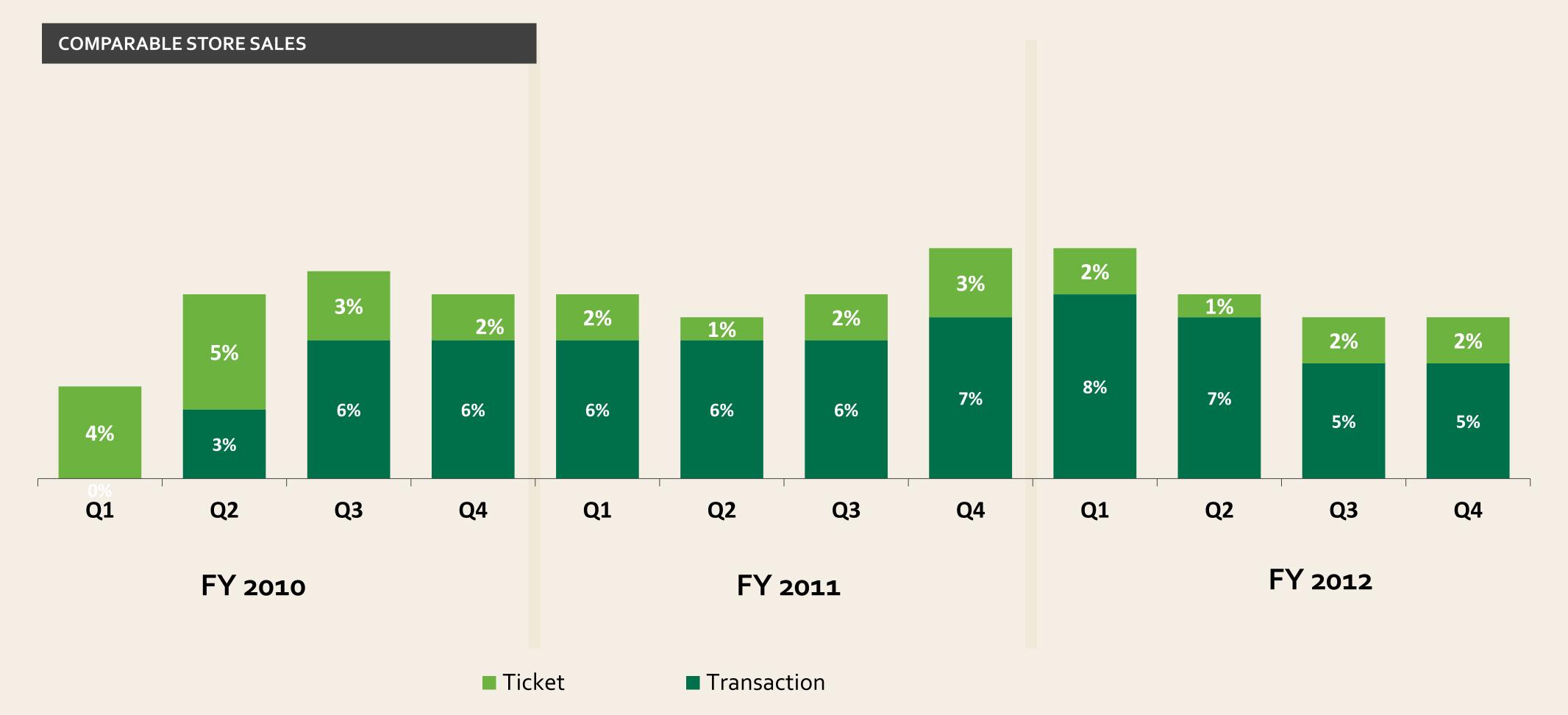
- Accelerate growth in Brazil and Mexico
- Leverage partnerships for expertise
- Enhance customer experience and product relevancy
- Share U.S. operational best practices

U.S. BUSINESS

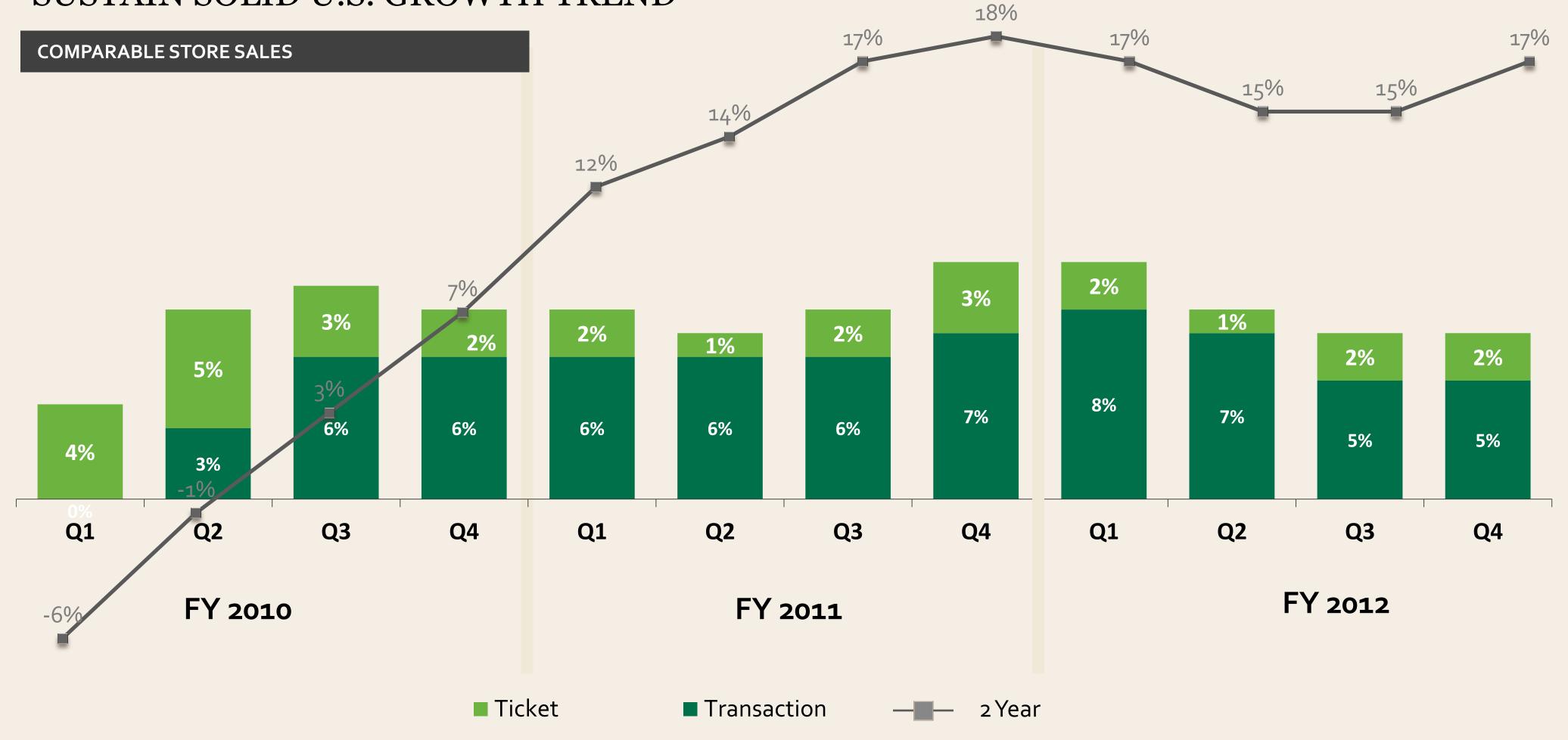
U.S. GROWTH – 1,500+ NEW STORES IN NEXT 5 YEARS



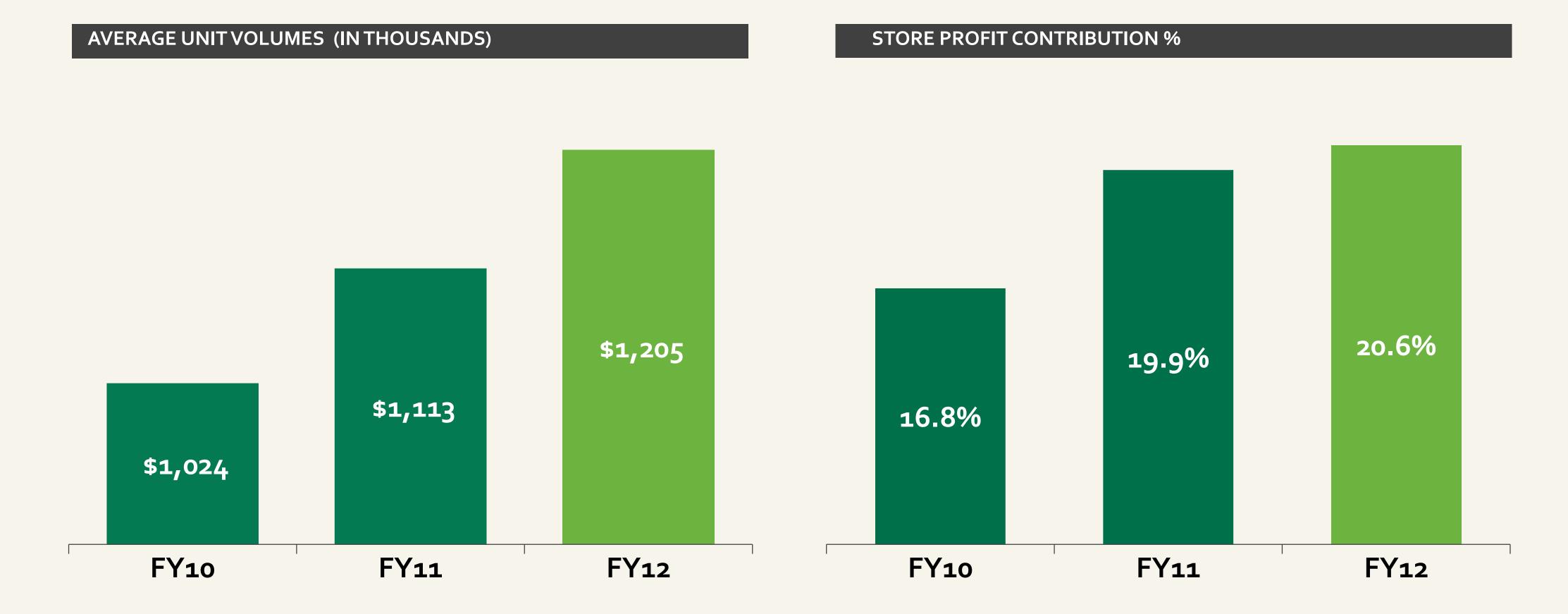
SUSTAIN SOLID U.S. GROWTH TREND



SUSTAIN SOLID U.S. GROWTH TREND

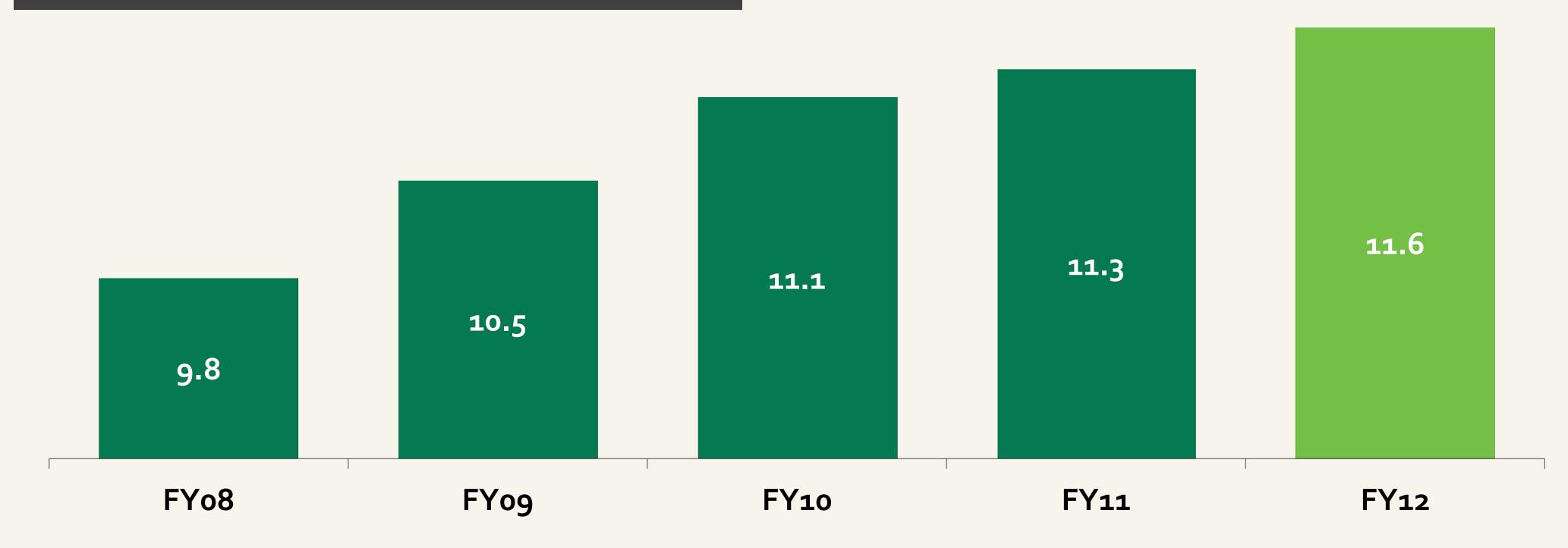


STRONG U.S. STORE VOLUMES AND PC



PRODUCTIVITY AT ALL TIME HIGH

PRODUCTIVITY (TRANSACTION PER LABOR HOUR)













LABOULANGE.

Accelerate Profitable Growth

Expand Day Parts Through Innovation



LA BOULANGE VIDEO





La Boulange

Pascal Rigo

senior vice president and general manager







HOUSTON VIDEO



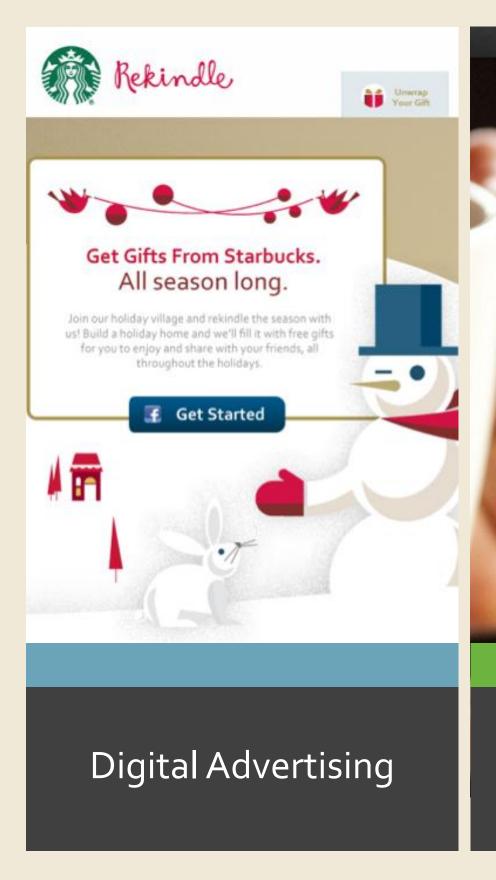


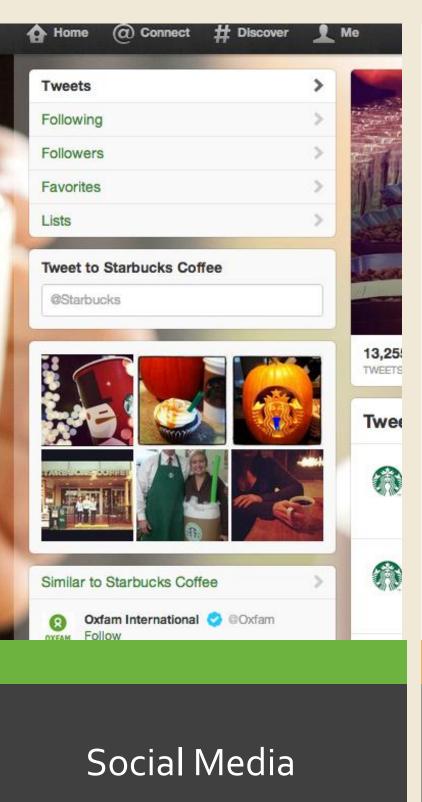


ADAM BROTMAN

chief digital officer

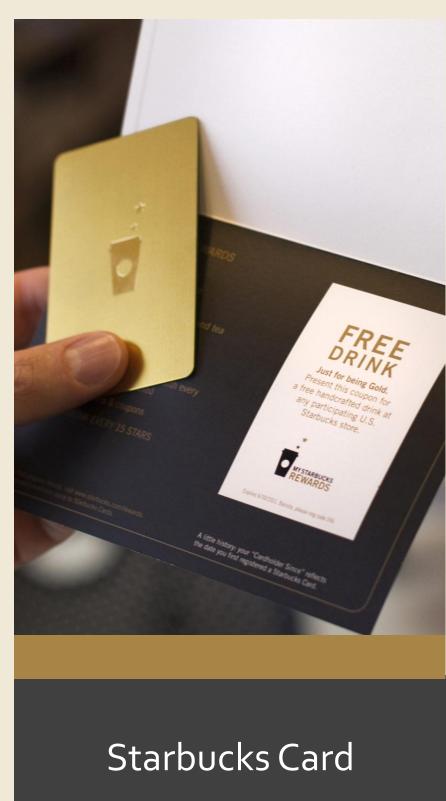
NO OTHER CONSUMER BRAND RETAILER HAS THIS CAPABILITY











Web & Mobile









¥ Follow Q +1 I







Get More Rewards





THE HOLIDAY TRIO

Share a moment with friends and your favorite holiday drinks. Head to your local Starbucks for a Peppermint Mocha, Caramel Brulée Latte or Gingerbread Latte!

Learn More

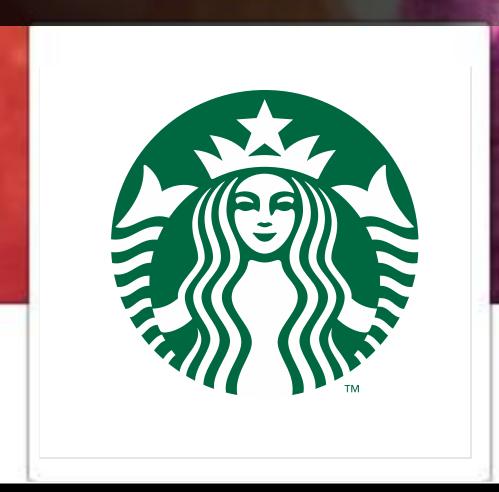
Over 7.6B paid digital impressions

Targeted reach

H

Over 7.6B Paid Digital Impressions in FY12

54114 fans globally



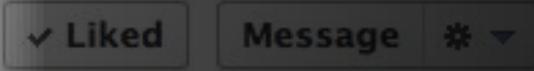
Ability to reach over

940

of EVERYONE on Facebook

Starbucks

32,725,643 likes + 321,612 talking about this + 6,296,040 were here



Community

54M+ Fans Globally • #1 Beverage/Food Retail Brand on Facebook
Top 10 Brand Overall • Ability to reach over 94% of EVERYONE on Facebook!





3 M+ Twitter followers

Followers 2M | Followers

3M+ Followers Top 10 Brand on Twitter atter what you order at Starbucks this morning, tallet. youtube.com/watch?v=Z7gzcV...

8 Nov

#Technology is a beautiful thing. Pay with @Square Wallet at your local Starbucks starting today. sbux.co/RKGS4h

© 2012 Twitter About Help Terms Privacy Blog Status Apps Resources Jobs





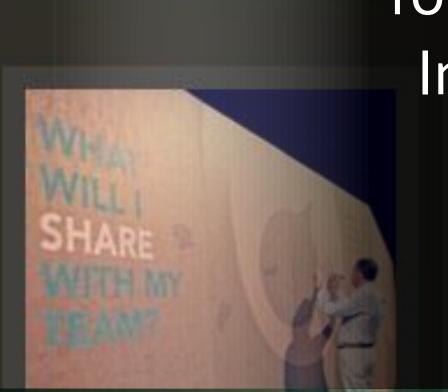














Brand Storytelling

900K+ followers on Instagram Top Brand on Instagram



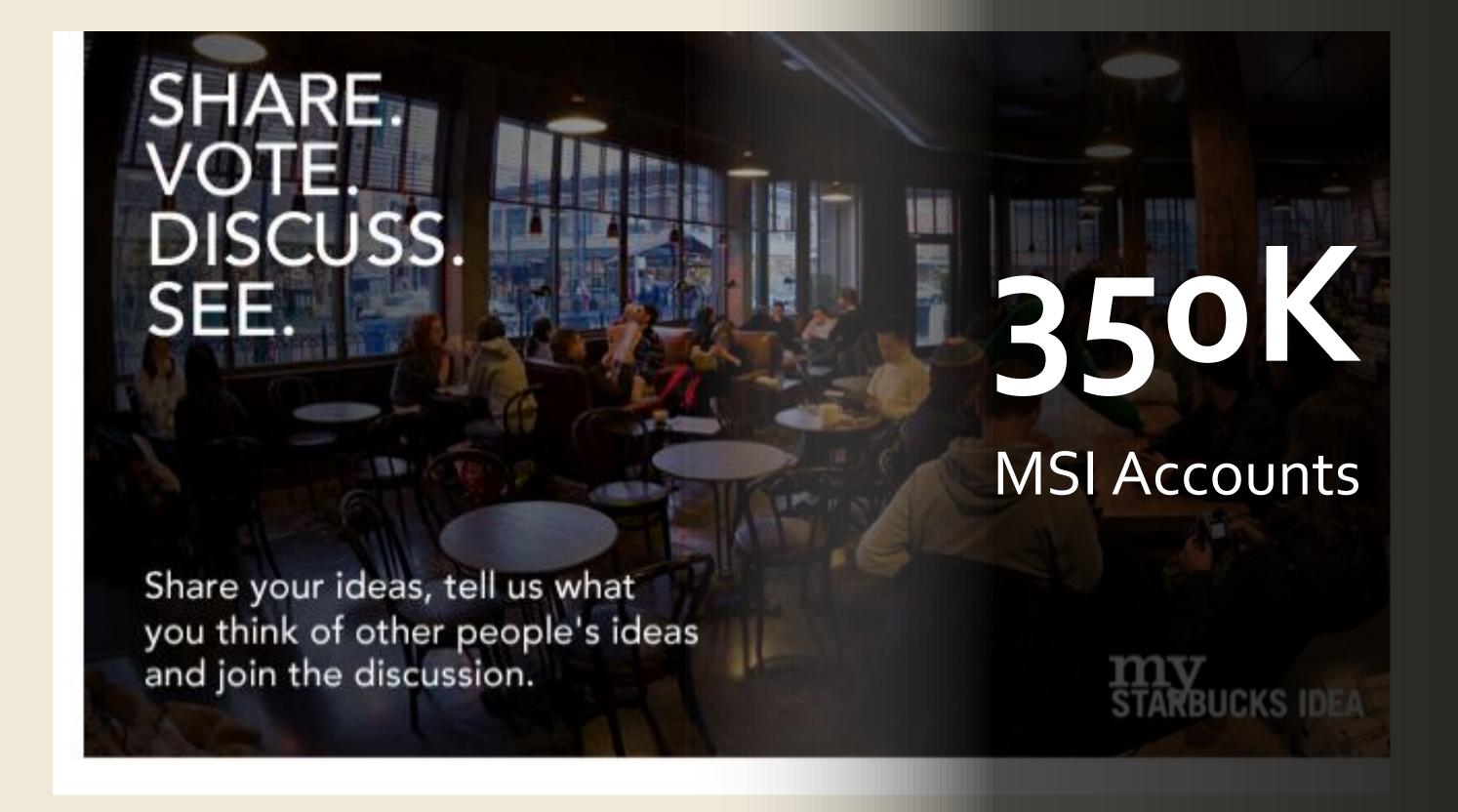
Hi there, Sign In to make a comment.

Ideas so far

Search Ideas

PRODUCT IDEAS

31,962 Coffee & Espresso Drinks
3,217 Frappuccino® Beverages
9,378 Tea & Other Drinks
14,625 Food
7,600 Merchandise & Music
15,464 Starbucks Card
2,484 New Technology
10,272 Other Product Ideas



Co-Creation

350K MSI Accounts Hundreds of Ideas Launched Since 2008



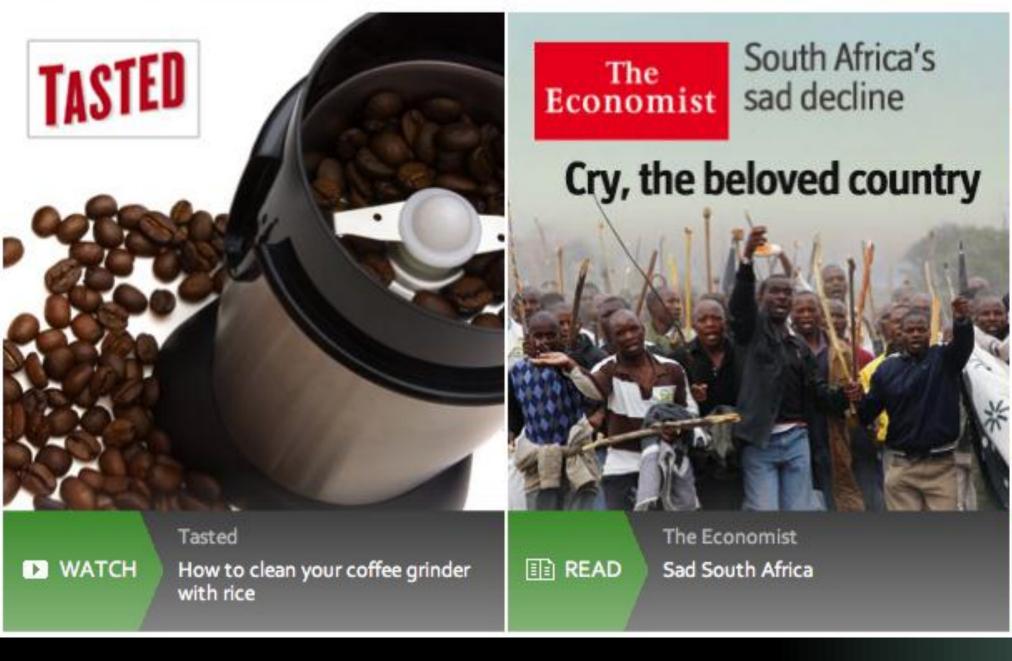




O DOWNLOAD



NEWS ENTERTAINMENT WELLNESS JOBS COMMUNITY





Benjamin Gibbard

Our Experiences

51M+ monthly visits across web and mobile Starbucks.com – Starbucks Digital Network – MyStarbucksIdea.com – Mobile Apps



Adding ~100K

new members per week

Loyalty

- ~15M+ members of MSR 5.5M email opt-ins
- 5M active MSR Members 3M Gold members





















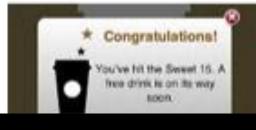




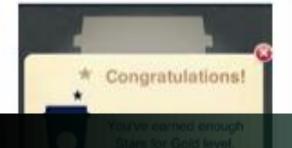
of in-store transactions are pre-paid

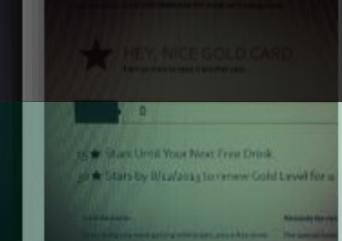












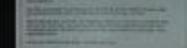


Starbucks Card

Growing 20% per year • Over 25% of store transactions • \$3BN in FY12 Card loads 1 in 10 US Adults Will Receive a Starbucks Card during Holiday

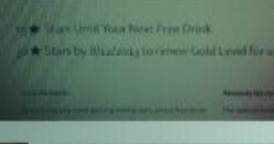














the deal is sold out, but you can sign up to get up to 70% off the best of your city



sold out!

Starbucks \$10 Starbucks Card eGift worth of Starbucks eCards in 24 hours

5

sold out!

Using innovation to extend the card program 600K eCards sold on Google Offers • 1.5M eCards sold on Living Social

50% SAVINGS

1,500,000 PURCHASED

00:39:56 REMAINING

2.11

mobile payment transactions

per week

Hundreds of thousands new downloads per week

Mobile

7M active mobile users • 2M+ transactions per week 100M+ transactions • Mobile inbox

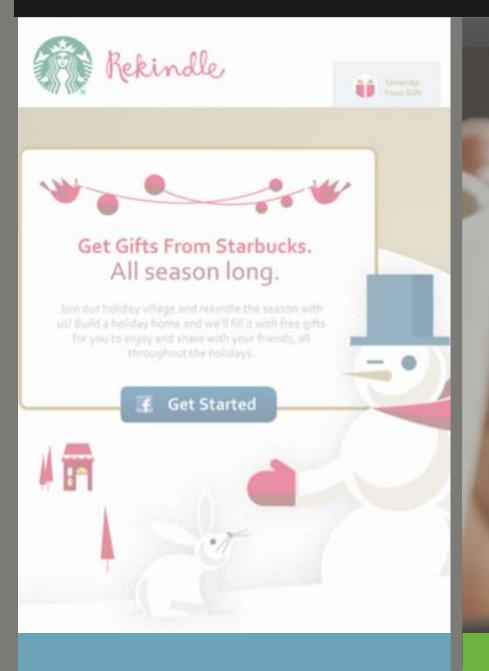


Square

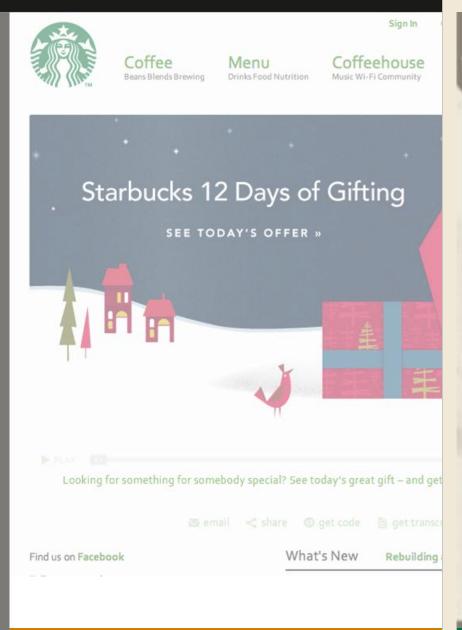
Groundbreaking partnership with Square

DIGITAL DIRECTLY DRIVES OUR CORE BUSINESS

Lower Cost of Marketing







Digital Advertising

Social Media

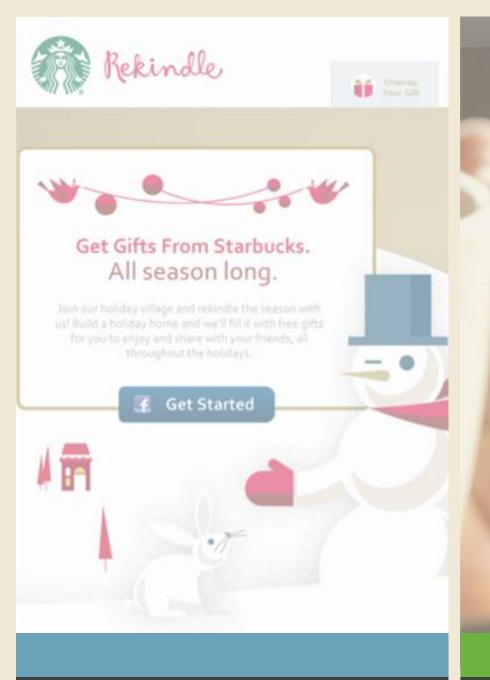
Web & Mobile



Loyalty

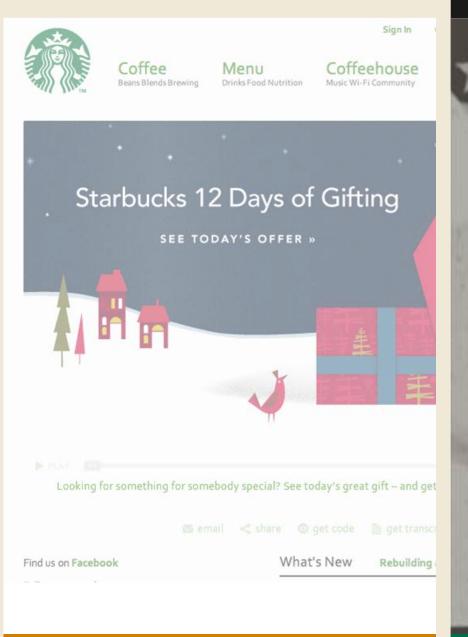


Starbucks Card



Digital Advertising

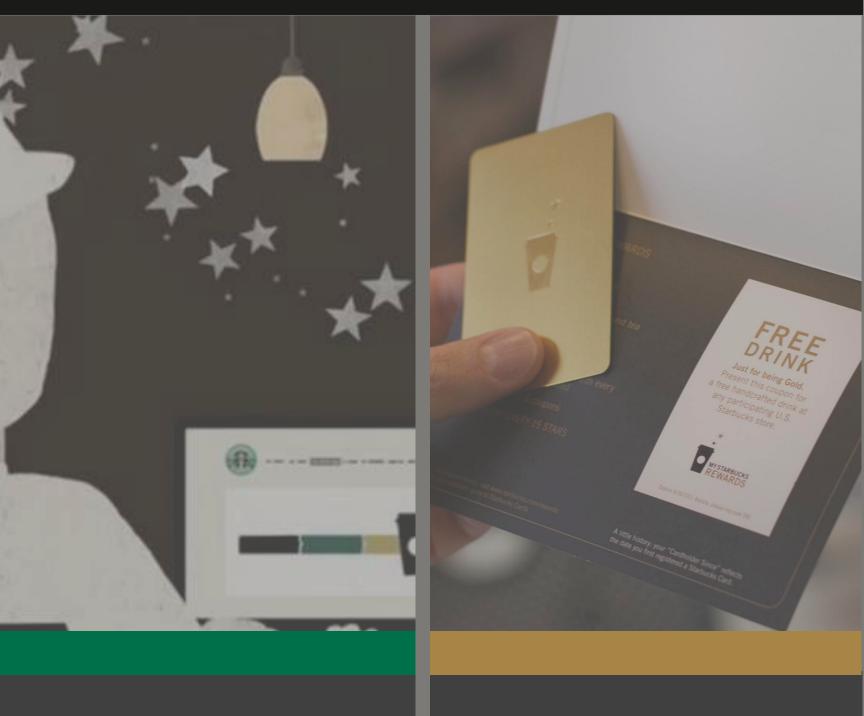




Social Media

Web & Mobile

Increased relevancy • Maximizing ROI



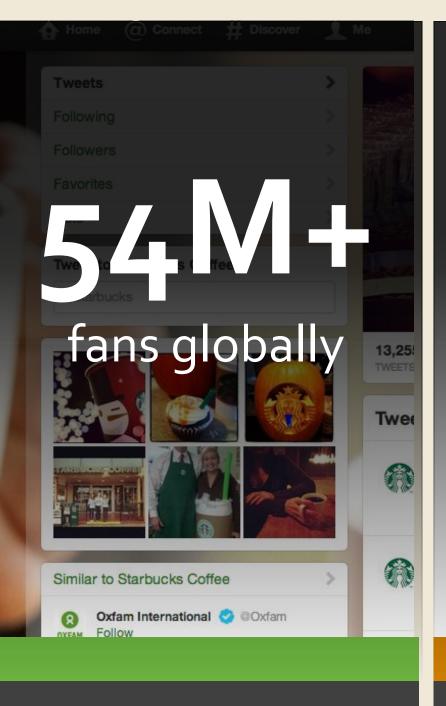
Loyalty

Starbucks Card

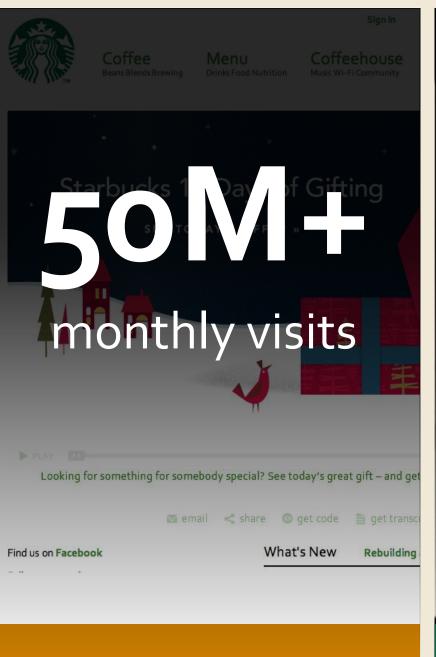
NO OTHER CONSUMER BRAND RETAILER HAS THIS CAPABILITY



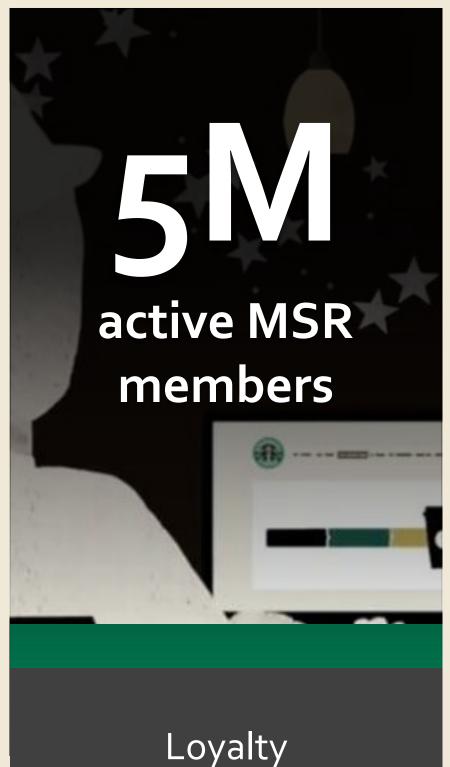
Digital Advertising



Social Media



Web & Mobile



Over 25% of in-store transactions are pre-paid

Starbucks Card



Cliff Burrows Adam Brotman Pascal Rigo



JEFF HANSBERRY

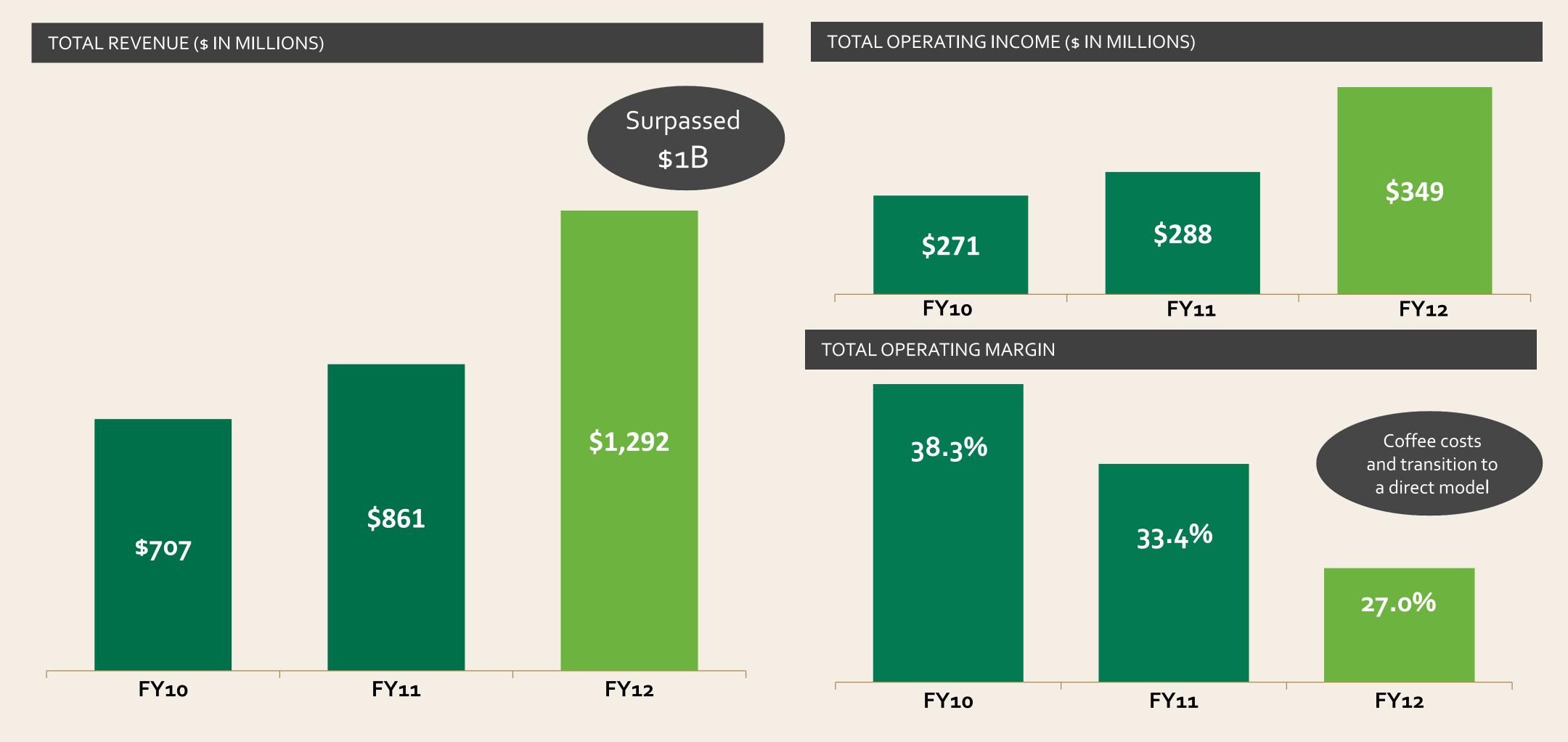
president Channel Development & Emerging Brands



Serving Starbucks customers across categories, channels and countries

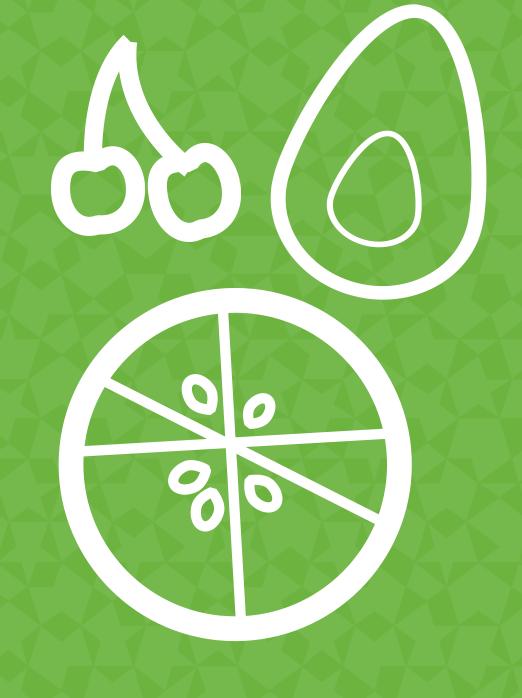
Channel Development will create a business as BIG as Starbucks retail

FINANCIAL OVERVIEW: CONTINUED GROWTH IN A HIGH MARGIN BUSINESS









COFFEE \$50 Billion*

TEA \$40 Billion*

HEALTH & WELLNESS \$50 Billion

Big Bets
Channel Development will grow through innovation in Coffee, Tea and Health & Wellness



Premium Single Cup
We will lead in the fastest growing segment in coffee



Channel Sales
+45%
in 2012

\$300M in system sales

80,000 points of distribution across 14 countries

Robust pipeline of innovation



VERANDA

BLEND





VIA Continuing to drive growth through innovation

Approaching
500 M
cups in 2012

market share

16.3%
and growing



K-Cup

Expect continued rapid growth on the leading U.S. single cup brewed platform



Verismo
Starbucks lattes, espresso and brewed coffee in one game-changing machine

2,000
Specialty
Retail outlets

4,00+
Starbucks Retail stores

7 countries

WILLIAMS-SONOMA

Verismo Expanding our distribution and leveraging our unique model 7896

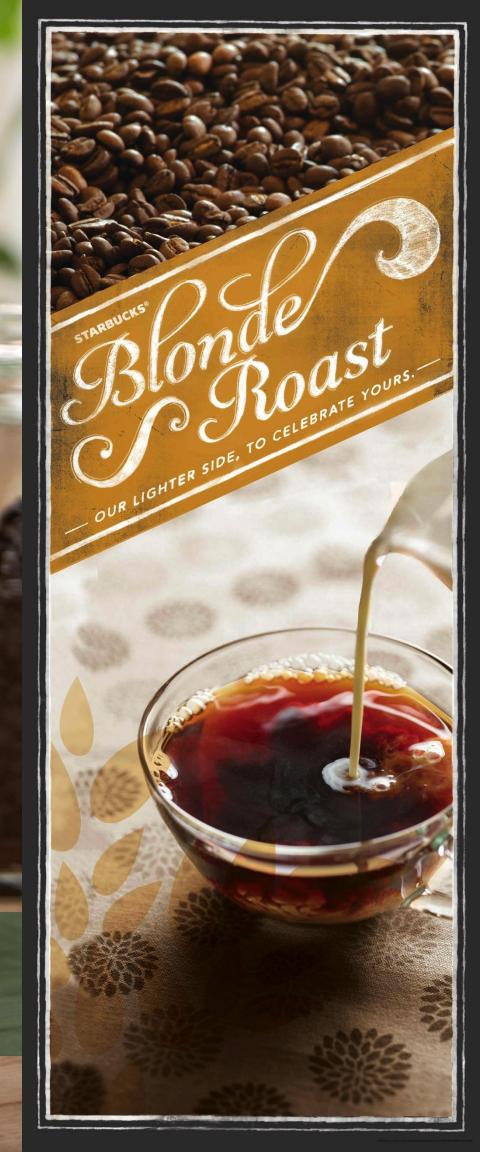
incremental in channels















20 countries

Over
100,000
points of distribution

Over 500M servings

International

Ready to accelerate international growth

35,000+

locations serving
Seattle's Best Coffee
everyday

250M+

cups of coffee served annually



Seattle's Best Coffee Expanding into new channels and partnerships









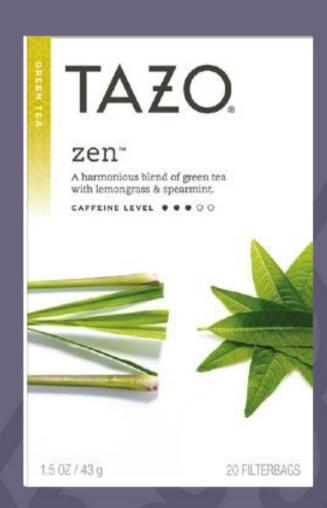


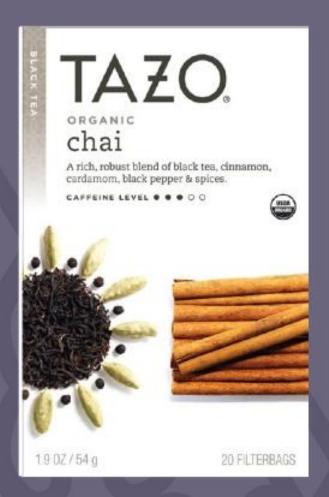


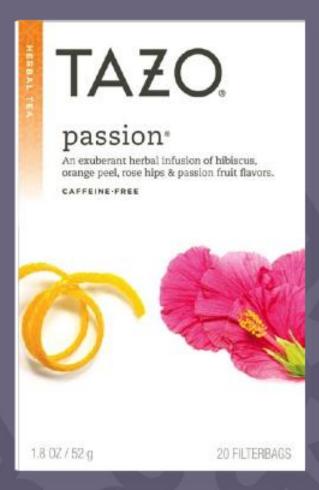


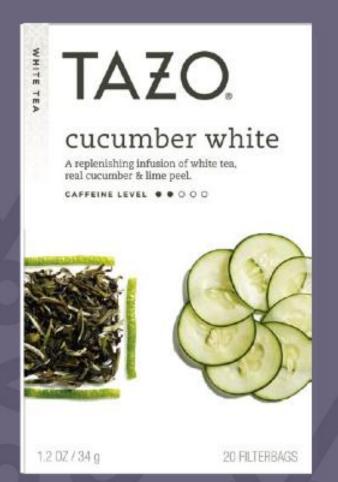


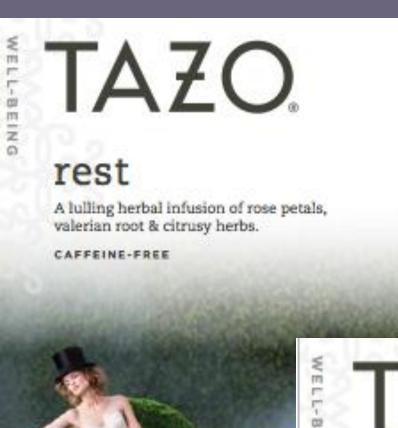
















Tazo
Brand reinvention will extend super premium packaged tea leadership





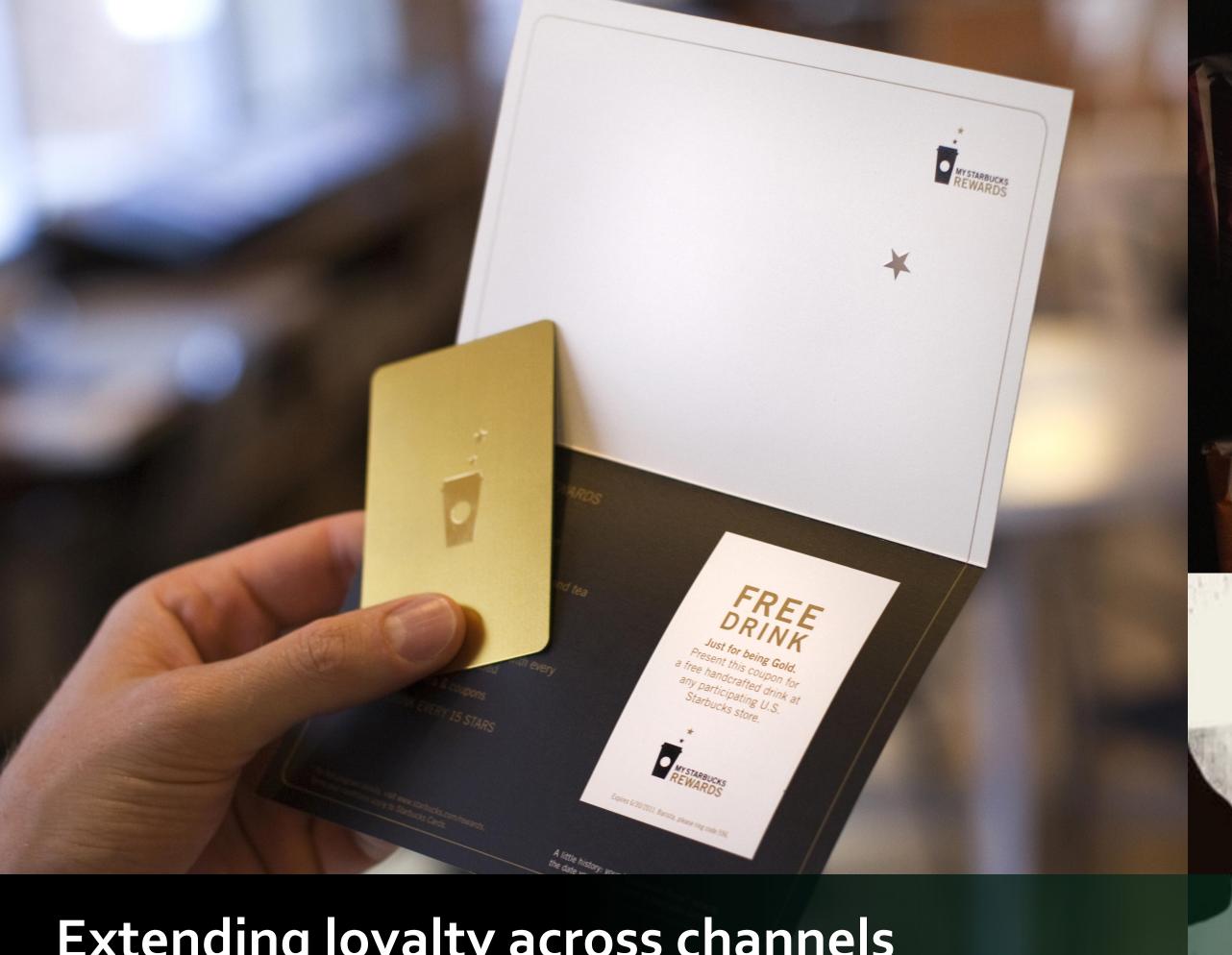
Shopper Marketing No. 25, No. 12 - December 2017 / An Official News Publication of the Pulparase Pulparase

SEE PAGE 44 Profile: STARBUCKS

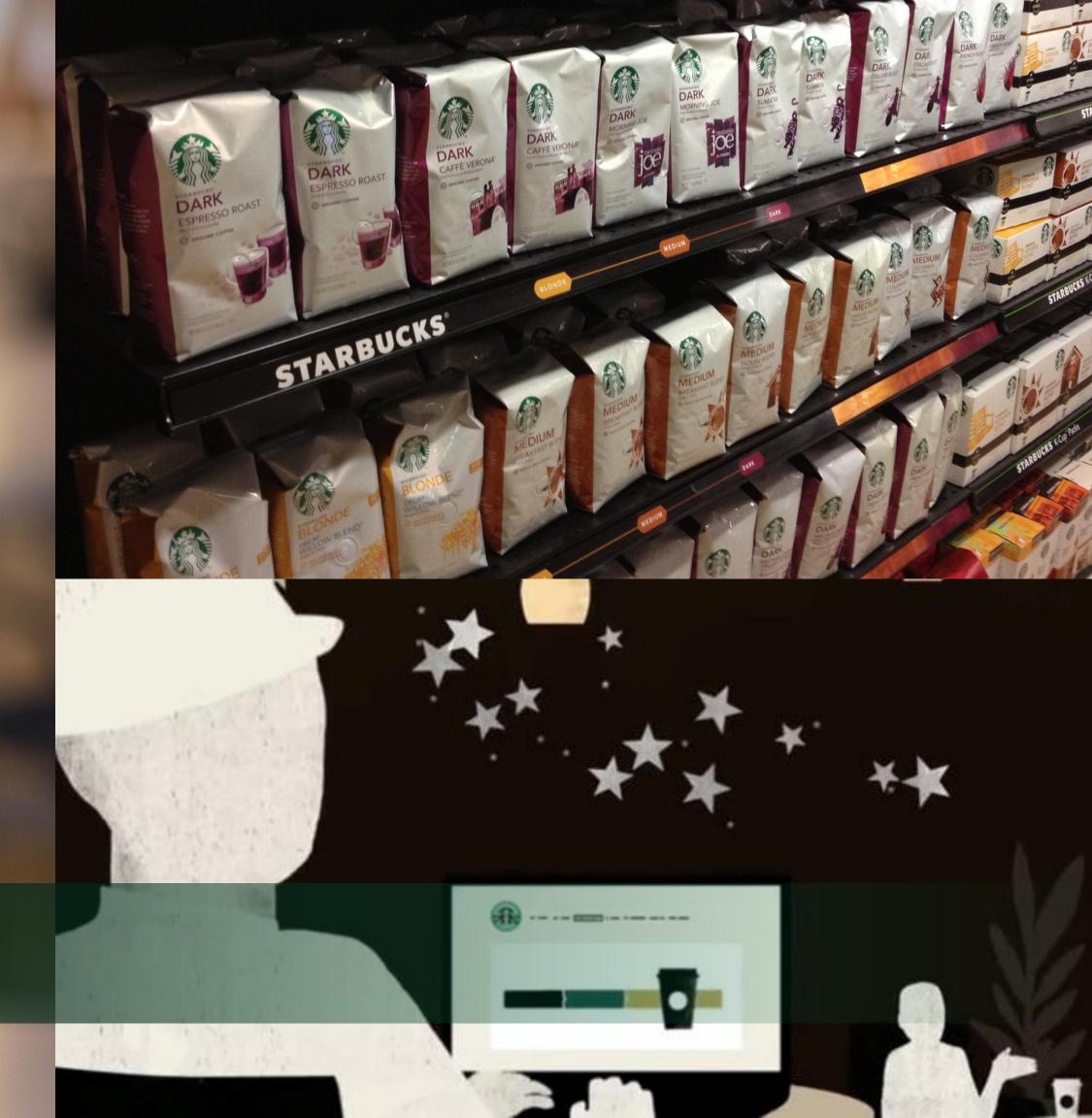
Building capability







Extending loyalty across channels



STARPICKS

ttle's Best Coffee 🕡





erismo system by starbucks



CONNECTION

COMMUNITY



Jeff Hansberry



MICHELLE GASS

president Europe, Middle East and Africa

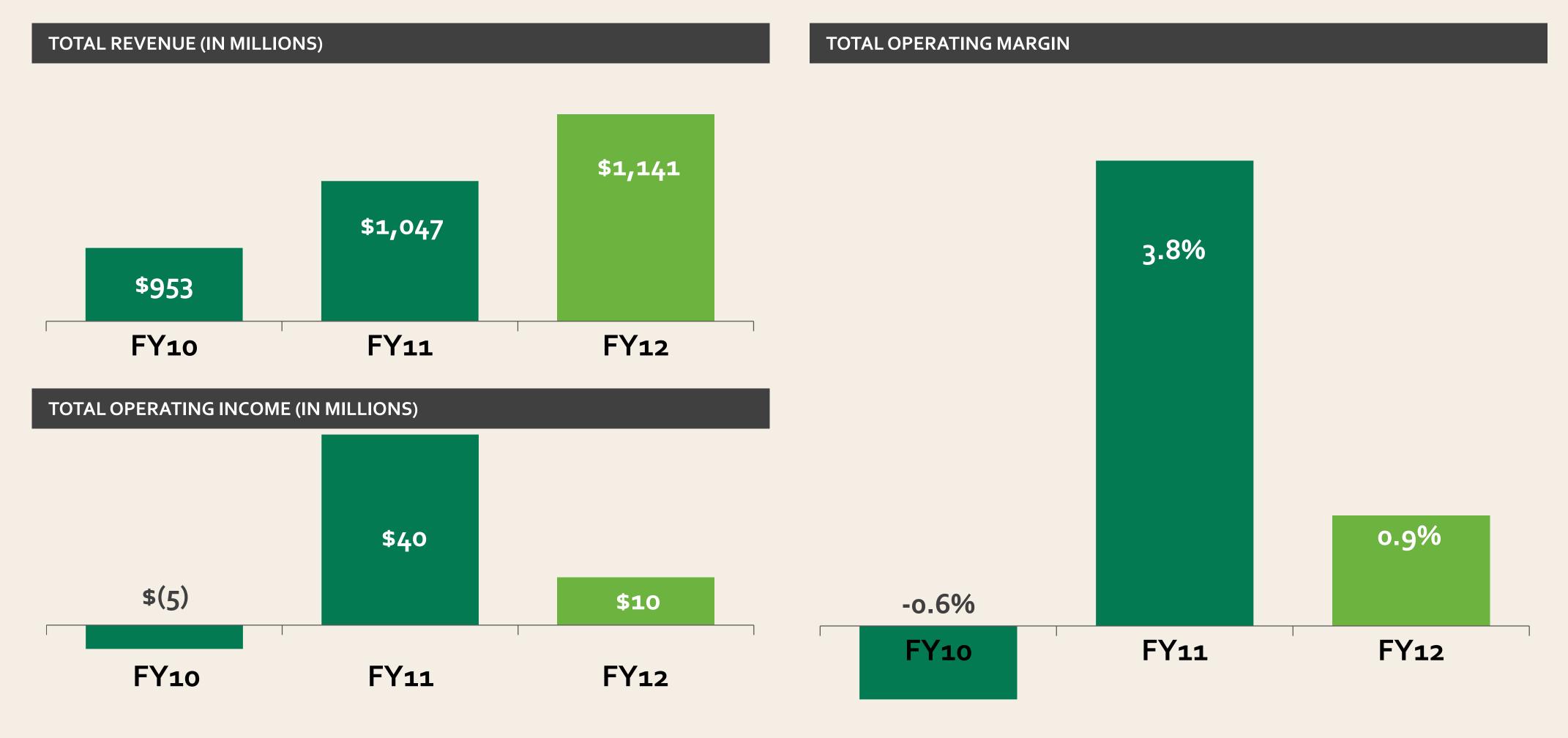




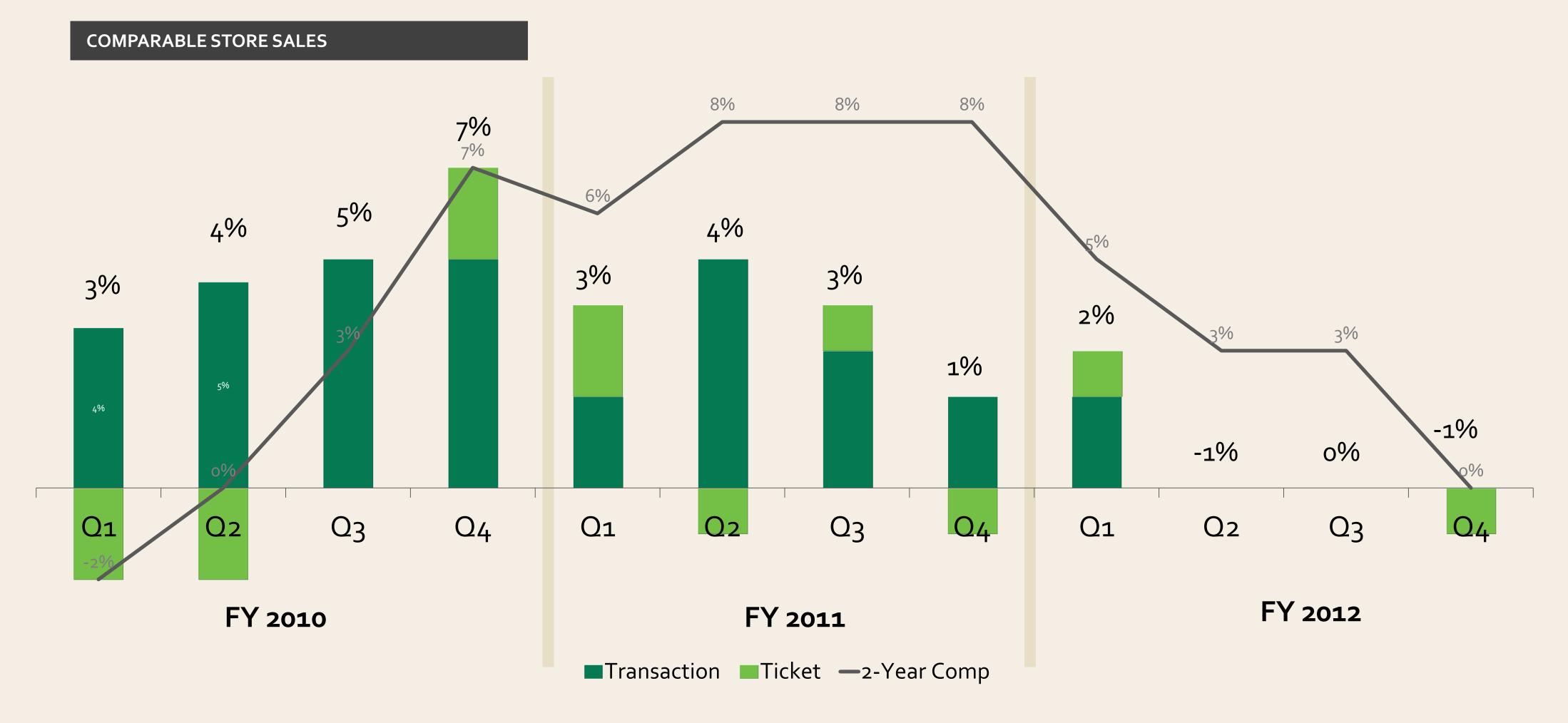
VIDEO: DM Conference



BUILDING A PLATFORM FOR GROWTH IN EMEA



DIFFICULT RETAIL CONDITIONS HAVE PRESSURED EMEA COMPS





Our promise to you – every cup, every day.

We promise that only perfect espresso shots will go into your drink.

That's why we obsess over the details that go into pulling perfect shots, from the farm to the cup – and every step in between.

We promise perfection through innovation.

From state-of-the-art espresso machines that deliver perfect espresso shots to dimpled pitchers that help us steam the milk to velvety perfection, we lead in innovation that delivers consistently great coffee.

We promise never to settle for good enough.

Our baristas go through intense training and certification before they make your drink, and participate in ongoing training to master their craft.

We promise that your espresso will not only taste great, but will do good too.

Our espresso is 100% Fairtrade certified, and our own ethical sourcing standards ensure fairness for all of our coffee farmers.

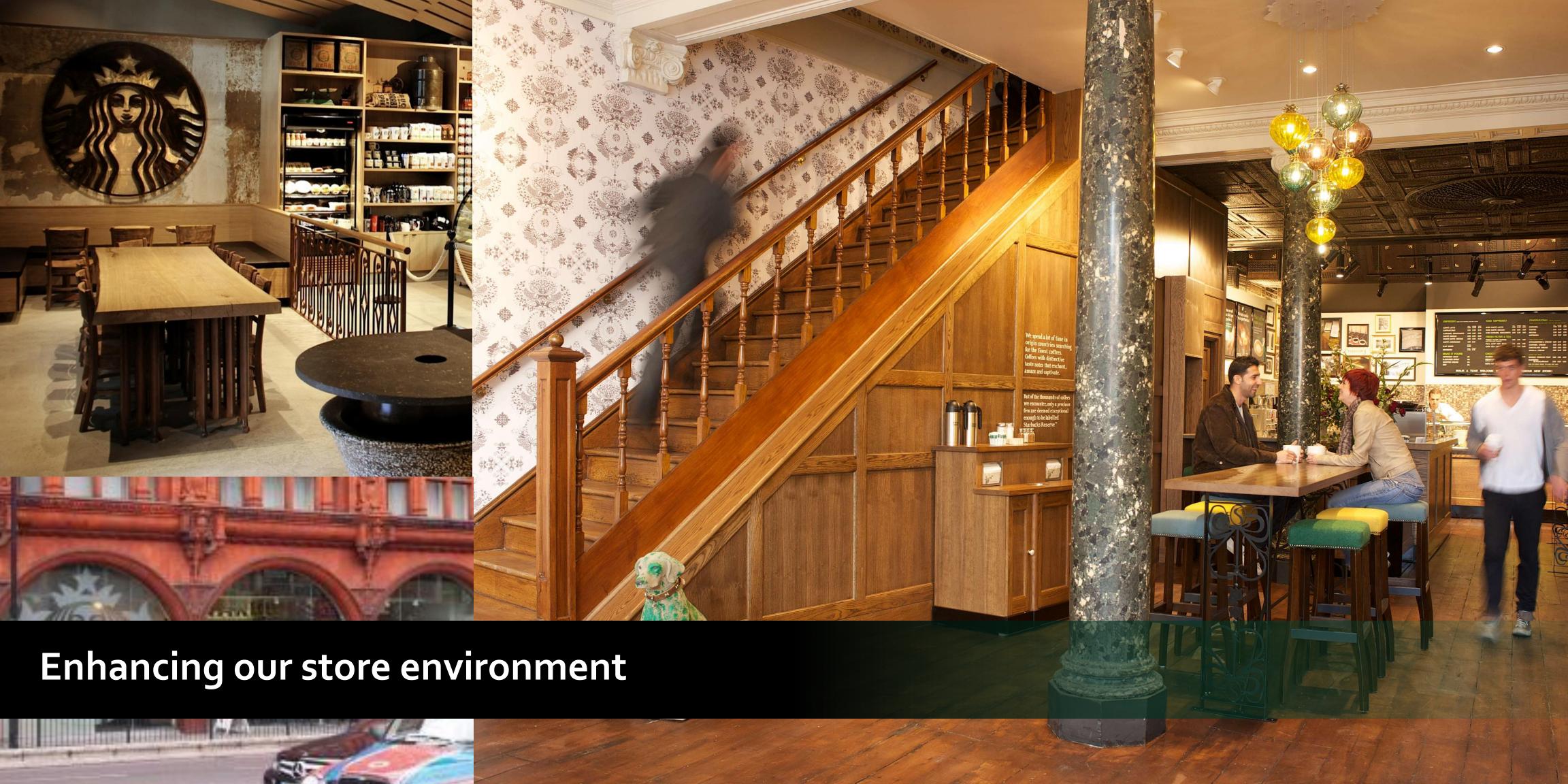
We promise to make your coffee just the way you like it.

That's why we put your name on it. After all, it's personal.





VIDEO: Names on Cups





10 JAHRE Starbucks Deutschland

Wir Feiern Mit Euch.

Unser Geburtstags Special*-10 Wochen Lang: Kaffeespezialität nach Wunsch (Tall, 320 ml)

Geburtstagspreis

€1,50

Providing value in innovative ways





Photos

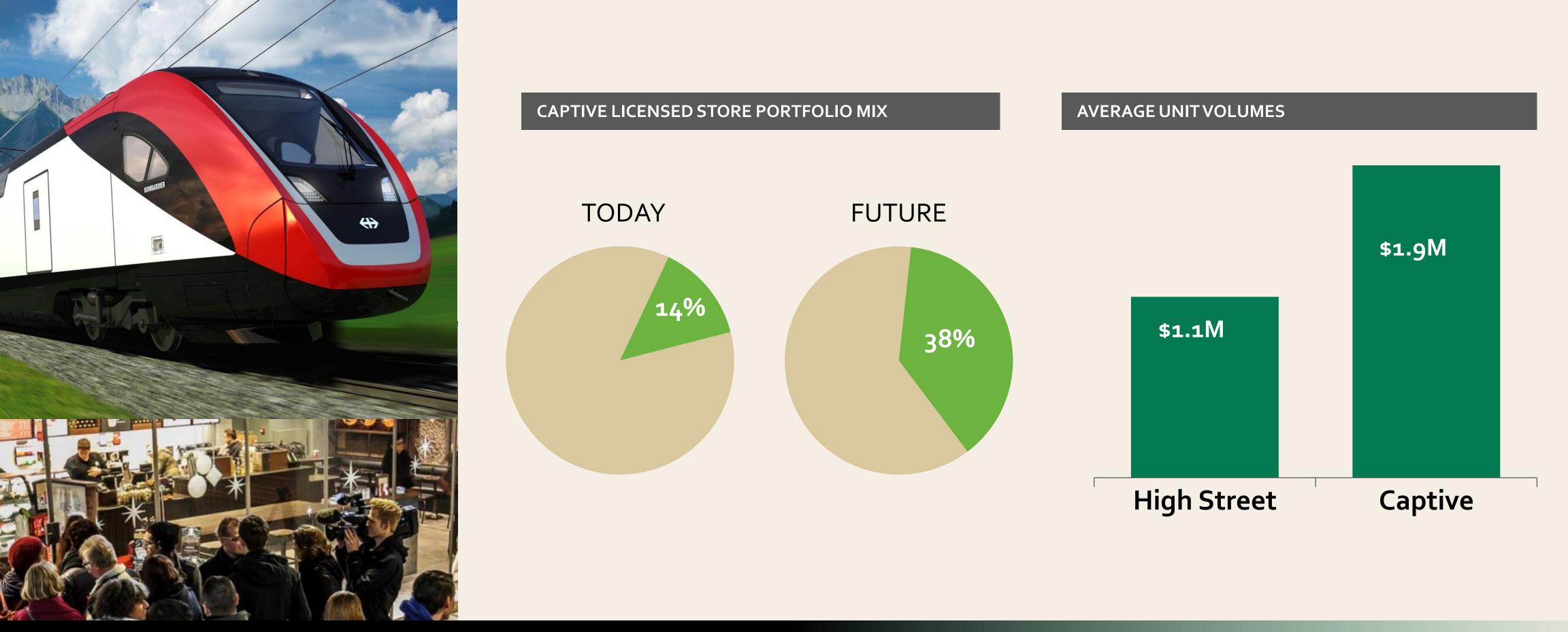


About

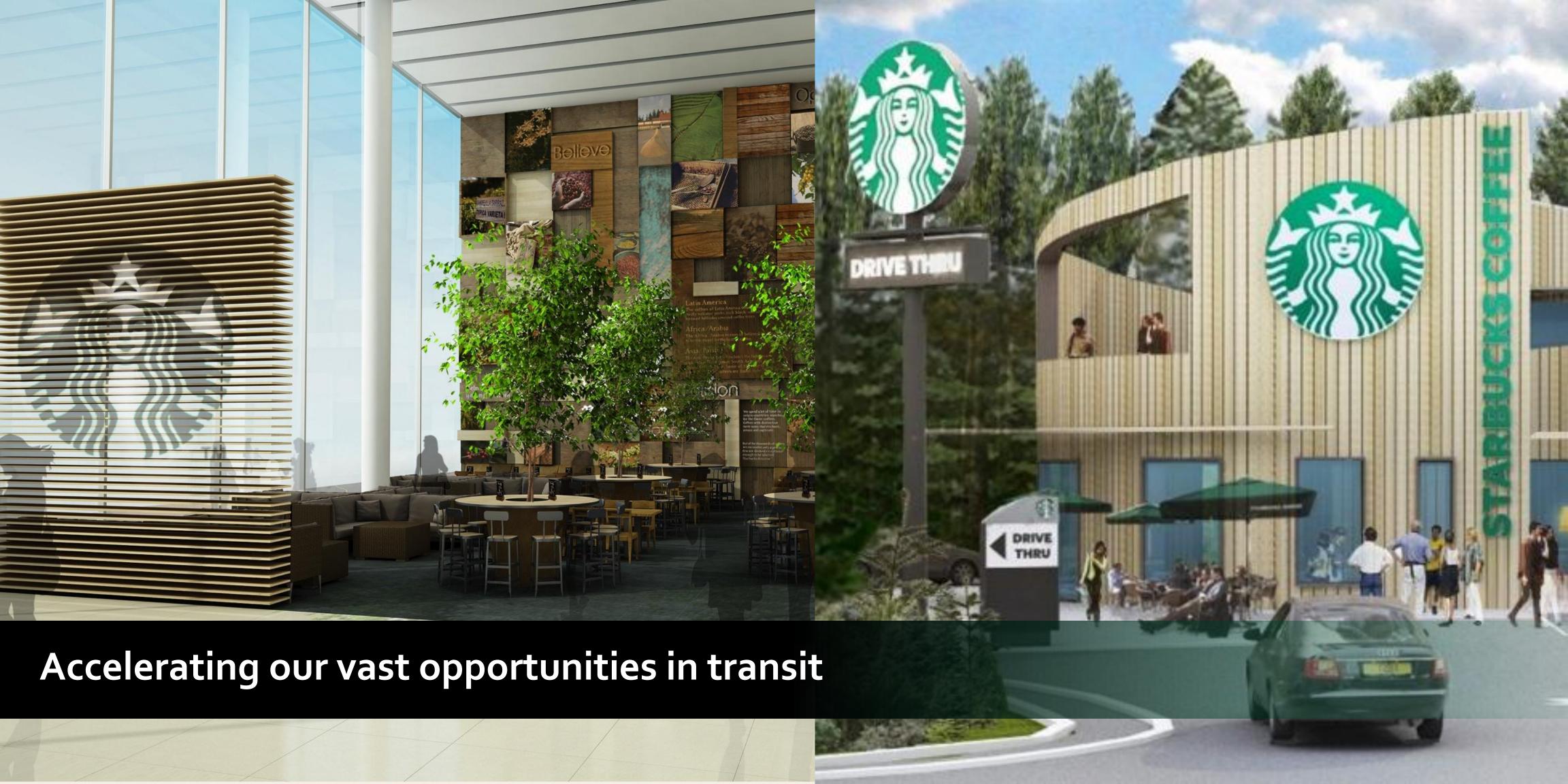


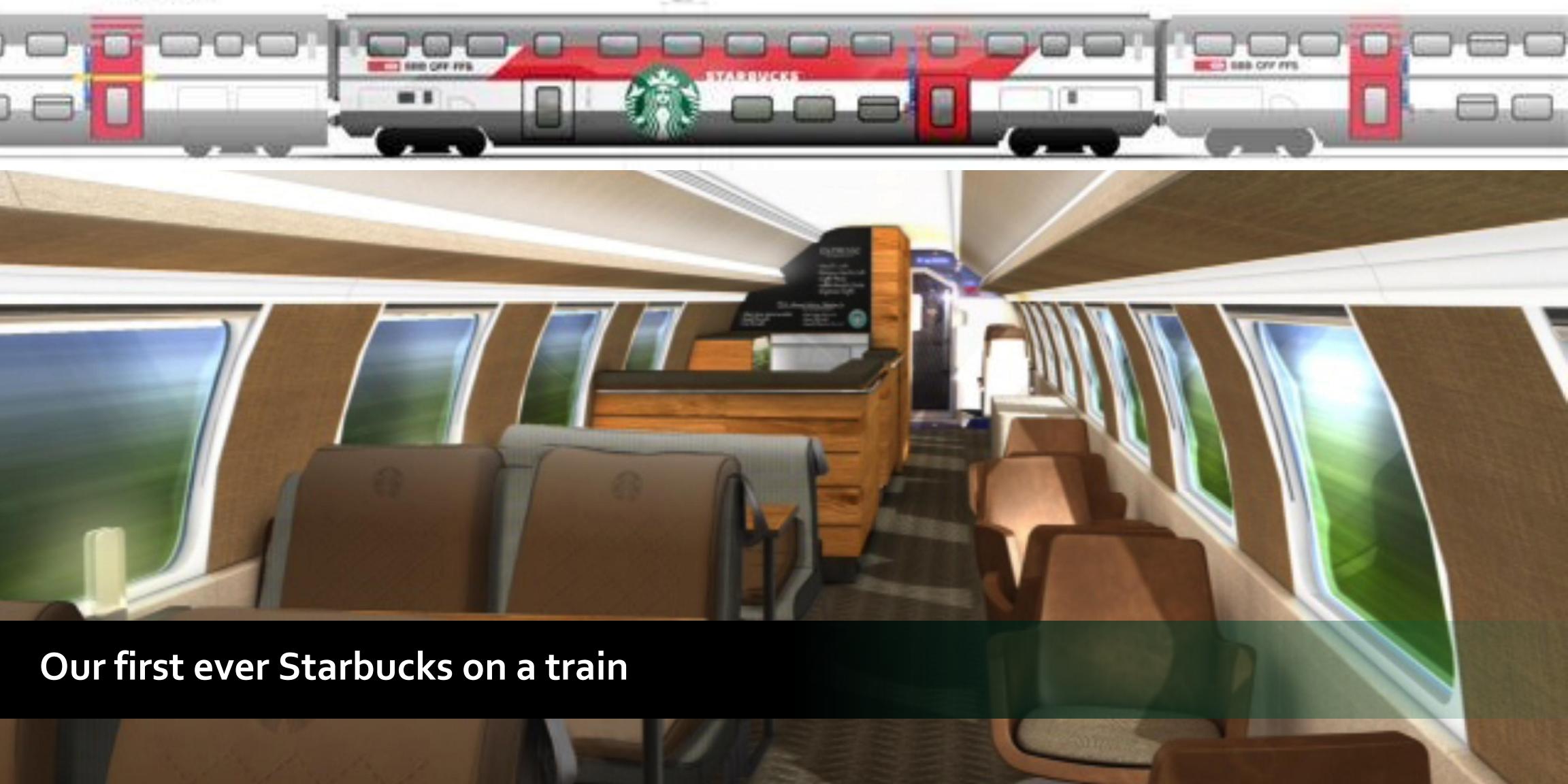






Accelerating our licensed opportunity in EMEA

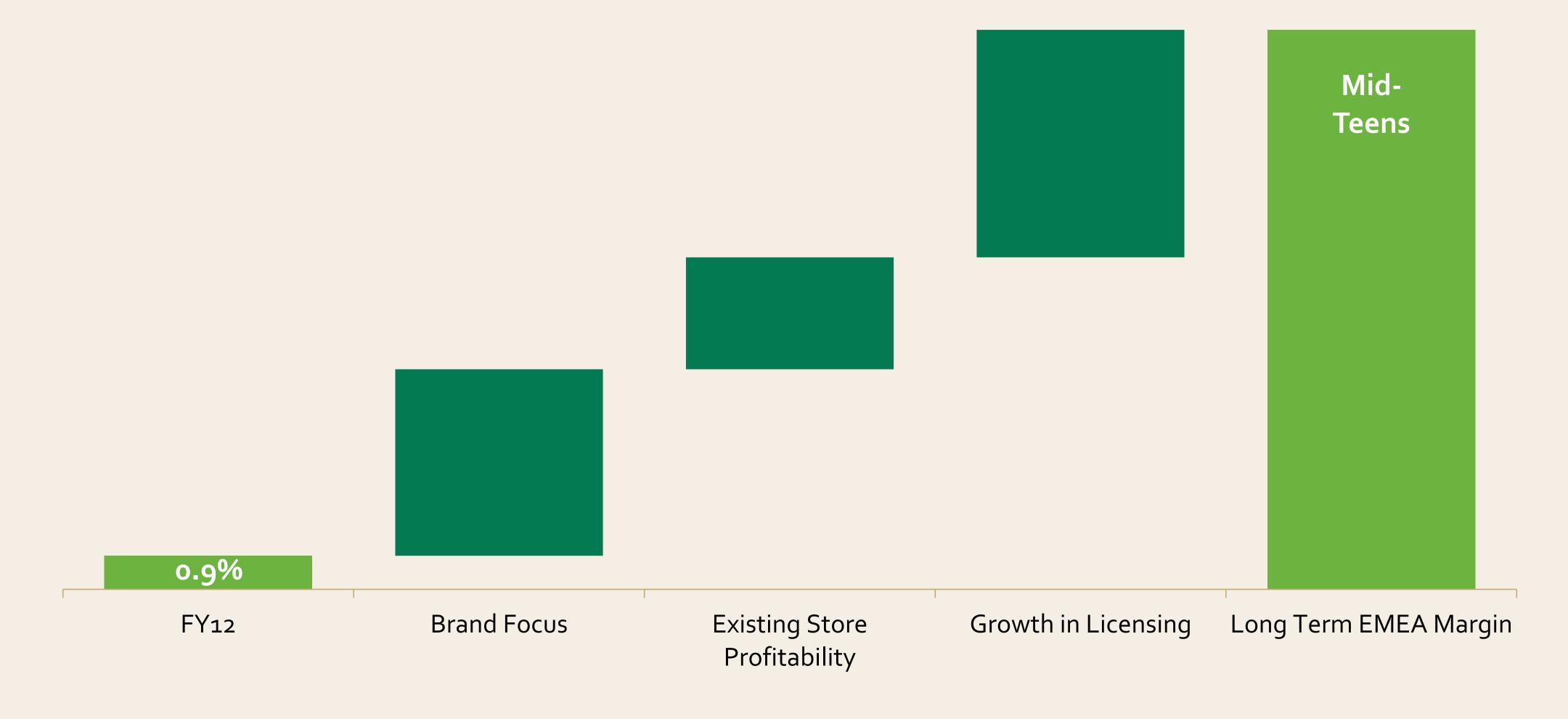








PATHWAY TO DOUBLE DIGIT EMEA MARGINS





Michelle Gass



JOHN CULVER

president China and Asia Pacific



DIVERSIFIED PORTFOLIO POISED FOR GROWTH

Licensed



Mainland China – 700

Thailand – 155

Singapore – 80

Australia – 23

Japan – 965

S. Korea – 467

Taiwan – 271

Malaysia – 134

Philippines – 201

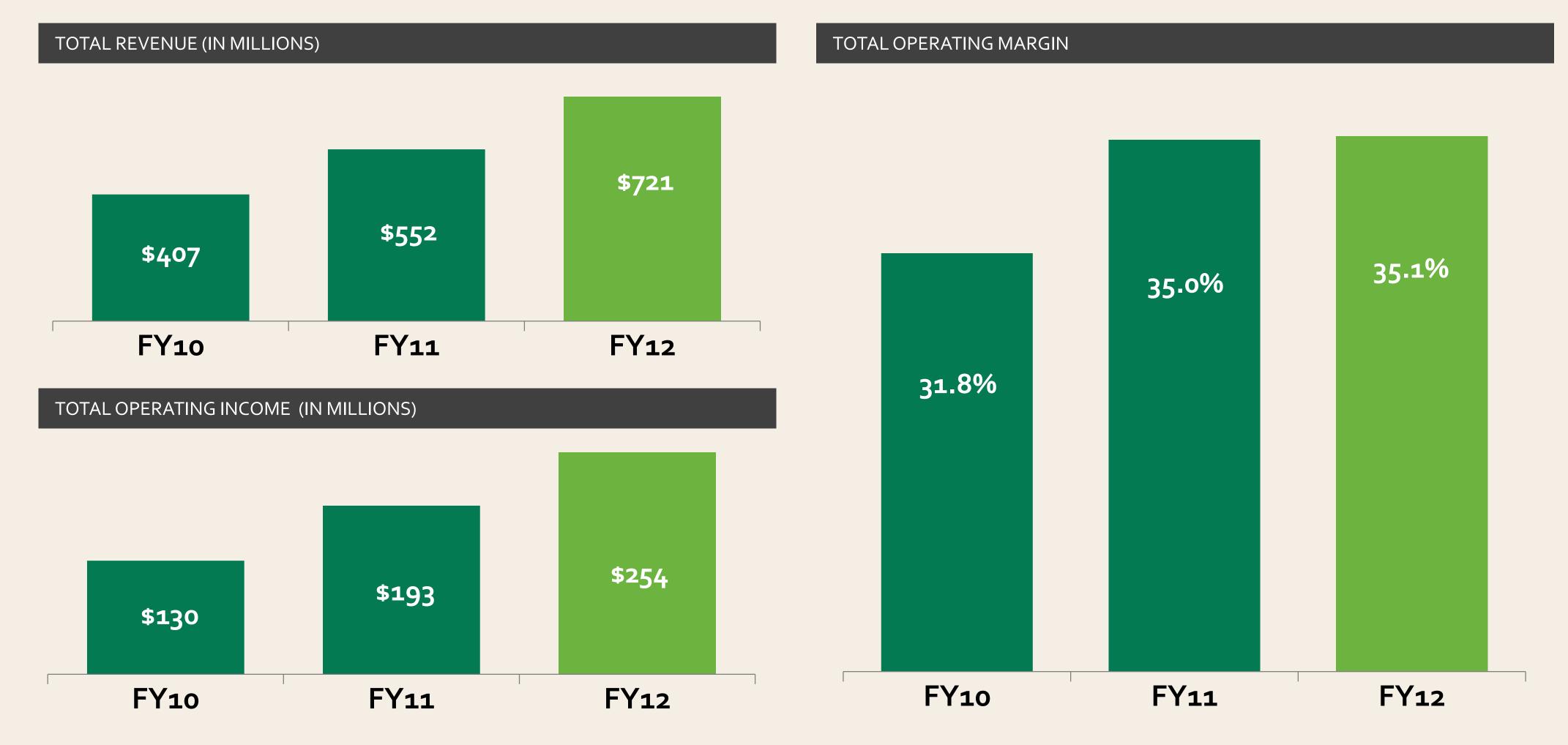
Indonesia – 133

Hong Kong – 131

New Zealand – 34



ACCELERATED GROWTH AND RECORD RETURNS



SALES TO INVESTMENT RATIO IS HIGHEST IN THE COMPANY



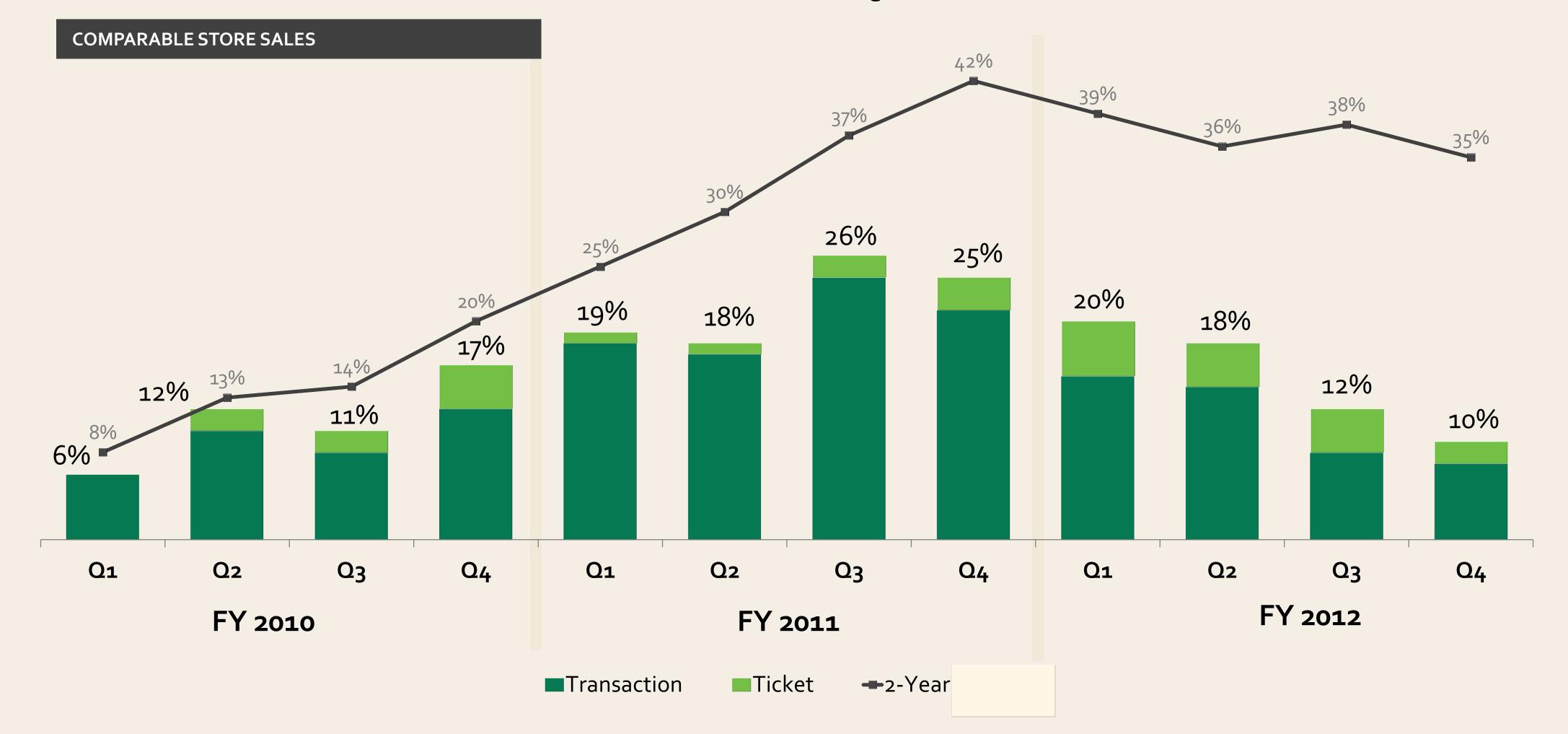
FY12 NEW STORE ECONOMICS (COMPANY OPERATED)*	CAP
Year-1 Sales	\$0.7M
Store Investment	\$250K
Sales:Investment	2.9
Year-1 ROI (Cash Profit / Investment)	72%

FOCUS AREAS

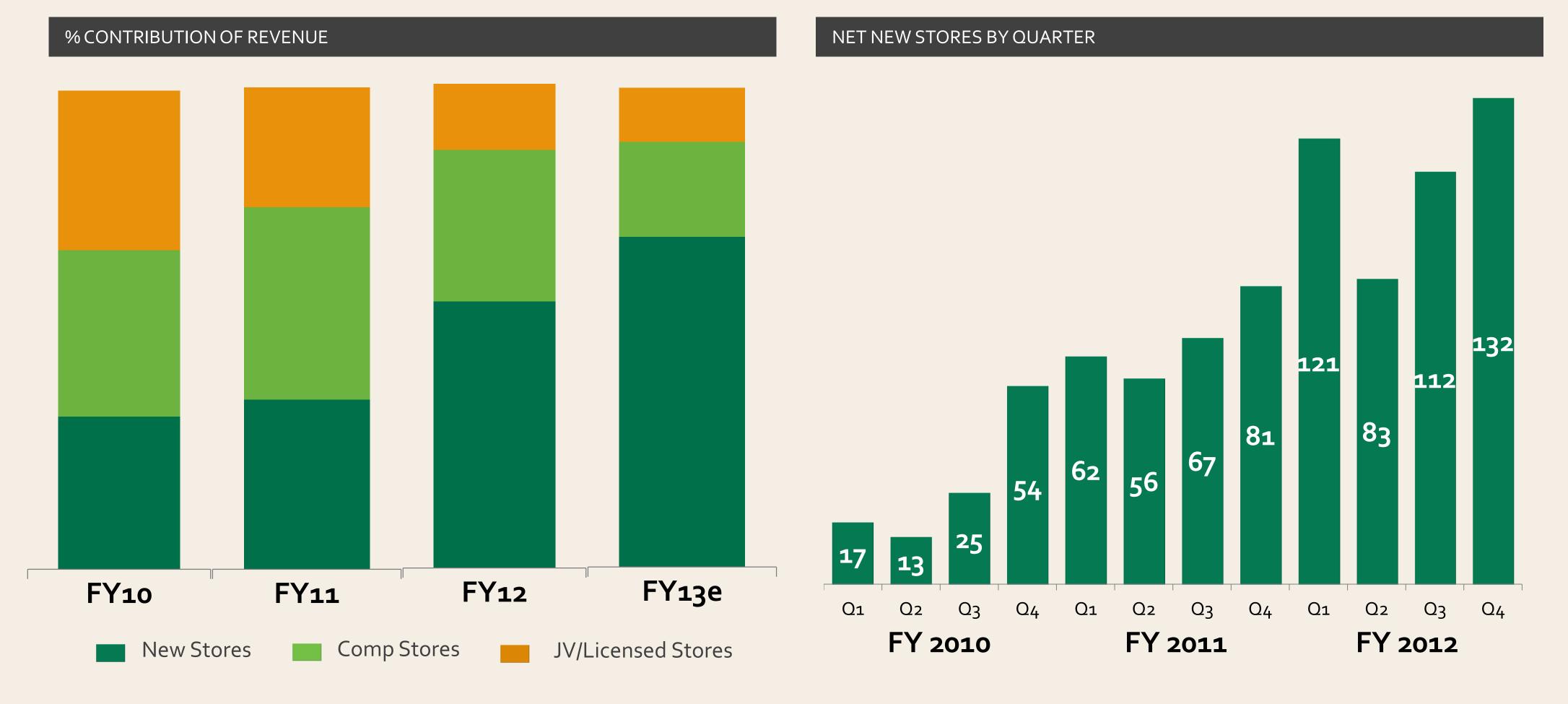
- Grow, elevate and strengthen brand
- Build organization, talent pipeline and in-market capability
- Deliver world class Starbucks Experience
- Invest and build critical infrastructure to deliver growth



DOUBLE DIGIT COMPS - ELEVEN CONSECUTIVE QUARTERS



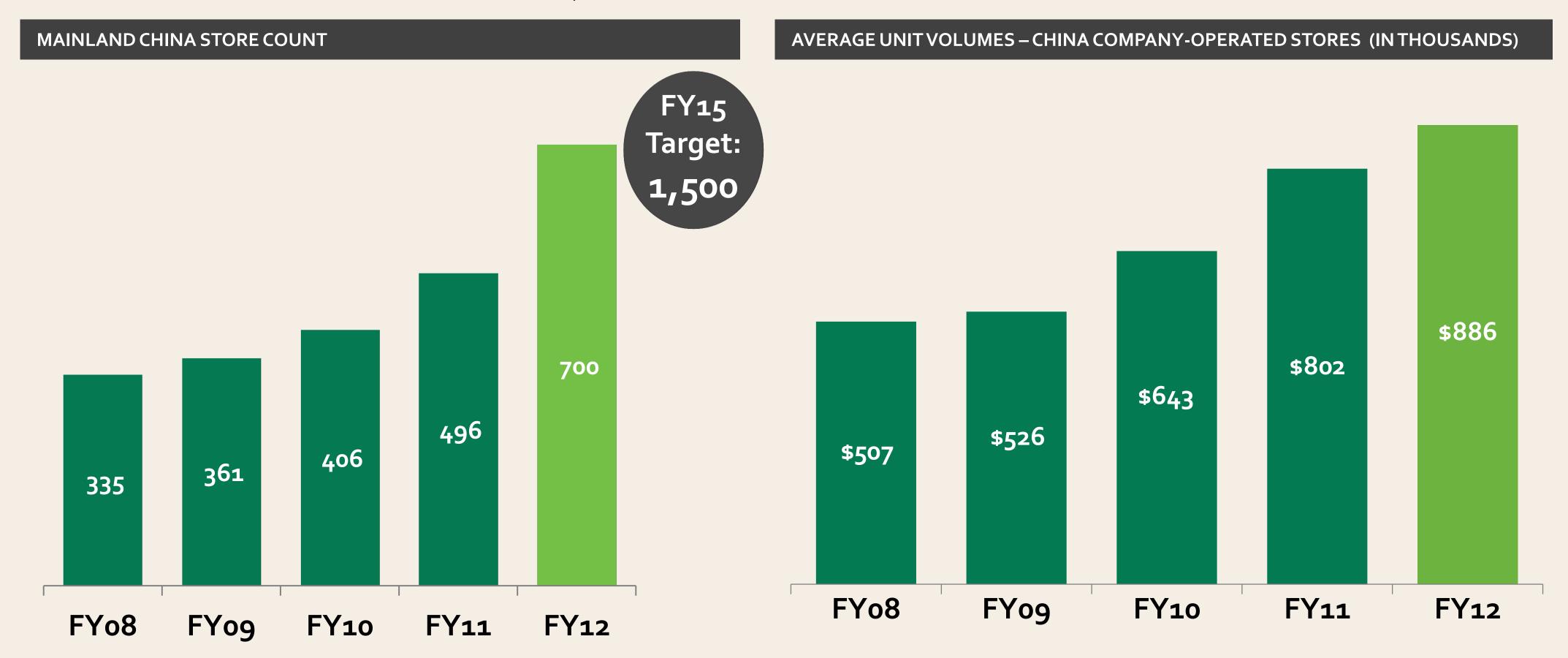
NEW STORES GENERATE MAJORITY OF REVENUE IN 2013







AS STORE COUNT ACCELERATES, AVERAGE UNIT VOLUMES GROW



THESE ARE THE EARLY DAYS OF GROWTH IN CHINA



EXCELLENT COMPANY OPERATED STORE ECONOMICS – FY12*	
STORE PORTFOLIO	
Store Count	408
Average Unit Volumes	\$886K
Store Cash Profit	30.2%
NEW STORES	
Year-1 Sales	\$768K
Store Investment	\$250K
Sales:Investment	3.1
Year-1 Cash Profit	21.9%

*Year-1 estimate based on current company forecast

FUTURE STRATEGY

- Focus on 6 key geographical areas
- 26 new city entries within 5 years
- 70%+ stores in Tier 1 + Tier 2 cities
- Rapidly expand into Tier 3 + Tier 4 cities







Creating local relevance



心意添圆满 The Art of biving 全线接受预订 2012年7月10日起



OPPORTUNITY FOR FUTURE GROWTH EXISTS BEYOND CHINA

JAPAN

- Grow beyond 1,000 stores
- Expand new store formats to broaden reach
- Transform food
- Execute robust digital, card, and loyalty strategy



OPPORTUNITY FOR FUTURE GROWTH EXISTS BEYOND CHINA

KOREA

- #1 growth opportunity for Asia Pacific
- Accelerate velocity of store openings
- Expand My Starbucks Rewards and accelerate engagement in social media



OPPORTUNITY FOR FUTURE GROWTH EXISTS BEYOND CHINA

INDIA

- Signed landmark 50/50 joint venture deal with TATA Global Beverages
- Opened first 3 stores in Mumbai; Delhi to follow
- 100% locally sourced and roasted Espresso Roast

This year Japan will open its 1,000th store.

Korea will more than double in size, reaching 1,000 Stores in the next 4 years.

By the end of 2013 China will surpass 1,000 Stores.

By 2014 China becomes our 2nd largest market outside of the US.

1,500 stores in China in 2015.



John Culver



ARTHUR RUBINFELD

chief creative officer president - Global Development





















VANCOUVER
SEATTLE
TORONTO
SAN FRANCISCO
LOS ANGELES
DALLAS
MIAMI
MEXICO CITY

MOSCOW

LONDON

AMSTERDAM

TOKYO

SHANGHAI

HONG KONG

SAO PAULO

Global Design Talent

1,063
FY12 net openings

2025 renovations







































































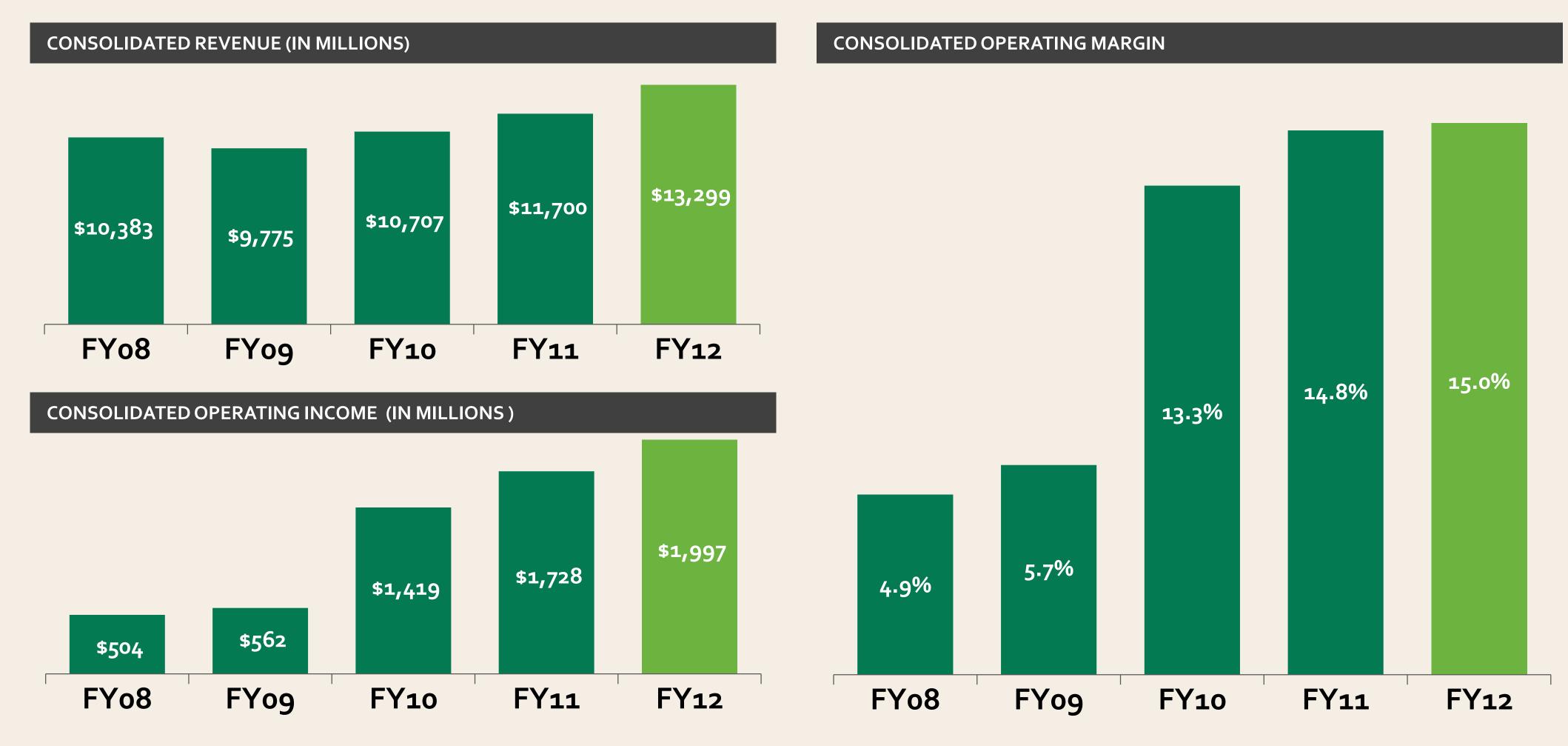


TROY ALSTEAD

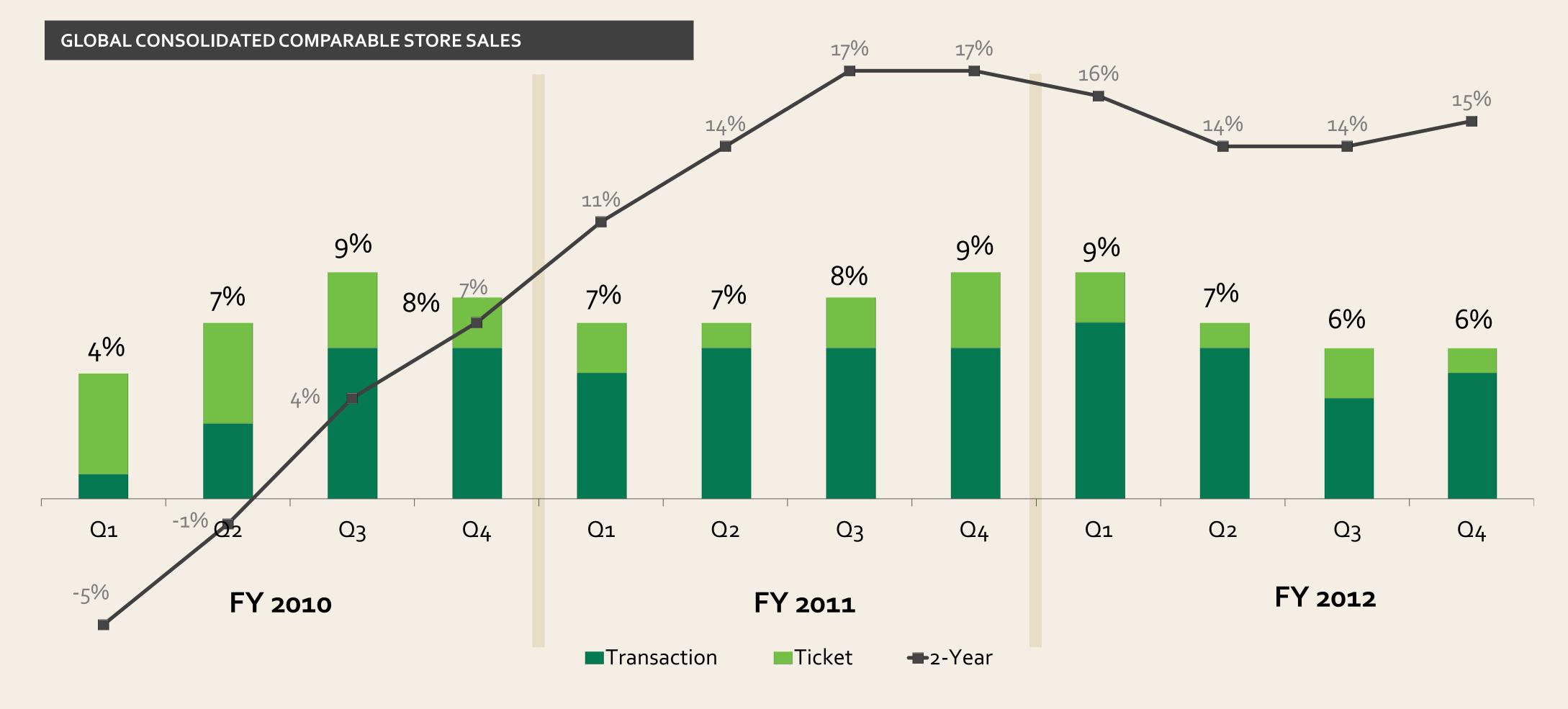
chief financial officer, chief administrative officer

2012 EXECUTION

STRONG GROWTH AND DISCIPLINED FINANCIAL MANAGEMENT

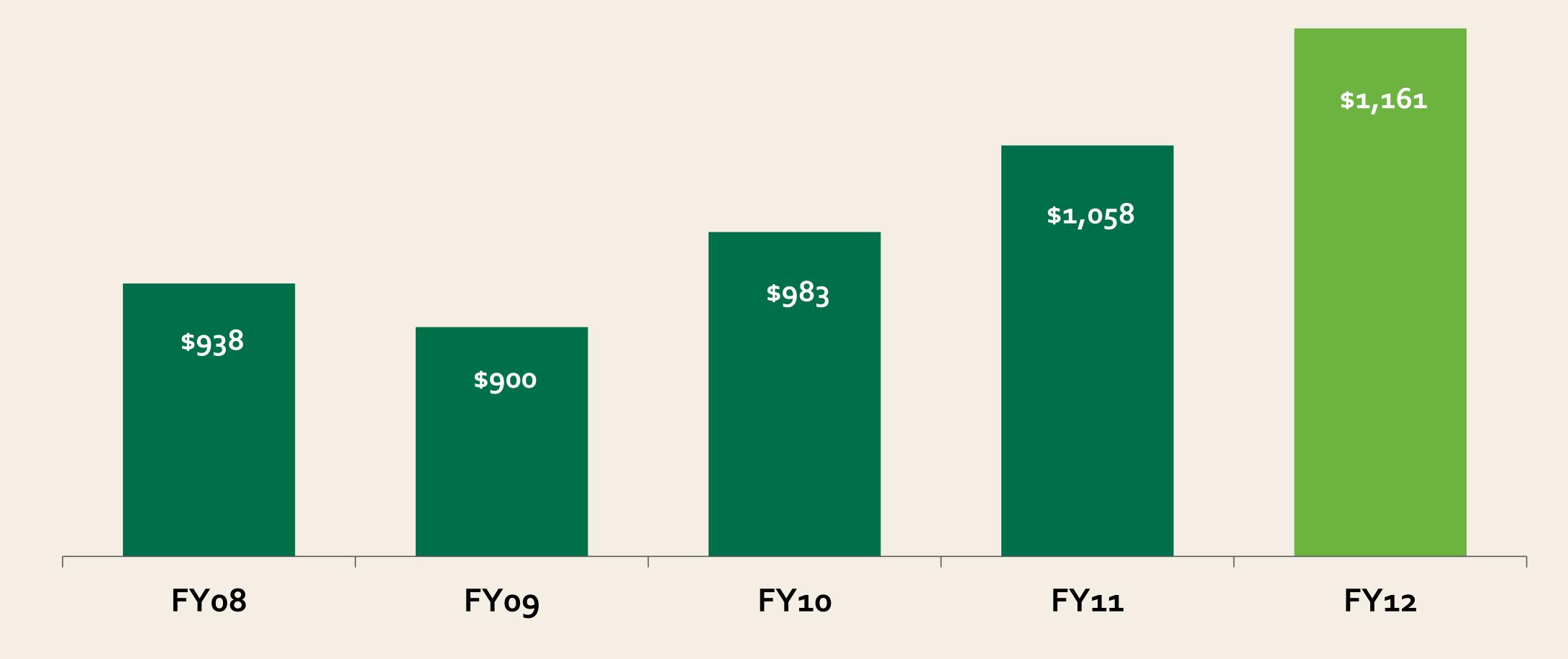


STRONG TOP LINE GROWTH



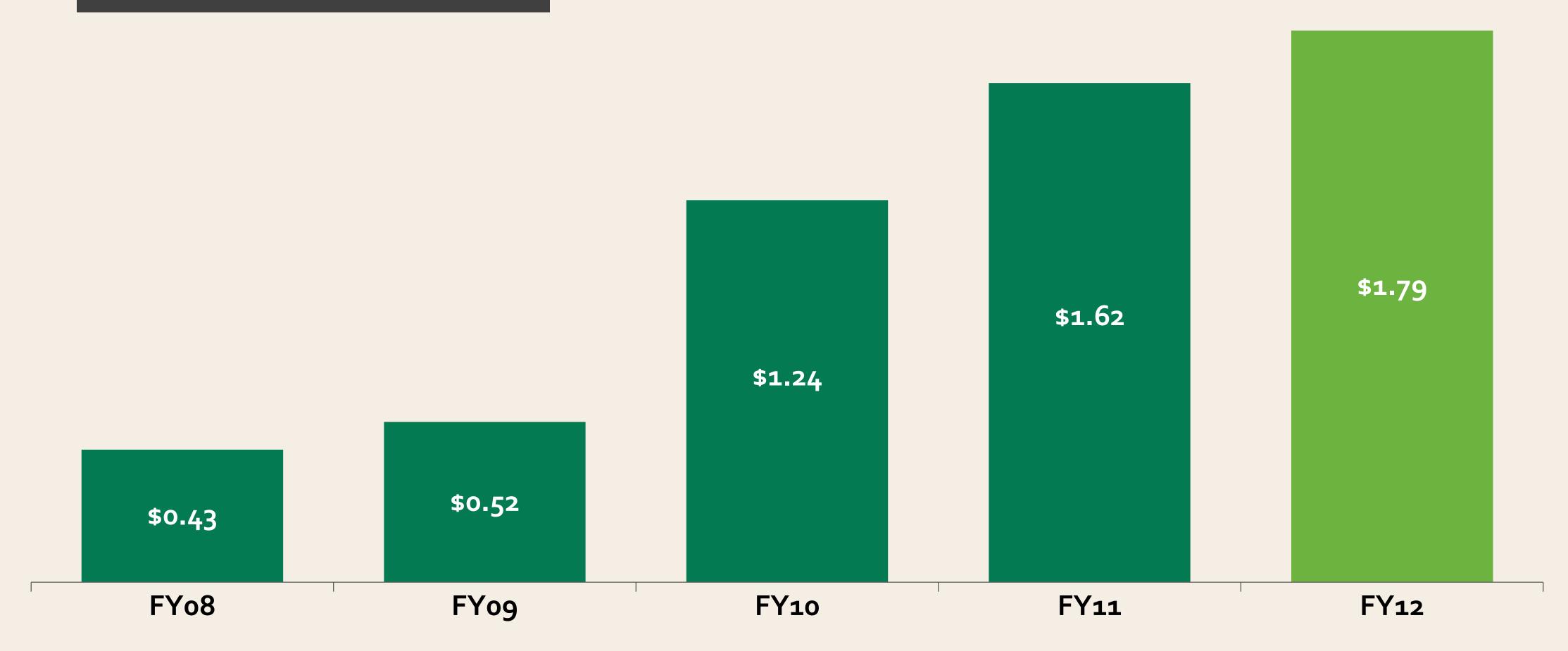
AVERAGE UNIT VOLUMES INCREASING GLOBALLY

AVERAGE SALES PER COMPANY-OPERATED STORE (IN THOUSANDS)



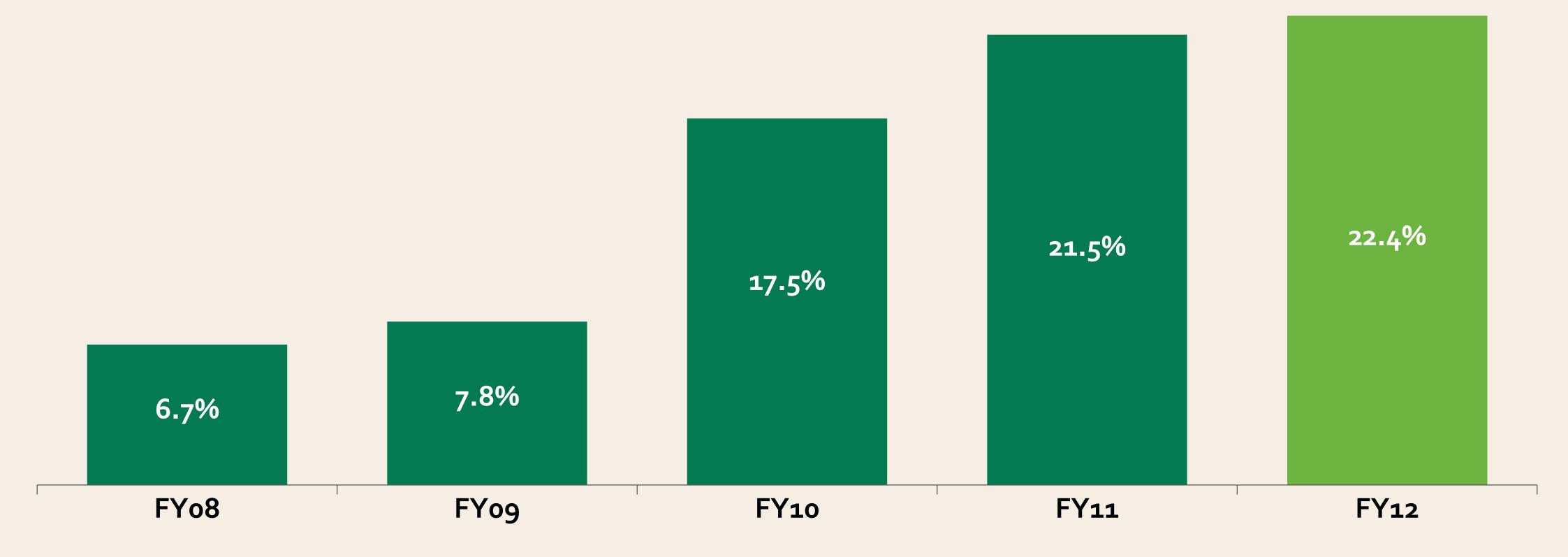
RECORD EARNINGS GROWTH CONTINUES

EARNINGS PER SHARE



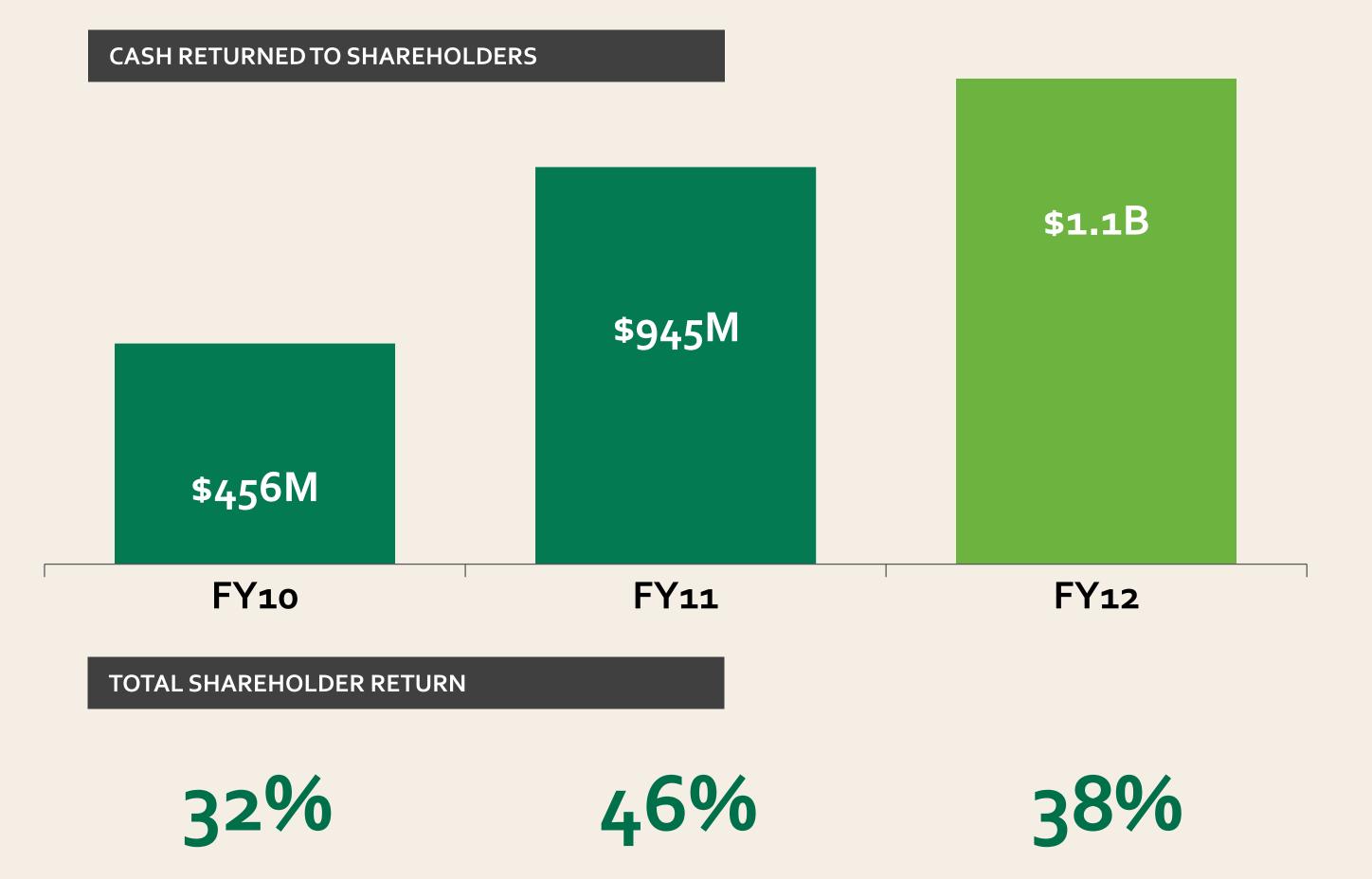
STRONG, GROWING RETURN ON CAPITAL

RETURN ON INVESTED CAPITAL



ROIC defined as NOPAT/Invested Capital. NOPAT adjusted for implied lease interest expense; average invested capital includes present value of minimum lease obligations and excludes cash, cash equivalents and short-term investments

SHAREHOLDER RETURNS ARE ALSO INCREASING



Targeting

35-40%

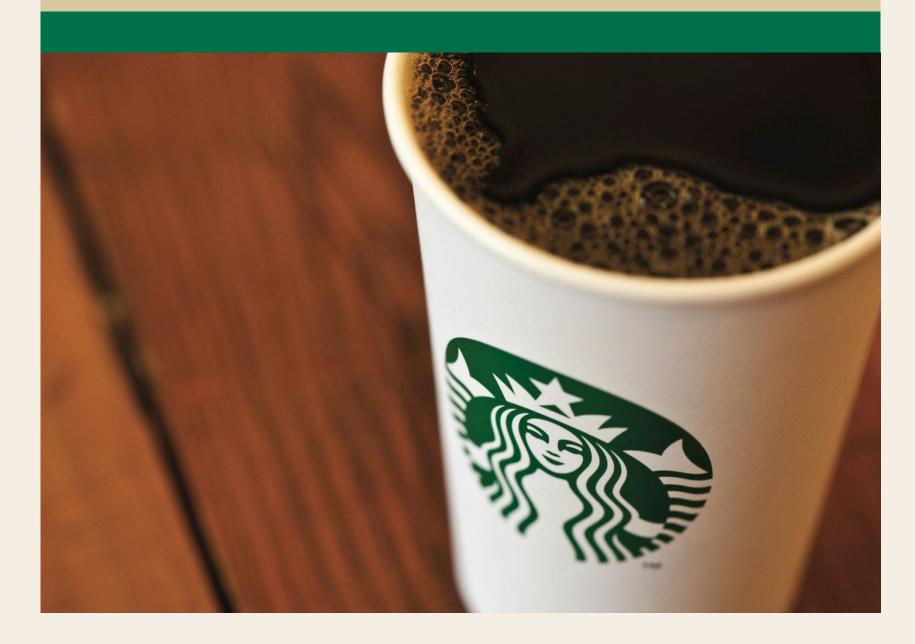
dividend payout ratio

37 M 37 Shares available for repurchase

DIVERSITEC platforms

MASSIVE, GLOBAL OPPORTUNITY

Starbucks share of global coffee consumption



*Based on lbs. consumed globally

440/0

DEVELOPING DIVERSIFIED GROWTH PLATFORMS







Products



Brands



Channels

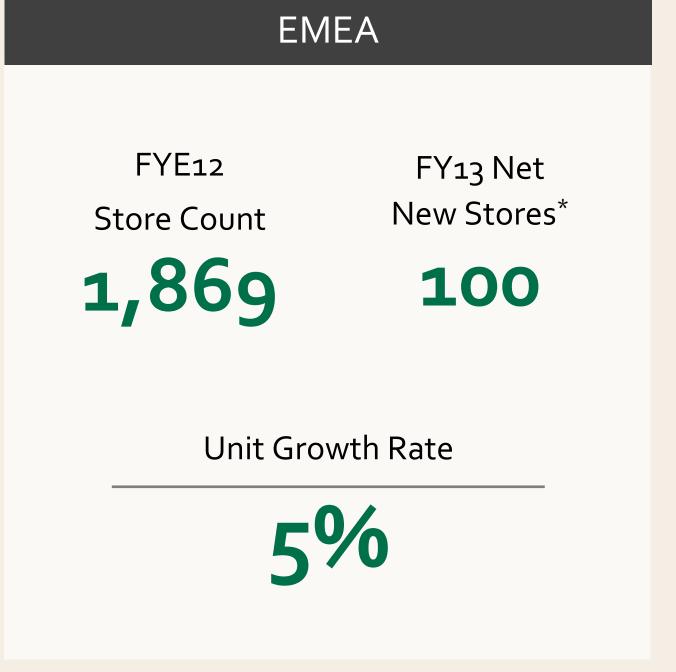


Geography

GLOBAL STORE DEVELOPMENT

AMERICAS FYE₁₂ FY13 Net New Stores* Store Count 600 12,903 Unit Growth Rate





^{*}Targets

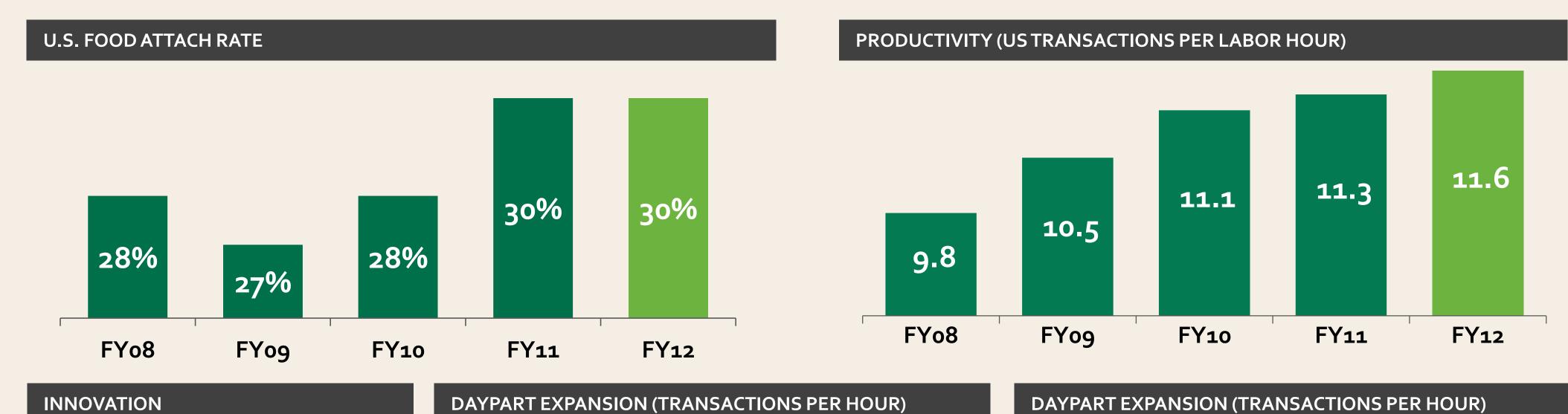
POWERFUL UNIT ECONOMICS

FY12 Year 1 Performance (Company-Operated Stores)*	AMERICAS	CAP	EMEA
Sales	\$1.0M	\$0.7M	\$1.1M
Store Investment**	\$475k	\$250k	\$700k
Sales : Investment	2.1	2.9	1.6
Year 1 ROI (Cash Profit / Investment)	36%	72%	24%

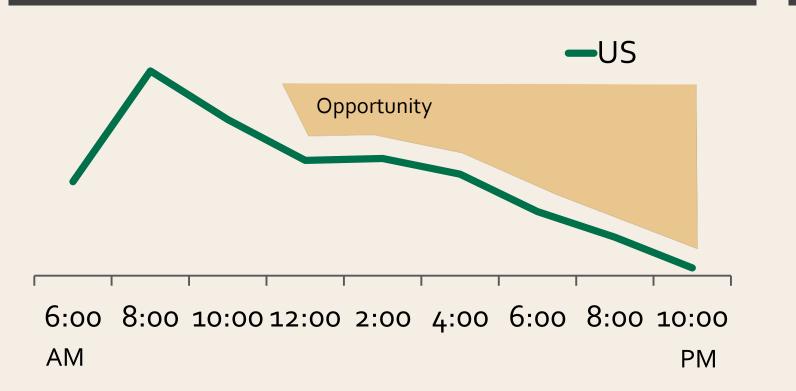
^{*} Year 1 estimate based on current company forecast

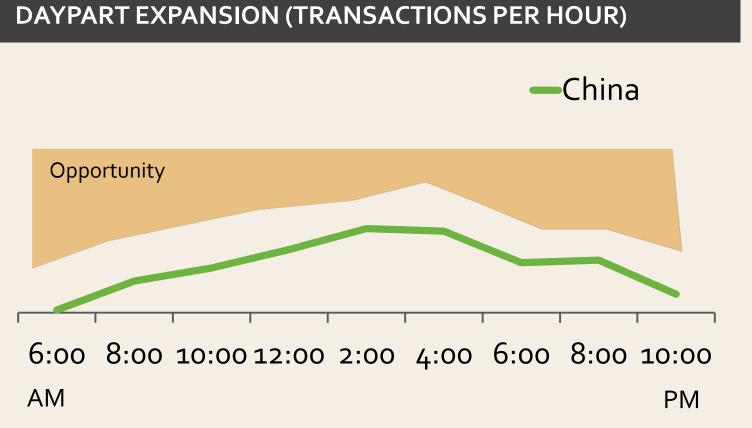
** Investment includes LHI, equipment, furnishings, inventory, pre-opening rent/labor

DRIVING AUV'S HIGHER



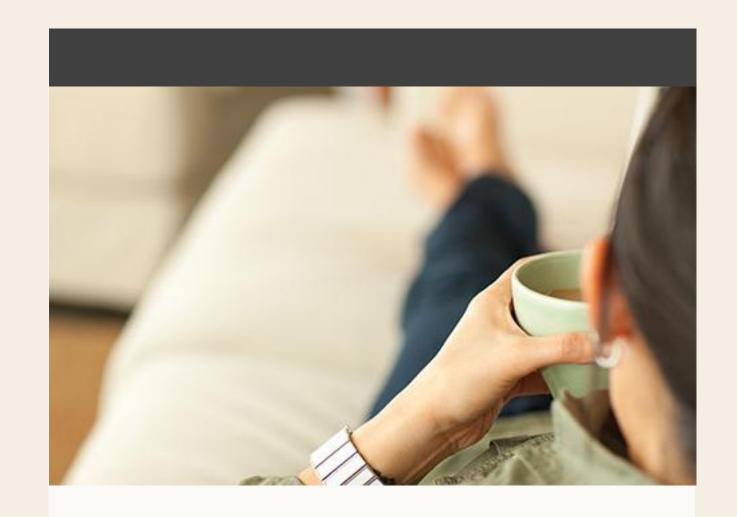




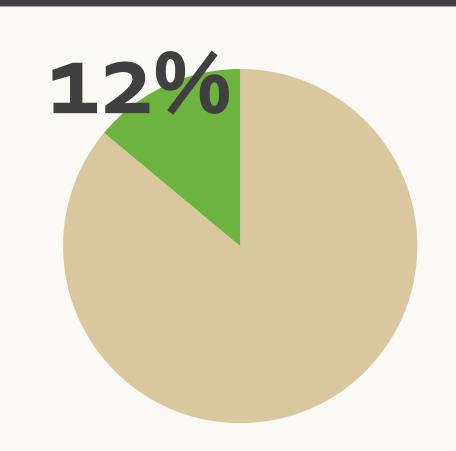


GROWTH BEYOND THE STORE

Channel Development



Majority of coffee consumption occurs at home



of at home coffee sold in the U.S. is Starbucks*



Starbucks at home coffee available in **20 COUNTIES** outside the U.S.













GLOBAL SUPPLY CHAIN

Enabling Growth and Margin Expansion

AMERICAS

- 4 Coffee Roasting Facilities
- 2 Soluble Facilities
- 2 Farmer Support Centers
- 50+ Distribution Centers
- 1 Tea Blending Facility
- **4** Bakery Locations
- 1 Fresh Pressed Juice Facility

EMEA

- 1 Coffee Roasting Facility
- 3 Farmer Support Centers
- 20+ Distribution Centers

CAP

- 1 Coffee Roasting Facility (JV)
- 1 Farmer Support Center
- 10+ Distribution Centers

THINK LOCALLY · ACT REGIONALLY · LEVERAGE GLOBALLY

275 MONTES of Commodity Tailwinds

24+ MONTHS OF TAILWINDS

ARABICA "C" PRICE/LB VERSUS SBUX P&L PRICE/LB

YOY COFFEE PRICE IMPACT TO SBUX P&L



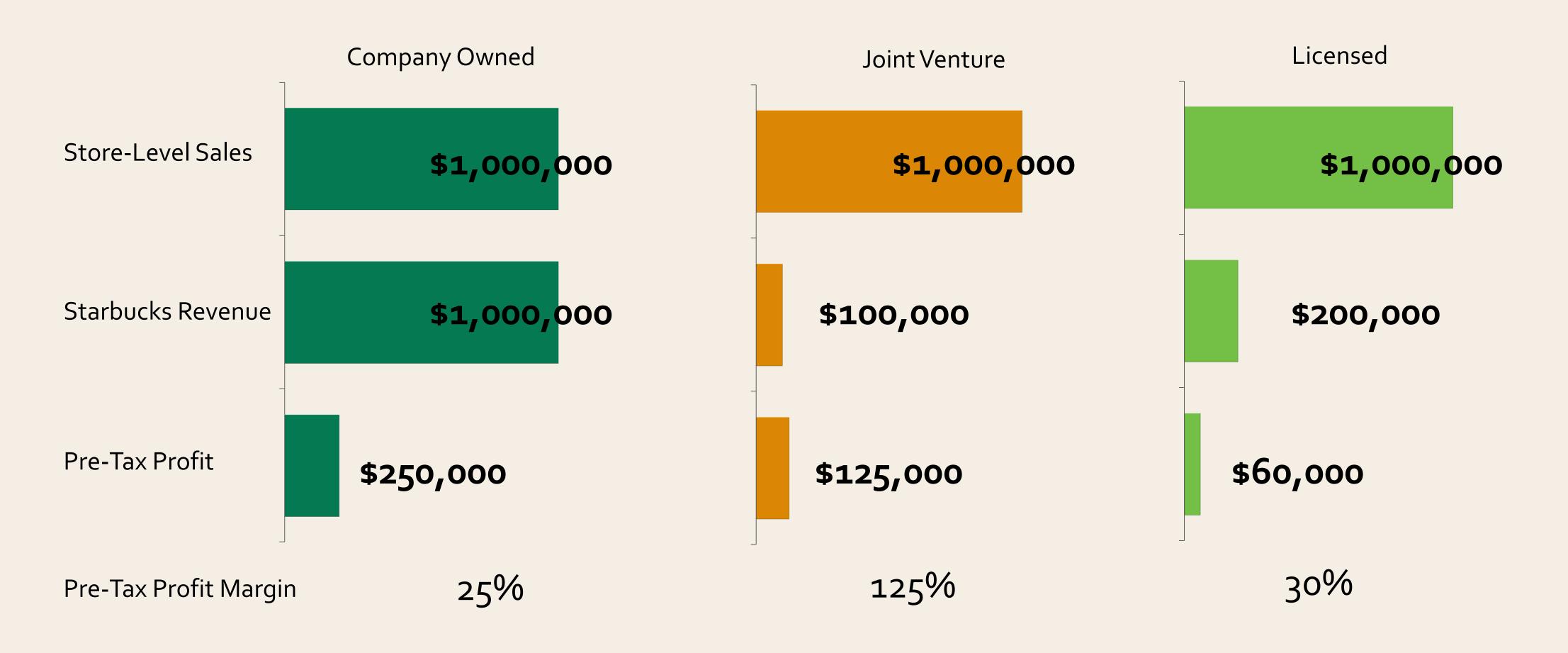
	Arabica "C" Price/lb*	SBUX P&L Price/lb*	YOY Impact to OI
FY11	\$2.47	\$2.12	-\$198M
FY12	\$1.94	\$2.69	-\$206M
FY13 (est.)	n/a	\$2.35	+\$100M+
FY14 (est.)	n/a	~\$2.04	+\$100M+**

^{*} Green coffee

^{**} Based on approx. 6 months price protected

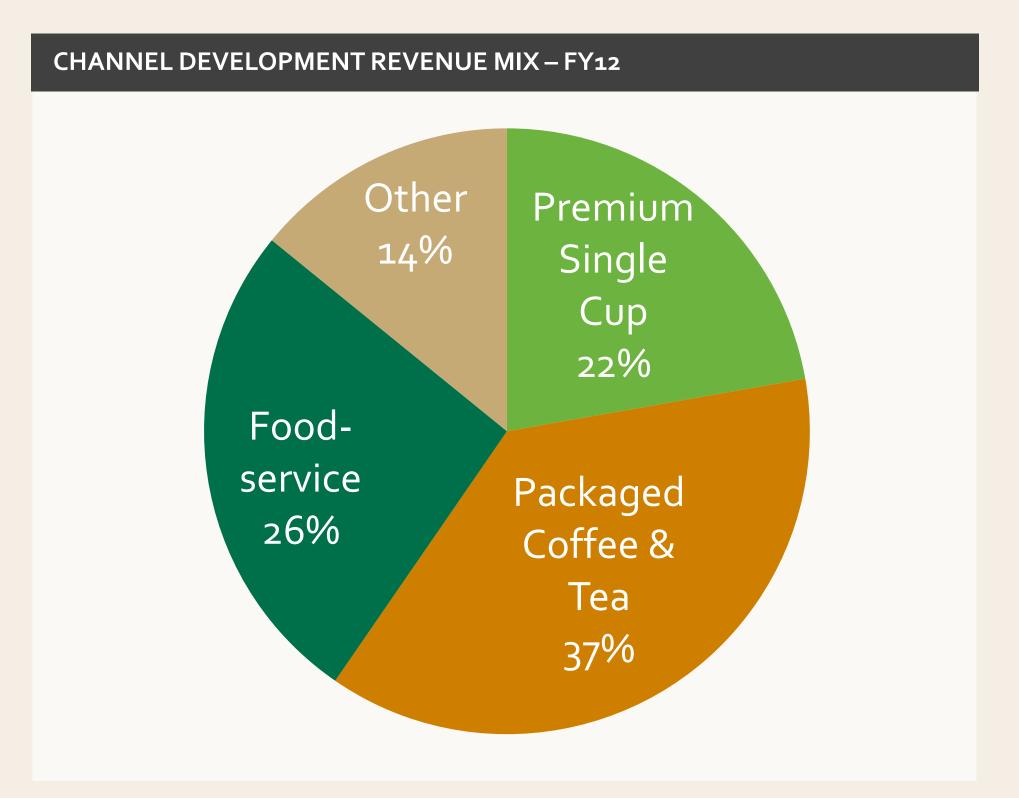
Modeling Insights

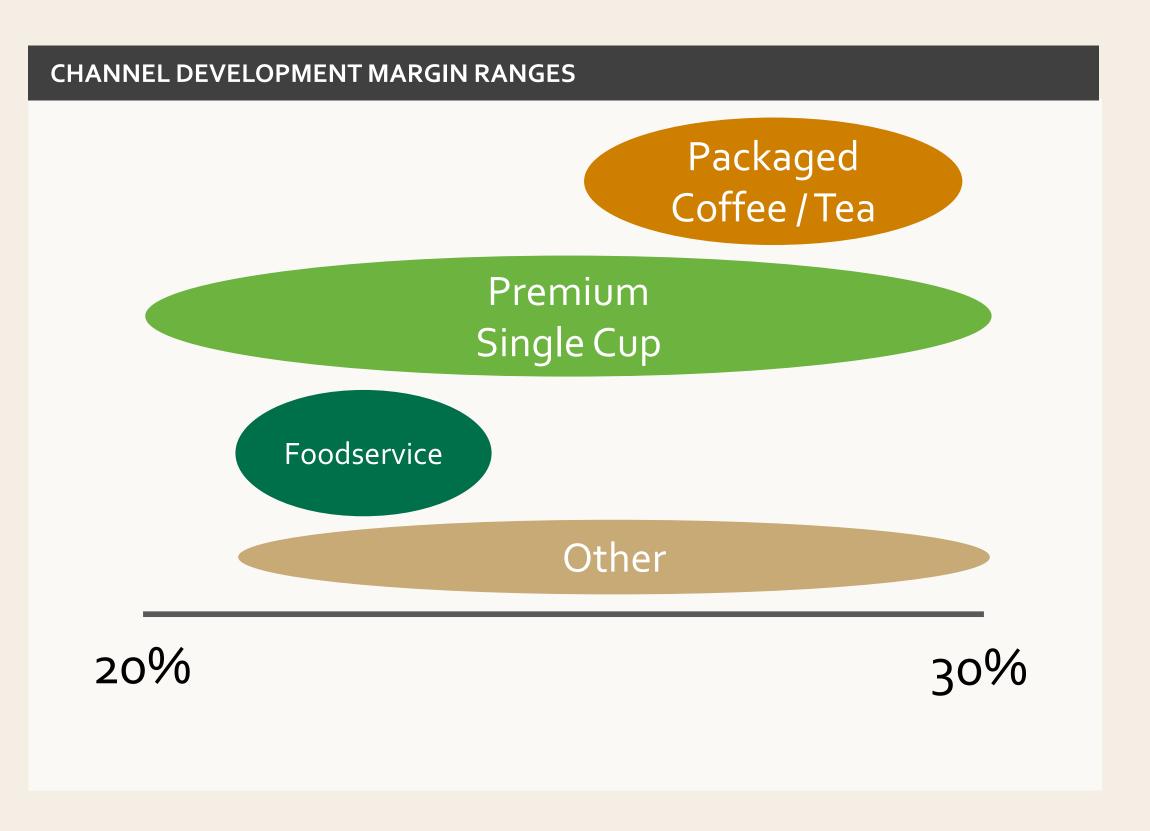
HOW EQUITY MIX IMPACTS OUR P&L



A PORTFOLIO OF HIGH MARGIN PRODUCTS

Channel Development





CHANNEL DEVELOPMENT P&L - FY12

Total Net Revenues	\$1,292.2	
Cost of Sales	\$827.6	64.0%
Other Operating Expenses	\$191.1	14.8%
General & Administrative Depreciation	\$10.2	o.8%
Total Operating Expenses	\$1,028.9	79.6%
Income from Equity Investees	\$85.2	6.6%
Operating Income	\$348.5	27.0%

INCLUDES:

- Packaged Coffee/Tea
- Premium Single Cup
- US Foodservice
- Other (Ingredients Sales, Gift Packs)
- Net of Trade Spend
- Advertising / Marketing
- Sales, Marketing and Direct Support Functions
- Organizational Costs
- Depreciation & Amortization

 Share of Joint Venture Income (NACP/Pepsi Partnership)



FRESH-PICKED FLAVOR

FRUITS & VEGETABLES

ARE PEELED,

cracked, SQUEEZED FRESH,

BOTTLED COLD,

NEVER HEATED



EVOLUTION FRESH FACTSHEET

ROLLOUT

Today: 1,500 Natural and Premium Grocery & 2,200 SBUX stores

End of FY13: ~3,000 Natural and Premium Grocery & >5,000 SBUX stores

End of FY14: All US Company-operated SBUX stores

SEGMENT AND P&L IMPACT

Other: Revenue/COGS from sales in grocery and Evolution Fresh stores

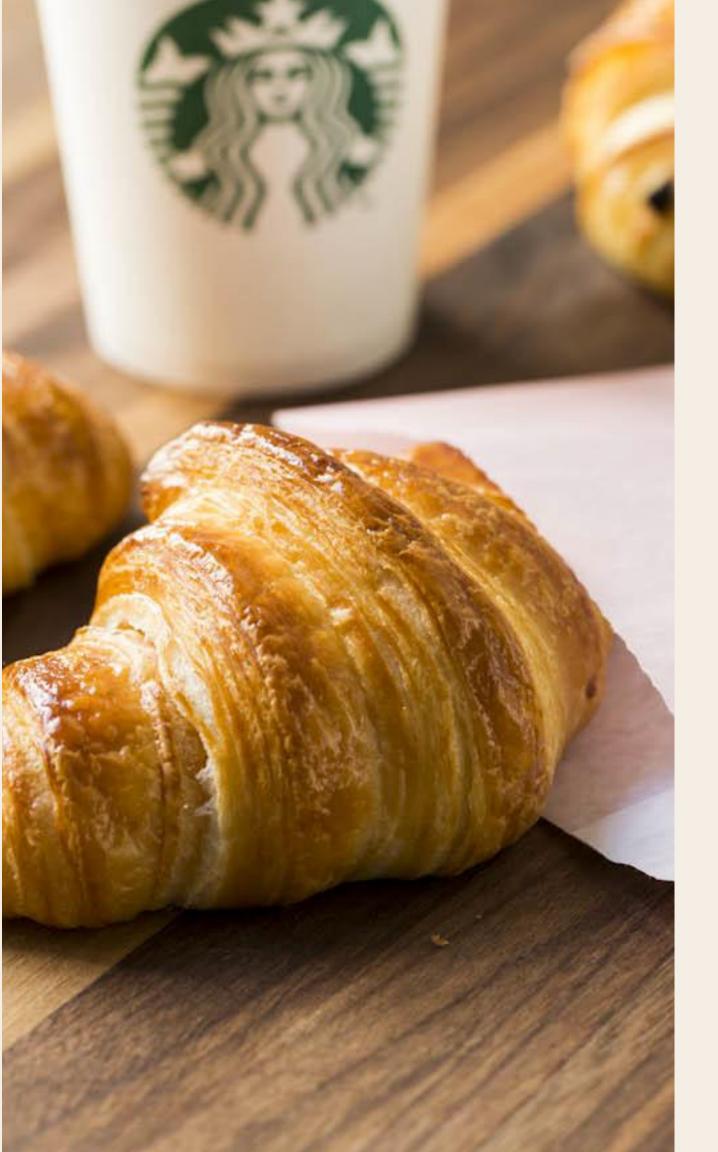
Americas: Revenue/COGS from sales in SBUX stores

EPS IMPACT

FY13: Slightly accretive

FY14: Accretive

FY15: Accretive



LA BOULANGE FACTSHEET

ROLLOUT

Today: 40 SBUX stores

Spring 2013: All SF-area SBUX stores (~400)

End of 2013: 2,500 SBUX stores (mostly 2nd half of year)

End of 2014: All U.S. company-operated SBUX stores

SEGMENT AND P&L IMPACT

Americas: Revenue/COGS from sales in SBUX & La Boulange stores

EPS IMPACT

FY13: Slightly dilutive

FY14: Slightly accretive

FY15: Accretive



VERISMO FACTSHEET

ROLLOUT

Today: 7 countries, >5,000 SBUX stores & ~2,000 specialty retailers

End of FY13: 10 countries

End of FY14: 20 countries

SEGMENT AND P&L IMPACT

Channel Development: Revenue/COGS from sales in specialty and grocery

Americas/EMEA: Revenue/COGS from sales in SBUX stores

Other: Revenue/COGS from online sales

EPS IMPACT

FY13: -\$30M

FY14: Approaching breakeven

FY15: Accretive



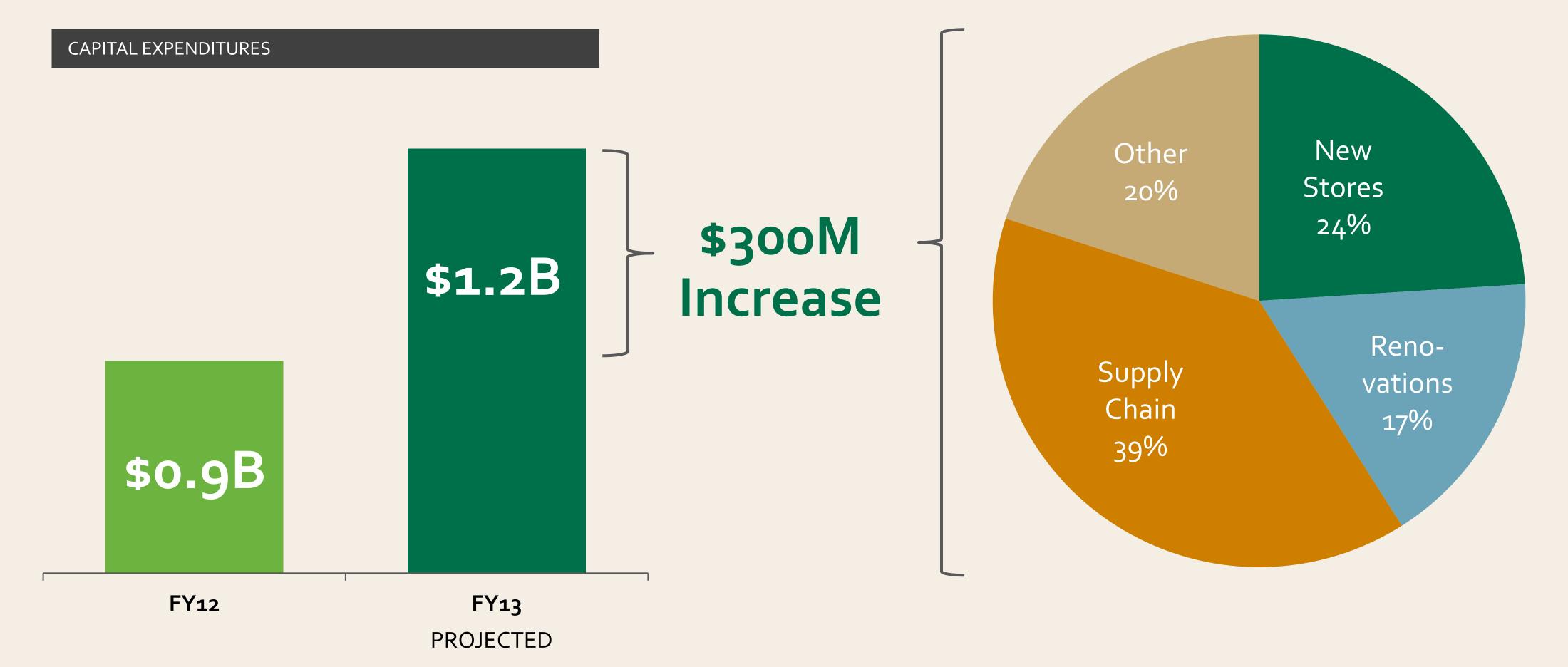
FY13 GROWTH TARGETS

	FY13 Guidance
Revenue	10% – 13% Growth
Global Comp	Mid Single Digit Growth
Operating Margin	~100 bps Improvement
EPS	15% – 20% Growth
Global Store Growth	1,300 Net New
Capital Expenditures	\$1.2 Billion

CONSISTENT, STRONG EARNINGS GROWTH IN EACH QUARTER

Targeted FY13 EPS Growth by Quarter				
Q ₁	Q ₂	Q ₃	Q ₄	
~15%	15-20%	15-20%	15-20%	

INVESTING FOR GROWTH



Beyond FY13

LONG-TERM, OUR AMBITION IS HIGH

Long-Term Targets







Howard Schultz Troy Alstead Arthur Rubinfeld

