

Starbucks roasts its own coffee and sells handcrafted drinks and food through about 41,000 coffeehouses in 89 markets, roughly half run by Starbucks itself and half by licensees who pay it for products plus a royalty on sales. Company-operated stores bring in 82.7% of revenue, licensed stores 11.7%, and packaged coffee and ready-to-drink products sold through Nestlé and PepsiCo the rest. Customers preload money onto Starbucks Cards inside the app, which feeds the Starbucks Rewards program (35.8 million 90-day active US members). FY2025 (52 weeks ended Sep 28, 2025) revenue was \$37.18B (+2.8%), but restructuring and the "Back to Starbucks" turnaround cut net income in half to \$1.86B; in 2026 comparable sales turned up and Starbucks sold 60% of its China stores to Boyu Capital.

KEY PARTNERS

- Coffee producers, traders and exporters; ten farmer support centers (FACT).
- Licensees run 19,476 stores, about 48% of the fleet at FY25 end (FACT).
- **Nestlé Global Coffee Alliance** — ~\$7B prepaid royalty in 2018 (FACT).
- PepsiCo and Nestlé for ready-to-drink beverages (FACT).
- **Boyu Capital** — 60% of China retail JV, closed April 2026 (FACT).
- Delivery platforms; delivery sales lifted Q3 FY26 ticket (FACT).

KEY ACTIVITIES

- Sourcing and roasting; hedges with futures and collars (FACT).
- Run 21,514 company-operated stores at FY25 end (FACT).
- Supply and support licensees (FACT).
- **App** — Mobile Order and Pay, card reloads, Rewards (FACT).
- Green Apron Service Model live across US company stores in Q4 FY25 (FACT).
- 627 restructuring closures in Q4 FY25 (FACT).

KEY RESOURCES

- Starbucks, Teavana, Ethos and Starbucks Reserve brands (FACT).
- 40,990 stores in 89 markets at FY25 end (FACT).
- \$1.75B card balances and unredeemed Stars, Sep 2025 (FACT).
- ~381,000 employees, ~214,000 in US company stores (FACT).
- Roasting and distribution; ten farmer support centers (FACT).
- 40% stake in China JV; owns the brand and IP there (FACT).

VALUE PROPOSITIONS

- Handcrafted, customizable drinks; beverages are 73% of store sales (FACT).
- Food attach hit a Q3 record in US company stores, Q3 FY26 (FACT).
- **Third place** — coffeehouse experience (FACT, company strategy).
- Mobile Order and Pay and delivery for speed (FACT).
- **Rewards tiers** — Green, Gold, Reserve since Mar 2026 (FACT).
- At-home coffee via Nestlé and ready-to-drink via PepsiCo (FACT).

CUSTOMER RELATIONSHIPS

- 35.8M 90-day active US Rewards members, Q3 FY26 (FACT).
- Card registration auto-enrolls in Rewards (FACT).
- Stars expire in six to twelve months, by market (FACT).
- Green, Gold, Reserve levels since Mar 10, 2026 (FACT).
- 60-Star \$2 off reward is about a third of redemptions (FACT, Q2 FY26 call).
- **Barista service** — Green Apron Service Model (FACT).

CHANNELS

- Company-operated coffeehouses and drive-thrus (FACT).
- Licensed stores run by retail and travel operators (FACT).
- **Starbucks app** — Mobile Order and Pay (FACT).
- Third-party delivery platforms (FACT).
- Grocery and foodservice via Nestlé; ready-to-drink via PepsiCo (FACT).
- **Brand marketing** — Coachella, Winter Olympics, ChatGPT (FACT, Q2 FY26 call).

CUSTOMER SEGMENTS

- North America 74%, International 21%, Channel Development 5% of FY25 revenue (FACT).
- **US** — 16,864 stores at FY25 end (FACT).
- **China** — 8,011 stores at FY25 end; now a 40% JV (FACT).
- Rewards members and non-members both grew transactions, Q2 FY26 (FACT).
- Licensees as business customers (FACT).
- Grocery and foodservice buyers via Nestlé (FACT).

COST STRUCTURE

- Store operating expenses \$17.06B, 55.5% of company store revenue (FACT).
- Product and distribution \$11.66B, 31.4% of revenue (FACT).
- Restructuring and impairments \$892.0M in FY25 (FACT).
- G&A \$2.62B; D&A \$1.68B (FACT).
- Capex \$2.31B in FY25 (FACT).
- IEEPA tariff refunds offset FY26 tariffs, Q3 FY26 (FACT).

REVENUE STREAMS

- Company-operated stores \$30.74B, 82.7% (FACT).
- **Licensed stores \$4.35B, 11.7%** — product margin plus royalty (FACT).
- **Other \$2.09B, 5.6%** — packaged coffee, RTD, Nestlé royalties (FACT).
- **Nestlé prepaid royalty** — \$176.5M a year for 40 years (FACT).
- Breakage \$222.4M in FY25 (FACT).
- Channel Development operating margin 47.3% vs North America 11.5% (FACT).

Sources: s203.q4cdn.com/326826266/files · sec.gov/Archives/edgar · s203.q4cdn.com/326826266/files · s203.q4cdn.com/326826266/files · about.starbucks.com/press/2026 · investor.starbucks.com/news/financial-releases · s203.q4cdn.com/326826266/files
Not affiliated with Starbucks.