

STARBUCKS CORPORATION
CORPORATE GOVERNANCE PRINCIPLES AND PRACTICES
FOR THE BOARD OF DIRECTORS

Purpose

The Board of Directors (the “Board”) of Starbucks Corporation (the “Company”) is responsible for overseeing the exercise of corporate powers and ensuring that the Company’s business and affairs are managed to meet its stated goals and objectives and that the long-term interests of the shareholders are served. The Board recognizes its responsibility to engage, and provide for the continuity of, executive management that possesses the character, skills and experience required to attain the Company’s goals and its responsibility to select nominees for the Board who possess appropriate qualifications and reflect a diversity of backgrounds and perspectives. In this context, diversity will be broadly construed to mean a variety of identities, perspectives, personal and professional experiences and backgrounds and can be represented in both visible and non-visible characteristics that include but are not limited to race, ethnicity, national origin, gender and sexual orientation.

Composition

The Board will be comprised of a majority of members who will meet the independence requirements of the Nasdaq Stock Market then in effect. The size of the Board will be recommended by the Nominating and Corporate Governance Committee and approved by the Board in the best interest of the Company.

Election of the Chair of the Board

The Board elects the Chair of the Board in the manner and based on the criteria that it deems appropriate and in the best interests of the Company given the circumstances at the time of such appointment and in compliance with the Company’s Bylaws. The Nominating and Corporate Governance Committee is responsible for reviewing and recommending to the Board on a biennial basis, or upon a vacancy, a director for election as Chair of the Board. If the Chair of the Board is not an independent director, upon the recommendation of the Nominating and Corporate Governance Committee, the independent members of the Board will select a lead independent director on a biennial basis, or upon a vacancy.

Meetings

The Board will meet at least five (5) times each fiscal year and may hold additional meetings as often as may be necessary or appropriate in the discretion of the Chair of the Board or, if the Chair of the Board is not an independent director, the lead independent director. One meeting of the Board each fiscal year will be dedicated primarily to strategic planning for the Company. Prior to each meeting, the Chair of the Board or their designee will circulate the agenda for the meeting and appropriate preparatory materials to each member of the Board.

Members of the Board are expected to use all reasonable efforts to attend and participate in each meeting of the Board and meetings of the committees on which they serve. The Chair of the Board or their designee may also request that members of management, legal counsel, accounting or other advisors attend the meetings of the Board.

Minutes of each meeting will be prepared under the direction of the Chair of the Board and circulated to each member of the Board for review and approval.

Authority and Responsibilities of the Board

The fundamental responsibility of the Company's Board is to promote the best interests of the Company and its shareholders by overseeing the management of the Company's business and affairs. In doing so, Board members have two basic legal obligations to the Company and its shareholders: (1) the duty of care, which generally requires that Board members exercise appropriate diligence in making decisions and in overseeing management of the Company; and (2) the duty of loyalty, which generally requires that Board members make decisions based on the best interests of the Company and its shareholders, without regard to any personal interest. In discharging their responsibilities, Board members must exercise their business judgment to act in a manner that they believe in good faith is in the best interests of the Company and its shareholders. The Board believes that strong corporate governance should include year-round engagement with the Company's shareholders with a focus on creating long-term, sustainable value and having high regard for the interests of all stakeholders.

With respect to risk oversight, the Board has overall responsibility for risk oversight, including, as part of regular Board and committee meetings, general oversight of executives' management of risks relevant to the Company. A fundamental part of risk oversight is not only understanding the material risks a company faces and the steps management is taking to manage those risks, but also understanding what level of risk is appropriate for the Company. The involvement of the Board in reviewing the Company's business strategy is an integral aspect of the Board's assessment of management's tolerance for risk and also its determination of what constitutes an appropriate level of risk for the Company.

The Board believes it is important to be deeply engaged and involved in overseeing the Company's long-range strategy and business initiatives and that the Company's business strategies and prospects should be discussed as a matter of course at regular board meetings. Regular updates on significant items should be provided in between regular board meetings, in addition to periodic, more intensive sessions regarding matters of corporate strategy and performance. The Chair of the Board will generally speak with the president and chief executive officer of the Company in between regularly scheduled Board meetings.

The Board has the authority to retain, at the Company's expense, consultants, external legal counsel, accounting or other advisors to assist the Board in conducting its business and meeting its responsibilities to the Company and its shareholders, and authority to approve such consultant's, advisor's or other firm's or individual's fees and other retention terms.

Policies and Practices

The Board is responsible for organizing its functions and conducting its business in the manner it deems most effective and efficient, consistent with its duties of care and loyalty. To meet that responsibility, the Board has adopted a set of flexible policies to guide its governance practices in the future. These practices, set forth below, will be regularly re-evaluated by the Nominating and Corporate Governance Committee in light of changing circumstances in order to continue serving the best interests of all stakeholders. Accordingly, the summary of current practices is not a fixed policy or resolution by the Board, but merely a statement of current practices that is subject to continuing assessment and change.

Determination of Independence of Non-Employee Directors

No relationship between any non-employee director and the Company should be of a nature that could compromise the independence or judgment of any Board member in governing the affairs of the Company. The determination of what constitutes independence for a non-employee director in any individual situation will be made by the Board in light of the totality of the facts and circumstances relating to such situation and in compliance with the requirements of the Nasdaq Stock Market's applicable listing standards and other applicable rules and regulations.

Committees

The present Board committees are the Audit and Compliance Committee, the Compensation and Management Development Committee, the Nominating and Corporate Governance Committee, and the Environmental, Partner, and Community Impact Committee. All members of all committees will be nonemployee directors of the Company and meet the independence requirements applicable to membership on each committee, including those requirements of the Nasdaq Stock Market, applicable law and the applicable rules and regulations of the Securities and Exchange Commission (including, with respect to audit committee membership, Section 10A(m)(3) of the Securities Exchange Act of 1934), in each case as may then be in effect. The Board considers its current committee structure to be appropriate, but the number and scope of committees may be revised as appropriate to meet changing conditions and needs.

The Nominating and Corporate Governance Committee is responsible for reviewing and recommending to the Board, at least annually, the assignment of directors to various committees. The Nominating and Corporate Governance Committee will also recommend to the Board from time-to-time changes in committee assignments to ensure diversity of Board member experience and to vary the exposure of the Board members to the affairs of the Company. No committee member will serve consecutively as Chair of a committee for more than two four-year terms.

The duties and responsibilities of the Board committees are set forth in their respective charters.

Board Membership Criteria

The Nominating and Corporate Governance Committee is responsible for, among other things, reviewing the appropriate skills and characteristics required of directors in the context of prevailing business conditions and for making recommendations to the Board regarding the size and composition of the Board. The objective is a Board that brings to the Company a variety of perspectives and skills derived from high quality business and professional experience.

Majority Voting

The Company has adopted majority voting procedures for the election of directors in uncontested elections. In an uncontested election, nominees must receive more "for" than "against" votes to be elected. The term of any director who does not receive a majority of votes cast in an election held under the majority voting standard will terminate on the earliest to occur of (i) 90 days after the date election results are certified; (ii) the date the director resigns; or (iii) the date the Board fills the position.

Procedure for Selecting New Director Candidates

The Board is responsible for recommending the candidates to stand for election at the annual meeting of shareholders. The Board has delegated the screening and nomination process to the Nominating and Corporate Governance Committee. The Nominating and Corporate Governance Committee is expected to work closely with the Chair of the Board and the president and chief executive officer in determining the qualifications desired in new Board members and to select or recommend candidates to the full Board, including any candidate recommended by the Board to stand for election at the annual meeting of shareholders.

To reflect the Company's commitment to diversity, in connection with the use of any search firm to identify potential director candidates, the Board will require the search firm to include in its initial list of candidates qualified candidates who reflect diverse backgrounds, including, but not limited to, diversity of race, ethnicity, national origin, gender and sexual orientation.

Extending the Invitation to a Potential New Director to Join the Board

Upon concurrence of the members of the Board, invitations to join the Board will be extended to candidates on behalf of the Board by the Chair of the Board and the Chair of the Nominating and Corporate Governance Committee. Other Board members may participate as appropriate.

Board Member Orientation and Continuing Education

An orientation process is in place to acquaint new directors with the strategic plans, business, industry environment, history, current circumstances, key priorities and issues and the top managers of the Company. Periodic briefing sessions are also provided to members of the Board on subjects that would assist them in discharging their duties.

Directors are also encouraged to participate in external continuing education programs, as they or the Board may determine are desirable or appropriate.

Selection of Agenda Items for Board Meetings

The Chair of the Board, together with appropriate members of management, will develop the agenda for each Board meeting. If the Chair of the Board is not an independent director, the agenda will be circulated in advance to the lead independent director. Board members may suggest additional or alternative items for consideration.

Board Materials Distributed in Advance

As much information and data as practical relating to the meeting agenda items and the Company's financial performance will be sent to Board members sufficiently in advance of meetings to permit the directors to review the materials.

Executive Sessions of Independent Directors

Each Board meeting agenda will include time for an executive session with only independent directors present. Such executive sessions will be presided over by the Chair of the Board, if independent, and otherwise by the lead independent director if the Chair of the Board is not independent. Such presiding director will also help coordinate feedback and follow-up from such

executive sessions with the full Board, applicable Board committees, individual members of the Board and/or senior management, as appropriate.

Duties and Role of Independent Chair of the Board

In addition to other duties set forth in these Corporate Governance Principles and Practices and the Company's Bylaws, the duties of the Chair of the Board include, but are not limited to, the following:

- Preside over and manage the meetings of the Board
- Support a strong Board culture by fostering an environment of open dialogue, effective information flow and constructive feedback among the members of the Board and senior management, facilitating communication among the Chair of the Board, the Board as a whole, Board committees and senior management and encouraging director participation in discussions
- Approve the scheduling of meetings of the Board, lead the preparation of the agenda for each meeting and approve the agenda and materials for each such meeting
- Approve and coordinate the retention of advisors and consultants to the Board
- Serve as liaison between management and independent directors
- Represent the Board at annual meetings of shareholders and be available, when appropriate, for consultations with shareholders
- Act as an advisor to the chief executive officer on strategic aspects of the business
- Perform such other duties as prescribed by the Board.

Duties and Role of Lead Independent Director

If the Chair of the Board is not an independent director, upon the recommendation of the Nominating and Corporate Governance Committee, the independent members of the Board will select a lead independent director for a term of two years. The lead independent director will serve in that capacity for not more than two consecutive two-year terms or until their successor will have been duly selected by the independent members of the Board. The lead independent director and the Chair of the Board will each have the authority to call executive sessions of independent directors.

In addition to the other duties set forth in these Corporate Governance Principles and Practices, the duties of a lead independent director, if selected, will include but are not limited to, the following:

- Preside at the scheduled executive sessions of independent directors
- Preside over and manage the meetings of the Board at which the Chair of the Board is not present
- Serve as a liaison between the independent directors and the Chair of the Board
- In consultation with the Chair of the Board, approve the scheduling of Board meetings and the agenda and materials for each such meeting
- Approve the agenda and materials for each executive session of the independent directors
- Approve and coordinate the retention of advisors and consultants to the Board
- Perform such other duties as the independent directors may designate from time to time.

Qualifications of Lead Independent Director

In order to serve as lead independent director, a director must meet the independence standards of the Nasdaq Stock Market. Additionally, such director must (1) be available to work closely with and act as an advisor to the Chair of the Board and the president and chief executive officer, (2) be available to effectively discuss with other directors concerns about the Company or the Board and relay those concerns, where appropriate, to the Chair of the Board, the president and chief executive officer or other members of the Board, (3) ensure the effectiveness of the Board and that it maintains its independence from management and (4) be familiar with corporate governance best practices.

Board Access to Senior Management

All Board members have access to senior management, with the expectation that such contact will be minimally disruptive to the business operations of the Company. The Chair of the Board, with input from the president and chief executive officer, is encouraged to invite to Board meetings senior managers who can provide additional insight into business matters being discussed and those with high future potential who should be given personal exposure to members of the Board.

Board Compensation Review

Annually, the Nominating and Corporate Governance Committee of the Board will review the compensation of the non-employee directors and committee members in relation to other comparable companies. Any changes in non-employee director or committee member compensation will be recommended by the Nominating and Corporate Governance Committee and approved by the Board.

Stock Ownership

The Board has determined that it is important for each non-employee director to have a meaningful investment in the Company by owning shares of the Company's stock. The Board will adopt and maintain stock ownership requirements that it deems appropriate.

Recovery of Incentive Compensation

Pursuant to the Company's Recovery of Incentive Compensation Policy, the Company may seek reimbursement with respect to incentive compensation paid or awarded to executive officers (as designated by the Board) in the event of a financial restatement or misconduct.

Assessing the Board's Performance

The Board will conduct an annual evaluation of its overall effectiveness and the effectiveness of each of its committees, including the performance of the Board's and of each committee's governance and other responsibilities. Further, the Board will engage a third party to undertake an independent external Board and committee review process every three years, or as appropriate in light of the needs of the Board. The Nominating and Corporate Governance Committee will annually review the process to conduct such evaluation and make recommendations to the Board.

Directors Who Change Their Job Responsibilities

Directors must tender their resignation in writing to the Chair of the Board, with a copy to the Company's general counsel, in the event of any significant change in their primary job responsibilities. The Nominating and Corporate Governance Committee will consider such changed circumstances in

evaluating the appropriate mix of skills and experience necessary for the Board to perform its duties effectively and will make a recommendation to the Board, which will decide whether to accept such resignation.

Serving on Additional Boards

Board members who are full-time employees of a publicly traded company may serve on no more than one publicly-traded company's board in addition to the Company's Board and their own company board (when applicable). Non-employee directors who are not full-time employees of a publicly traded company may serve on no more than three publicly-traded companies' boards in addition to the Company's board. Service as an executive chairperson of any board does not, alone, constitute full-time employment. Members of the Audit and Compliance Committee may not serve on more than three public company audit committees (including the Company's Audit and Compliance Committee) unless such member is a retired certified public accountant, chief financial officer, controller, or has similar experience, in which case the limit will be four committees.

Board members wishing to join the board of another publicly traded company and Audit and Compliance Committee members wishing to join another audit committee will first notify the Chair of the Nominating and Corporate Governance Committee, the Chair of the Board and the general counsel prior to joining such other board, agreeing to be nominated or serve on a director slate at such other board, or agreeing to be nominated or serve on another audit committee. The Chair of the Nominating and Corporate Governance Committee and general counsel will review the proposed board membership to ensure compliance with applicable laws and policies. Potential conflicts of interest, if any, will be referred to the Chair of the Audit and Compliance Committee for review.

Term Limits

There are no term limits for service on the Board. The absence of term limits allows the Company to retain Board members who have been able to develop, over a period of time, increasing insight into the Company and its operations and, therefore, provide an increasing contribution to the Board as a whole.

Resignation, Retirement or Intent not to Stand for Reelection

If a Board member wishes to resign, retire or not to stand for reelection at the end of their current term, the Board member will notify the Chair of the Board in writing, with a copy to the Company's general counsel. The Nominating and Corporate Governance Committee will evaluate such resignations and will make a recommendation to the Board, which will decide the action, if any, to be taken with respect to the resulting vacancy on the Board.

Mandatory Retirement

A Board member must retire immediately before the Company's annual meeting of shareholders during the calendar year in which they attain age 75. No Board member may be nominated to a new term if they would be age 75 or older at the end of the calendar year in which the election is held. On the recommendation of the Nominating and Corporate Governance Committee, the Board may waive these requirements on an annual basis as to any Board member if it deems such waiver to be in the best interests of the Company.

Evaluation of the Chief Executive Officer

The Board conducts an evaluation of the chief executive officer's performance annually. The Compensation and Management Development Committee establishes the evaluation process, which process will include discussions with the independent directors of the Board. The evaluation results are communicated to the chief executive officer. The Board believes that the compensation package for the chief executive officer should reflect a strong pay-for-performance objective by aligning their compensation with the achievement of both short-term and long-term financial objectives that build shareholder value. The Compensation and Management Development Committee will recommend a compensation package for the chief executive officer to the independent members of the Board for their consideration and approval.

Succession Planning

A primary responsibility of the Board is planning for chief executive officer succession. The Chair of the Nominating and Corporate Governance Committee, together with the Chair of the Board (or, if the Chair of the Board is not independent, the lead independent director), the Chair of the Compensation and Management Development Committee and the chief executive officer (collectively, the "succession planning team") will annually evaluate and update as appropriate the skills, experience, and attributes that the Board believes are important to be an effective chief executive officer in light of the Company's business strategy. The succession planning team will also annually review with the Board, the Company's chief executive officer succession planning process, including the identification, development and progress of internal candidates, and how candidates have been assessed. Chief executive officer succession planning should be an ongoing process, with the goal of providing sufficient lead time before an expected transition while also being prepared for and responsive to unexpected developments. Pursuant to its charter, the Compensation and Management Development Committee has general oversight responsibility for management development and succession planning practices and strategy.

To reflect the Company's commitment to diversity, in connection with the use of any search firm to identify potential chief executive officer candidates, the Board will require the search firm to include in its initial list of candidates qualified candidates who reflect diverse backgrounds, including, but not limited to, diversity of race, ethnicity, national origin, gender and sexual orientation.

Board Interaction with Institutional Investors, the Media and Customers

The Board believes that the responsibility lies with management for communications and relationships on behalf of the Company with institutional investors, the media and customers. Therefore, the Board may participate occasionally in such interaction, but will generally do so only at the request of or with the prior knowledge of management and individual directors will only engage in such interactions with the approval of the Chair of the Board.

Board Attendance at Annual Shareholder Meetings

All directors are required to attend the Annual Meeting of Shareholders, except for absences due to causes beyond the reasonable control of the director.

Board Confidentiality

Directors must protect and hold confidential all non-public information that comes to them, from whatever source, as directors of the Company, absent authorization from the Board to disclose particular information. Accordingly, directors may not use confidential information for their own personal benefit or to benefit persons or entities outside of the Company, and they may not disclose confidential information outside the Company, either during or after their service as directors, except with authorization of the Board or as may be otherwise required by law. This obligation of confidentiality extends to Board and committee discussions and deliberations that may take place among directors, officers and employees and Board materials.

These Corporate Governance Principles and Practices are intended to provide a set of flexible guidelines for the effective functioning of the Board. The Nominating and Corporate Governance Committee will periodically review these Corporate Governance Principles and Practices and will recommend changes, if any, to the Board. The Board may modify or amend these Corporate Governance Principles and Practices and the authority and responsibilities of the Board set forth herein at any time.

Revision History:

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