

## RECONCILIATION OF SELECTED SEGMENT GAAP MEASURES TO NON-GAAP MEASURES

*(unaudited)*

	Quarter Ended		Change
	Oct 3, 2021 (14 Weeks Ended)	Sep 27, 2020 (13 Weeks Ended)	
<b>North America</b>			
North America operating margin/(loss), as reported (GAAP)	21.8 %	12.0 %	980 bps
Restructuring and impairment costs <sup>(1)</sup>	0.7	4.6	
North America non-GAAP operating margin/(loss)	<u>22.5 %</u>	<u>16.6 %</u>	590 bps
<b>International</b>			
International operating margin/(loss), as reported (GAAP)	19.7 %	12.0 %	770 bps
Integration costs <sup>(2)</sup>	3.1	4.2	
International non-GAAP operating margin/(loss)	<u>22.8 %</u>	<u>16.2 %</u>	660 bps
<b>Channel Development</b>			
Channel Development operating margin, as reported (GAAP)	50.1 %	42.7 %	740 bps
Nestlé transaction and integration-related costs	0.1	—	
Channel Development non-GAAP operating margin	<u>50.2 %</u>	<u>42.7 %</u>	750 bps

<sup>(1)</sup> Represents costs associated with our restructuring efforts, primarily lease exit costs and asset impairments.

<sup>(2)</sup> Includes amortization expense of acquired intangible assets associated with the acquisition of East China and Starbucks Japan and the related post-acquisition integration costs, such as incremental information technology and compensation-related costs.