

WILLIAMS-SONOMA, INC.
CORPORATE GOVERNANCE GUIDELINES

(as amended and restated on July 16, 2020)

The following guidelines have been approved by the Board of Directors of Williams-Sonoma, Inc. (the “Company”) and, along with the charters and key practices of the board committees, provide the general framework for the governance of the Company.

A. BOARD COMPOSITION

1. Selection of Chair and Chief Executive Officer

The Board shall select a Chair and a Chief Executive Officer. The Chair and the Chief Executive Officer shall be separate roles, and the Chair shall be a non-employee director.

2. Size and Composition of the Board

The Board should periodically review and set the appropriate size of the Board within the range established in the Company’s Bylaws. There should be a majority of independent directors on the Board.

3. Board Definition of What Constitutes Independence for Outside Directors

Each director designated as an independent director shall be independent in accordance with the applicable rules of The New York Stock Exchange (the “NYSE”) and the Securities and Exchange Commission. Because it is not possible to anticipate or explicitly provide for all potential conflicts of interest that may affect independence, the Board is also responsible for affirmatively determining that each independent director has no other material relationship with the Company or its affiliates or any executive officer of the Company or his or her affiliates. A relationship will be considered “material” if in the judgment of the Board it would interfere with the director’s independent judgment. In addition, in accordance with the rules of the NYSE, the Board has also adopted a Policy Regarding Director Independence Determinations, a copy of which is attached as Exhibit A, to assist it in making independence determinations.

4. Board Membership Criteria

The Nominations and Corporate Governance Committee is responsible for reviewing with the Board periodically the appropriate skills and characteristics required of Board members in the context of the current make-up of the Board.

5. Selection of New Director Candidates

The Board is responsible for selecting its nominees for election to the Board, but may delegate the screening process involved to the Nominations and Corporate Governance Committee, with the expectation that other members of the Board and management will be requested to take part in the process as appropriate.

6. Directors Who Change Their Present Job Responsibility

Directors who retire or change their principal position, should notify the Chair of the Nominations, Corporate Governance and Social Responsibility Committee, but should not necessarily leave the Board. The Board will, via the Nominations, Corporate Governance and Social Responsibility Committee, review the continued appropriateness of Board membership under these circumstances.

7. Resignation Policy for Directors

Any nominee for director who is not elected shall promptly tender his or her resignation to the Board following certification of the stockholder vote. The Nominations, Corporate Governance and Social Responsibility Committee shall consider the resignation offer and recommend to the Board the action to be taken with respect to the offered resignation. In determining its recommendation, the Nominations, Corporate Governance and Social Responsibility Committee shall consider all factors it deems relevant. The Board will act on the Nominations, Corporate Governance and Social Responsibility Committee's recommendation within 90 days following certification of the stockholder vote. The Board will publicly disclose its decision with respect to the director's resignation offer and the reasons for rejecting the resignation offer, if applicable.

Any director who tenders his or her resignation pursuant to this policy shall not participate in the Nominations, Corporate Governance and Social Responsibility Committee's recommendation or Board action regarding whether to accept the resignation offer. If each member of the Nominations, Corporate Governance and Social Responsibility Committee is required to tender his or her resignation pursuant to this policy in the same election, then the independent directors of the Board who are not required to tender a resignation pursuant to this policy shall consider the resignation offers and make a recommendation to the Board.

To the extent that one or more directors' resignations are accepted by the Board, the Board in its discretion may determine either to fill such vacancy or vacancies or to reduce the size of the Board within the authorized range.

8. Service on Other Boards of Directors

When a director has been invited to join another board, whether public or private, the director should inform the Chair of the Nominations, Corporate Governance and Social Responsibility Committee prior to accepting the position. When a director leaves another board, the director should inform the Chair of the Nominations, Corporate Governance and Social Responsibility Committee. In each case, the Chair of the Nominations, Corporate Governance and Social Responsibility Committee may then inform other members of the Board as the Chair deems necessary.

9. Age and Term Limits

Any non-employee director who reaches the age of 72 while serving as a non-employee director must retire from the Board effective at the end of his or her then current term, unless the Nominations, Corporate Governance and Social Responsibility Committee or the Board, upon

recommendation from the Nominations, Corporate Governance and Social Responsibility Committee, waives this requirement in the specific case. Non-employee directors will not serve more than 10 years, unless the Nominations, Corporate Governance and Social Responsibility Committee or the Board, upon recommendation from the Nominations, Corporate Governance and Social Responsibility Committee, waives this requirement in the specific case. If a non-employee director reaches his or her 10-year anniversary during a term, such director will be permitted to serve the remainder of that term. Having formal age and term limits helps ensure that there are fresh ideas and a diversity of viewpoints available to the Board and provides a transparent standard for Board turnover.

10. Board Compensation

Board compensation should be a mix of cash and equity. Employee directors will not be paid for Board membership in addition to their regular employee compensation. Independent directors may not receive consulting, advisory or other compensatory fees from the Company in addition to their Board compensation, other than merchandise discounts.

The staff of the Company will report at least once every three years to the Nominations, Corporate Governance and Social Responsibility Committee on the status of Board compensation in relation to other comparable U.S. companies. Changes in Board compensation for non-employee directors, if any, should come at the recommendation of the Nominations, Corporate Governance and Social Responsibility Committee, but with full discussion and concurrence by the Board.

11. Share Ownership

Each non-employee director must hold, by the fifth anniversary of such director's initial election to the Board, at least \$400,000 worth of shares of Company stock. In the event a director holds at least \$400,000 worth of shares of Company stock during the required time period, but the value of such director's shares decreases below \$400,000 due to a drop in the Company's stock price, the director shall be deemed to have complied with this policy so long as the director does not sell shares of Company stock. If a director has not complied with this policy during the required time period, then the director may not sell any shares until such director holds at least \$400,000 worth of shares of Company stock.

B. RESPONSIBILITIES OF THE BOARD OF DIRECTORS

1. Primary Responsibilities

The primary responsibilities of the Board are oversight, counseling and direction to the management of the Company in the interest and for the benefit of the Company's stockholders. The Board's detailed responsibilities include:

- (a) Selecting, regularly evaluating the performance of, and approving the compensation of the Chief Executive Officer and other senior executives;
- (b) Planning for succession with respect to the position of Chief Executive Officer and monitoring management's succession planning for other senior executives;

- (c) Reviewing and, where appropriate, approving the Company's major strategic initiatives, plans and actions;
- (d) Reviewing and, where appropriate, approving the Company's major financial objectives, operating plans and actions;
- (e) Overseeing the conduct of the Company's business to evaluate whether the business is being properly managed; and
- (f) Overseeing the processes for maintaining the integrity of the Company with respect to its financial statements and other public disclosures, and compliance with law and ethics.

The Board has delegated to the Chief Executive Officer, working with the other executive officers of the Company, the authority and responsibility for managing the business of the Company in a manner consistent with the standards and practices of the Company, and in accordance with any specific plans, instructions or directions of the Board. The Chief Executive Officer and management are responsible for seeking the advice and, in appropriate situations, the approval of the Board with respect to extraordinary actions to be undertaken by the Company.

Each Board member is expected to (i) prepare for, attend, and participate in all Board and applicable committee meetings and (ii) ensure that other existing and planned future commitments do not materially interfere with the member's service as a director.

2. Corporate Business Principles

Members of the Board shall act at all times in accordance with the requirements of the Company's Code of Conduct, which shall be applicable to each director in connection with his or her activities relating to the Company. This obligation shall at all times include, without limitation, adherence to the Company's policies with respect to conflicts of interest, confidentiality, protection of the Company's assets, ethical conduct in business dealings and respect for and compliance with applicable law. Any waiver of the requirements of the Code of Conduct with respect to any individual director shall be reported to, and be subject to the approval of, the Board of Directors.

3. Corporate Responsibility and Sustainability

The Board shall be responsible for considering issues related to corporate responsibility and sustainability that may arise from time to time, and for reviewing on an annual basis the Company's annual corporate responsibility report.

C. BOARD MEETINGS

1. Scheduling and Selection of Agenda Items for Board Meetings

Board meetings are scheduled in advance and typically held at least four (4) times per year. Additional Board meetings may be called upon appropriate notice at any time to address specific needs of the Company. The Board may also take action from time to time by unanimous written consent.

The Chair of the Board and the Chief Executive Officer, in consultation with the other members of the Board and management, shall draft the agenda for each meeting and distribute it in advance to the Board. Each director may propose the inclusion of items on the agenda, request the presence of or a report by any member of the Company's management, or at any Board meeting raise subjects that are not on the agenda for that meeting.

The annual cycle of agenda items for Board meetings is expected to change on a periodic basis to reflect, among other things, Board requests, changing business and legal issues and the work done by the Board committees. The Board's annual agenda will include the long-term strategic plan for the Company and the principal issues that the Company expects to face in the future.

2. Board Material Distributed in Advance

Information that is important to the Board's understanding of the business should be distributed to the Board in writing or electronically before the Board meets. Supplemental written materials will be provided to the Board on a periodic basis and at any time upon request of Board members.

As a general rule, materials on specific subjects should be sent to the Board members in advance so that Board meeting time may be conserved and discussion time focused on questions that the Board has about the material. Sensitive subject matters may be discussed at the meeting without written or electronic materials being distributed in advance or at the meeting.

3. Director Access to Officers and Employees

The Board has complete access to all officers and employees. Any meetings or contacts that a director desires to initiate may be arranged directly by the director or through the Chief Executive Officer or other Company officer. The directors should use their judgment to ensure that any such contact or communication is not disruptive to the business operations of the Company, and copy the Chief Executive Officer with any written communications, to the extent not inappropriate. The Board shall have access to independent advisors, if necessary and appropriate.

4. Outside Directors' Discussion

The Board's policy is to have a separate meeting time for the non-management directors, typically during the regularly scheduled Board meetings. The Chair of the Board will preside over these executive sessions.

5. Director Orientation and Continuing Education

The Board or a committee of the Board, with the assistance of management, may set up and monitor new-director orientation programs and director continuing education programs designed to familiarize new directors with the Company's businesses, strategies and challenges.

D. BOARD COMMITTEES

1. Number of Committees

The current Board committees of the Company are (a) Audit and Finance Committee, (b) Compensation Committee and (c) Nominations, Corporate Governance and Social Responsibility Committee. There will, from time to time, be occasions on which the Board may want to form a new committee or disband a current committee depending upon the circumstances.

The Audit and Finance, Compensation and Nominations, Corporate Governance and Social Responsibility Committees shall be composed entirely of independent directors.

Each committee will have a written charter, approved by the Board, which describes the committee's general authority and responsibilities. Each Committee will undertake a periodic review of its charter, and will work with the Nominations, Corporate Governance and Social Responsibility Committee and the Board to make such revisions as are considered appropriate.

Each committee has the authority to engage outside experts, advisers and counsel to the extent it considers appropriate to assist the committee in its work.

Each committee will periodically report to the Board concerning its activities.

The Audit and Finance Committee is responsible for the hiring, oversight and compensation of the independent certified public accountants that audit the Company's financial statements, for monitoring the effectiveness of the Company's internal financial and accounting organization and controls and financial reporting, and for monitoring the financial impact of selected strategic initiatives of the Company.

The Compensation Committee reviews and determines salaries and other matters relating to compensation of the executive officers of the Company, and administers the Company's equity plans, including the review and granting of equity to eligible employees under the Company's existing equity plans.

The Nominations, Corporate Governance and Social Responsibility Committee reviews and reports to the Board on matters of corporate governance (that is, the roles and relationships of the Board, the stockholders and management) and reviews and addresses these Corporate Governance Guidelines and recommends revisions as appropriate. The Nominations, Corporate Governance and Social Responsibility Committee reviews proposals submitted by stockholders for action at the Annual Stockholders' Meeting, and recommends action by the Board with regard to each such proposal. In addition, the Nominations, Corporate Governance and Social Responsibility Committee reviews, makes recommendations to the Board regarding, and approves, as appropriate, the compensation policy for non-employee directors.

The Nominations, Corporate Governance and Social Responsibility Committee also makes recommendations to the Board regarding the size and composition of the Board, establishes procedures for the nomination process and recommends candidates for election to the Board.

2. Assignment and Term of Service of Committee Members

The Nominations, Corporate Governance and Social Responsibility Committee proposes Committee assignments to the Board, which is responsible for the appointment of committee members and committee chairs. Committee assignments are reviewed periodically by the Nominations, Corporate Governance and Social Responsibility Committee, and it is expected that committee assignments will rotate from time to time among the Board members.

3. Frequency and Length of Committee Meetings and Committee Agenda

The committee chairs, in consultation with the Chair of the Board, the Chief Executive Officer and appropriate members of management, will determine the frequency and length of the committee meetings and develop the committee agendas. The agendas and meeting minutes of the committees will be shared with the full Board, and other Board members are welcome to attend committee meetings.

E. MANAGEMENT AND BOARD REVIEW AND RESPONSIBILITY

1. Evaluation of Executive Officers

The Nominations, Corporate Governance and Social Responsibility Committee oversees the evaluation of the Company's senior management team.

2. Compensation of Executive Officers

The Compensation Committee conducts, and reviews with the independent directors, an evaluation annually in connection with the determination of the salary and executive bonus of all executive officers, including the Chief Executive Officer.

3. Succession Planning and Management Development

The Chair of the Board leads the Board's succession planning process under these Guidelines for the position of Chief Executive Officer. The Chair of the Board also leads the Board's oversight of succession planning by management for other senior executives. The Chief Executive Officer reviews succession planning and management development with the Board on an annual basis.

4. Formal Evaluation of the Board

The Nominations, Corporate Governance and Social Responsibility Committee manages the Board's process for annual director self-assessment and evaluation of the Board.

Board Interaction with Institutional Investors, Press, Customers, Etc.

Management speaks for the Company. Individual Board members may, from time to time, meet or otherwise communicate with various constituencies that are involved with the Company, but it is expected that Board members would do this with the knowledge of management and, in most instances, at the request of management.

F. STOCKHOLDER AND INTERESTED PARTY COMMUNICATIONS WITH DIRECTORS

1. Communications with Board

Stockholders and other interested parties may communicate with the Board or any of the directors. Stockholders and other interested parties may send written communications to the Board or to any of the directors at the following address: c/o Corporate Secretary, Williams-Sonoma, Inc., 3250 Van Ness Avenue, San Francisco, California 94109. All communications will be compiled by the Company's Corporate Secretary and submitted as appropriate to the Board or an individual director on a periodic basis.

2. Attendance at Stockholder Meetings

Directors who are up for election at the Company's annual meeting of stockholders should attend the annual meeting.

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The Nominations, Corporate Governance and Social Responsibility Committee of the Board of Directors shall review these Corporate Governance Guidelines annually and report to the Board with any recommendations it may have in connection with these guidelines.

EXHIBIT A

Williams-Sonoma, Inc. Policy Regarding Director Independence Determinations

A majority of the Board of Directors of Williams-Sonoma, Inc. (the “Company”) shall be comprised of directors meeting the independence requirements of the New York Stock Exchange (the “NYSE”) and the Company. The Board will make a determination regarding the independence of each director annually based on all relevant facts and circumstances. In addition, in accordance with the rules of the NYSE, the Board has also adopted the following categorical standards to assist it in making a determination of independence. Unless the Nominations, Corporate Governance and Social Responsibility Committee makes an affirmative determination to the contrary based on its review of other factors, any director who meets the following criteria shall be presumed to be independent (except for purposes of serving as a member of the Audit and Finance Committee):

1. A director who serves as an executive officer or employee of, or beneficially owns more than a 10% equity interest in, any corporation, partnership or other business entity that during the most recently completed fiscal year made payments to the Company or received payments from the Company for goods or services if such payments were less than the greater of 2% of such other entity’s gross consolidated revenues for such fiscal year or \$1 million.
2. A director who serves as an executive officer or employee of, or beneficially owns more than a 10% equity interest in, any corporation, partnership or other business entity to which the Company was indebted during the most recently completed fiscal year in an amount less than the greater of 2% of such other entity’s gross consolidated revenues for such fiscal year or \$1 million.
3. A director or member or employee of a law firm that provided services to the Company during the most recently completed fiscal year if the total billings for such services were less than the greater of 2% of the law firm’s gross revenues for such fiscal year or \$1 million.
4. A director who is a partner, executive officer or employee of any investment banking firm that has performed services for the Company during the most recently completed fiscal year if the total compensation received for such services was less than the greater of 2% of the investment banking firm’s gross consolidated revenues for such fiscal year or \$1 million.
5. A director who serves as an officer or director of a tax-exempt organization that during the most recently completed fiscal year received contributions from the Company (other than employee matching contributions) if such payments were less than the greater of 2% of such organization’s gross consolidated revenues for such fiscal year or \$1 million.
6. A director who has any other relationship or was involved in any other transaction not covered by any of the standards above if the amount involved does not exceed \$120,000 in the last fiscal year.
7. A director who has an immediate family member with a relationship to the Company if the immediate family member would be deemed independent under the above standards.