



GAP
INC.

Q4 Fiscal
2024

FOURTH QUARTER AND
FISCAL YEAR 2024 RESULTS
MARCH 6, 2025

Forward Looking Statements / Non-GAAP Financial Measures

FORWARD LOOKING STATEMENTS

These materials and related earnings press release and conference call contain forward-looking statements within the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995. All statements other than those that are purely historical are forward-looking statements. Forward-looking statements include statements identified as such in our March 6, 2025, earnings press release.

Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause our actual results to differ materially from those in the forward-looking statements. Information regarding factors that could cause results to differ can be found in our March 6, 2025, earnings press release and in our Annual Report on Form 10-K for the fiscal year ended February 3, 2024, as well as our subsequent filings with the Securities and Exchange Commission.

These forward-looking statements are based on information as of March 6, 2025. We assume no obligation to publicly update or revise our forward-looking statements even if experience or future changes make it clear that any projected results expressed or implied therein will not be realized.

SEC REGULATION G

These materials and related earnings press release and conference call include the non-GAAP measures adjusted operating expense/adjusted SG&A, adjusted operating income, adjusted operating margin, adjusted diluted earnings per share, and free cash flow. The description and reconciliation of these measures from the most directly comparable GAAP measure is included in these materials and/or in our earnings press releases for the periods presented, which are available on investors.gapinc.com.

Strategic Priorities

Maintain Financial & Operational Rigor

To elevate our performance, improve execution consistency and set the foundation for our exciting brand reinvigoration work.

Reinvigorate Our Brands

To drive both relevance and revenue, inspired by our brands' incredible heritage.

Strengthen Our Platform

By building and sharpening our operational capabilities to improve effectiveness and efficiency, and in turn drive cost leverage and demand generation.

Energize Our Culture

To fuel creativity and connectivity while driving accountability across our organization.

2024 Full Year Highlights

- Delivered net sales of \$15.1 billion, up 1% year-over-year, with comparable sales up 3% ⁽¹⁾
- Comparable sales at all four brands were flat to positive for the year
- Expanded gross margin by 250 bps year-over-year to 41.3%
- Grew operating income over 80% versus last year to \$1.1 billion, with operating margin of 7.4%

¹⁾ Net sales growth in fiscal year 2024 was negatively impacted by approximately 1 percentage point due to the loss of the 53rd week. Comparable sales for FY 2024 are compared to the 52 weeks ended February 3, 2024.



FY 2024

Snapshot Of Key Financial Metrics

NET SALES ⁽¹⁾

\$15.1B

+1% YOY

COMPS ⁽²⁾

+3%

VS -2% LY

GROSS MARGIN

41.3%

+250BPS VS LY

OPEX%

33.9%

-110BPS VS LY ⁽³⁾

OP MARGIN

7.4%

+360BPS VS LY ⁽³⁾

EPS

\$2.20

VS \$1.34 LY ⁽³⁾

1) Net sales growth in fiscal year 2024 was negatively impacted by approximately 1 percentage point due to the loss of the 53rd week.

2) Due to the 53rd week in fiscal 2023, in order to maintain consistency, comparable sales for FY 2024 are compared to the 52 weeks ended February 3, 2024.

3) Comparisons are to LY's reported metrics, which included \$89 million in restructuring costs and a \$47 million gain on sale.

2024 Fourth Quarter Highlights

- Delivered net sales of \$4.1 billion with comparable sales up 3%⁽¹⁾
- Gross margin of 38.9% was flat year-over-year with operating expense in-line with our outlook
- Operating margin of 6.2% improved 120 bps versus last year
- EPS of \$0.54, increased 10% versus last year's EPS of \$0.49

1) Due to the 53rd week in fiscal 2023, in order to maintain consistency, comparable sales for Q4 2024 are compared to the 13 weeks ended February 3, 2024.



Q4 2024 Snapshot Of Key Financial Metrics

NET SALES ⁽¹⁾

\$4.1B

-3% YOY

COMPS ⁽²⁾

+3%

VS FLAT LY

GROSS MARGIN

38.9%

FLAT VS LY

OPEX%

32.6%

-130BPS VS LY

OP MARGIN

6.2%

+120BPS VS LY

EPS

\$0.54

VS \$0.49 LY

1) Net sales growth in the fourth quarter of fiscal 2024 was negatively impacted by approximately 7 percentage points from the weekly calendar shifts related to the loss of the 53rd week, as well as the loss of the additional week.

2) Due to the 53rd week in fiscal 2023, in order to maintain consistency, comparable sales for Q4 2024 are compared to the 13 weeks ended February 3, 2024.

GAP INC.

COMPARABLE SALES ⁽¹⁾

+3%

Q4 2024

+3%

FY 2024

8

CONSECUTIVE QUARTERS
OF SHARE GAINS ⁽²⁾

1. Due to the 53rd week in fiscal 2023, in order to maintain consistency, comparable sales for Q4 and FY 2024 are compared to the 13 and 52 weeks ended February 3, 2024.
2. Represents year-over-year share gains. Source: Circana, U.S. Apparel Market, R3M ending January 2025.



OLD NAVY

COMPARABLE SALES ⁽¹⁾

+3%

Q4 2024

+3%

FY 2024

8

CONSECUTIVE QUARTERS
OF SHARE GAINS ⁽²⁾

1. Due to the 53rd week in fiscal 2023, in order to maintain consistency, comparable sales for Q4 and FY 2024 are compared to the 13 and 52 weeks ended February 3, 2024.

2. Represents year-over-year share gains. Source: Circana, U.S. Apparel Market, R3M ending January 2025.



COMPARABLE SALES ⁽¹⁾

+7%

Q4 2024

+4%

FY 2024

7

CONSECUTIVE QUARTERS
OF SHARE GAINS ⁽²⁾

1. Due to the 53rd week in fiscal 2023, in order to maintain consistency, comparable sales for Q4 and FY 2024 are compared to the 13 and 52 weeks ended February 3, 2024.

2. Represents year-over-year share gains. Source: Circana, U.S. Apparel Market, R3M ending January 2025.



BANANA REPUBLIC

COMPARABLE SALES ⁽¹⁾

+4%

Q4 2024

+1%

FY 2024

GAINED SHARE IN THE
QUARTER AND YEAR ⁽²⁾

1. Due to the 53rd week in fiscal 2023, in order to maintain consistency, comparable sales for Q4 and FY 2024 are compared to the 13 and 52 weeks ended February 3, 2024.

2. Represents year-over-year share gains. Source: Circana, U.S. Apparel Market, R3 and R12 ending January 2025.



ATHLETA

COMPARABLE SALES ⁽¹⁾

(2%)

Q4 2024

Flat

FY 2024

#3

WOMEN'S ACTIVE
BRAND IN U.S. ⁽²⁾

1. Due to the 53rd week in fiscal 2023, in order to maintain consistency, comparable sales for Q4 and FY 2024 are compared to the 13 and 52 weeks ended February 3, 2024.

2. Represents year-over-year share gains. Source: Circana, U.S. Apparel Market, R3M ending January 2025.

Q4 2024 Financial Position

CASH, CASH EQUIVALENTS, & SHORT-TERM INVESTMENTS:

\$2.6 billion, up 38% versus last year

ENDING INVENTORY:

Increased 3.6% vs last year primarily due to timing of in-transit inventory

FISCAL 2024 NET CASH FROM OPERATIONS:

\$1.5 billion

FISCAL 2024 FREE CASH FLOW:

\$1.0 billion

CAPITAL STRUCTURE:

\$750M of 3.625% Senior Notes due 2029

\$750M of 3.875% Senior Notes due 2031





Capital Allocation Priorities

1) INVEST IN BUSINESS

- FY 2024 CapEx of \$447 million
- Targeting FY 2025 CapEx of ~\$600 million

2) PAY AN ATTRACTIVE DIVIDEND

- Returned \$225 million to shareholders in dividends in FY 2024
- Board of Directors approved Q1 2025 dividend of \$0.165 per share, a 10% increase from Q4 2024

3) REPURCHASE SHARES TO OFFSET DILUTION OVER TIME

- Repurchased 3 million shares for ~\$75 million in Q4 2024
- ~\$400 million remaining under prior authorization

Commitment to Sustainability Performance

BRIDGING THE EQUITY GAP

1.4M+

women and girls have been reached through international P.A.C.E./RISE programming, to support women workers across the global apparel supply chain, since 2007 ⁽¹⁾

Pay Equity

Gap Inc. conducts annual internal pay equity reviews to ensure our pay practices are fair and competitive

BRIDGING THE CLIMATE GAP

Net Zero

by 2050 target approved by the Science-Based Targets Initiative.

98%

of cotton sourced from more sustainable sources ⁽²⁾

BRIDGING THE OPPORTUNITY GAP

Top 10

ranking by The American Opportunity Index. Gap Inc. named as one of the top places for high school graduates to start a career in the U.S.

19,600+

youths engaged by This Way Onward since 2007, on track to surpass 20,000 goal by 2025 ⁽¹⁾

1. As of the end of 2023.

2. Defined as: Better Cotton (formerly BCI), verified U.S.-grown cotton (USCTP), organic, in conversion (to verified organic), recycled, or regenerative.

Fiscal 2025 Outlook

METRIC	FULL YEAR 2025 OUTLOOK
Net sales	1% to 2% growth year-over-year
Operating income	8% to 10% growth year-over-year
Effective tax rate	Approximately 26%
Net interest income	Approximately \$15 million
Capital expenditures	Approximately \$600 million
Net store closures	Approximately 35

METRIC	FIRST QUARTER 2025 OUTLOOK
Net sales	Flat to up slightly year-over-year
Gross margin	Expand slightly compared to last year's 41.2%
Operating expense (% of net sales)	Leverage slightly compared to last year's 35.2%



Appendix

Supplemental Materials



- I. Statement of Operations Highlights
- II. Balance Sheet Highlights
- III. Cash Flow Statement Highlights
- IV. Other Metrics
- V. Comparable Sales by Global Brand
- VI. Net Sales by Brand and Geography

NOTE:

All dollar, share, and square footage amounts are shown in millions, with the exception of per share and store count.

Our fiscal year is a 52- or 53- week period ending on the Saturday closest to January 31.



I. Statement of Operations Highlights

\$ millions					FY 2023 ⁽²⁾					FY 2024 ⁽²⁾				
	FY19 ⁽²⁾	FY20 ⁽²⁾	FY21 ⁽²⁾	FY22 ⁽²⁾	Q1	Q2	Q3	Q4 ⁽²⁾	FY	Q1	Q2	Q3	Q4	FY
Net sales	\$ 16,383	\$ 13,800	\$ 16,670	\$ 15,616	\$ 3,276	\$ 3,548	\$ 3,767	\$ 4,298	\$ 14,889	\$ 3,388	\$ 3,720	\$ 3,829	\$ 4,149	\$ 15,086
Cost of goods sold and occupancy expenses	10,250	9,095	10,033	10,257	2,062	2,215	2,211	2,626	9,114	1,991	2,137	2,194	2,537	8,859
Gross profit	6,133	4,705	6,637	5,359	1,214	1,333	1,556	1,672	5,775	1,397	1,583	1,635	1,612	6,227
Operating expenses	5,559	5,567	5,827	5,428	1,224	1,227	1,306	1,458	5,215	1,192	1,290	1,280	1,353	5,115
Operating income (loss)	574	(862)	810	(69)	(10)	106	250	214	560	205	293	355	259	1,112
Loss on extinguishment of debt	-	58	325	-	-	-	-	-	-	-	-	-	-	-
Interest, net	46	182	162	70	10	(2)	-	(4)	4	(3)	(3)	(6)	(13)	(25)
Income (loss) before income taxes	528	(1,102)	323	(139)	(20)	108	250	218	556	208	296	361	272	1,137
Income tax expense (benefit)	177	(437)	67	63	(2)	(9)	32	33	54	50	90	87	66	293
Net Income (loss)	\$ 351	\$ (665)	\$ 256	\$ (202)	\$ (18)	\$ 117	\$ 218	\$ 185	\$ 502	\$ 158	\$ 206	\$ 274	\$ 206	\$ 844
Weighted-average number of shares - basic	376	374	376	367	367	369	371	372	370	374	376	377	377	376
Weighted-average number of shares - diluted	378	374	383	367	367	371	375	381	376	383	383	383	384	384
Basic earnings (loss) per share⁽¹⁾	\$ 0.93	\$ (1.78)	\$ 0.68	\$ (0.55)	\$ (0.05)	\$ 0.32	\$ 0.59	\$ 0.50	\$ 1.36	\$ 0.42	\$ 0.55	\$ 0.73	\$ 0.55	\$ 2.24
Diluted earnings (loss) per share⁽¹⁾	\$ 0.93	\$ (1.78)	\$ 0.67	\$ (0.55)	\$ (0.05)	\$ 0.32	\$ 0.58	\$ 0.49	\$ 1.34	\$ 0.41	\$ 0.54	\$ 0.72	\$ 0.54	\$ 2.20

1. Earnings per share are computed individually for each of the periods presented; therefore, the sum of the earnings per share amounts for the quarters may not equal the total for the years.

2. The fiscal year ended February 3, 2024 (FY 2023) consisted of 53 weeks. The fiscal years ended February 1, 2025 (FY 2024), January 28, 2023 (FY 2022), January 29, 2022 (FY 2021), January 30, 2021 (FY 2020), and February 1, 2020 (FY 2019) consisted of 52 weeks. Q4 2023 consisted of 14 weeks. All other quarters presented consist of 13 weeks.

I. Statement of Operations Highlights (Adjusted)

\$ millions	FY19	FY20 ⁽¹⁾	FY21	FY22	FY 2023				FY	FY24 ⁽¹⁾
					Q1	Q2	Q3	Q4 ⁽¹⁾		
GAAP gross profit	\$6,133		\$6,637	\$5,359	\$1,214	\$1,333	\$1,556	\$1,672	\$5,775	
Restructuring costs ⁽²⁾	22		-	-	4	-	-	-	4	
Impairment charges ⁽³⁾	-		-	111	-	-	-	-	-	
Strategic actions in Europe ⁽⁴⁾	-		(9)	-	-	-	-	-	-	
Separation-related costs ⁽⁵⁾	1		-	-	-	-	-	-	-	
Adjusted gross profit	\$6,156		\$6,628	\$5,470	\$1,218	\$1,333	\$1,556	\$1,672	\$5,779	
GAAP gross margin (% of sales)	37.4%		39.8%	34.3%	37.1%	37.6%	41.3%	38.9%	38.8%	
Adjusted gross margin (% of sales)	37.6%		39.8%	35.0%	37.2%				38.8%	
GAAP operating expense	\$5,559		\$5,827	\$5,428	\$1,224	\$1,227	\$1,306	\$1,458	\$5,215	
Gain on sale of building	(191)		-	(83)	(47)	-	-	-	(47)	
Restructuring costs ⁽²⁾	39		-	-	71	13	5	-	89	
Loss on divestiture activity ⁽⁶⁾	-		59	35	-	-	-	-	-	
Strategic actions in Europe ⁽⁴⁾	-		50	-	-	-	-	-	-	
Impairment charges ⁽⁷⁾	296		-	-	-	-	-	-	-	
Separation-related costs ⁽⁵⁾	300		-	-	-	-	-	-	-	
Adjusted operating expense	\$5,115		\$5,718	\$5,476	\$1,200	\$1,214	\$1,301	\$1,458	\$5,173	
GAAP Operating Income (Loss)	\$574		\$810	(\$69)	(\$10)	\$106	\$250	\$214	\$560	
Adjusted Operating Income (Loss)	\$1,041		\$910	(\$6)	\$18	\$119	\$255		\$606	
GAAP operating margin (% of sales) ⁽⁸⁾	3.5%		4.9%	(0.4)%	(0.3)%	3.0%	6.6%	5.0%	3.8%	
Adjusted operating margin (% of sales) ⁽⁸⁾	6.4%		5.5%	(0.0)%	0.5%	3.4%	6.8%		4.1%	
GAAP Diluted EPS	\$0.93		\$0.67	(\$0.55)	(\$0.05)	\$0.32	\$0.58	\$0.49	\$1.34	
Adjusted Diluted EPS	\$1.97		\$1.44	(\$0.40)	\$0.01	\$0.34	\$0.59		\$1.43	

1. There are no adjusted metrics during these periods. Please refer to the Statement of Operations Highlights for GAAP metrics.

2. FY 2023 amounts primarily related to employee-related costs and consulting costs related to our previously announced actions to further simplify and optimize our operating model and structure. FY 2019 amount represents the impact of costs related to previously announced plans to restructure the specialty fleet and revitalize the Gap brand, which primarily includes lease and employee-related costs.

3. Represents impairment charges as a result of the decision to discontinue the Yeezy Gap business, primarily related to inventory, as well as inventory impairment charges as a result of delayed seasonal product due to global supply chain disruption and extended size product discontinued at stores.

4. Represents the net impacts from changes to our European model. These impacts primarily include employee-related and lease-related costs.

5. Represents the impact of costs related to the Old Navy spin-off transaction that was subsequently cancelled. Separation-related amounts primarily consist of costs associated with information technology and fees for consulting and advisory services.

6. FY 2022 amount represents the impact of the loss on divestiture activity related to the transition of the Old Navy Mexico business. FY 2021 amount represents the impact of the loss on divestiture activity for the Janie and Jack and Intermix brands.

7. Represents impairment charges related to global flagship stores inclusive of \$223 million and \$73 million for operating lease assets and store assets, respectively.

8. The above metrics were computed individually for each line item and each period; therefore, the change in gross margin and operating expenses may not equal the total change in operating margin.

II. Balance Sheet Highlights

\$ millions					FY 2023				FY 2024			
	FY19	FY20	FY21	FY22	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<u>Assets</u>												
Cash and cash equivalents	\$ 1,364	\$ 1,988	\$ 877	\$ 1,215	\$ 1,170	\$ 1,350	\$ 1,351	\$ 1,873	\$ 1,532	\$ 1,900	\$ 1,969	\$ 2,335
Short-term investments	290	410	-	-	-	-	-	-	199	246	250	253
Merchandise inventory	2,156	2,451	3,018	2,389	2,299	2,226	2,377	1,995	1,952	2,107	2,331	2,067
Other current assets	706	1,159	1,270	1,013	814	663	646	527	514	556	580	548
Total current assets	4,516	6,008	5,165	4,617	4,283	4,239	4,374	4,395	4,197	4,809	5,130	5,203
Property and equipment, net of accumulated depreciation	3,122	2,841	3,037	2,688	2,646	2,595	2,552	2,566	2,528	2,525	2,546	2,496
Operating lease assets	5,402	4,217	3,675	3,173	3,123	3,113	3,200	3,115	3,207	3,185	3,217	3,240
Other long-term assets	639	703	884	908	880	903	926	968	976	990	960	946
Total assets	\$ 13,679	\$ 13,769	\$ 12,761	\$ 11,386	\$ 10,932	\$ 10,850	\$ 11,052	\$ 11,044	\$ 10,908	\$ 11,509	\$ 11,853	\$ 11,885
<u>Liabilities and stockholders' equity</u>												
Accounts payable	1,174	1,743	1,951	1,320	1,199	1,406	1,433	1,349	1,196	1,522	1,523	1,488
Accrued expenses and other current liabilities	1,067	1,276	1,367	1,219	1,051	1,007	1,078	1,108	942	1,029	1,135	1,083
Current portion of operating lease liabilities	920	831	734	667	658	578	604	600	624	613	617	632
Income taxes payable	48	34	25	50	10	16	24	39	44	60	50	53
Total current liabilities	3,209	3,884	4,077	3,256	2,918	3,007	3,139	3,096	2,806	3,224	3,325	3,256
Revolving credit facility	-	-	-	350	350	150	-	-	-	-	-	-
Long-term debt	1,249	2,216	1,484	1,486	1,487	1,487	1,488	1,488	1,489	1,489	1,489	1,490
Long-term operating lease liabilities	5,508	4,617	4,033	3,517	3,453	3,433	3,456	3,353	3,387	3,357	3,360	3,353
Other long-term liabilities	397	438	445	544	539	510	509	512	519	538	544	522
Total long-term liabilities	7,154	7,271	5,962	5,897	5,829	5,580	5,453	5,353	5,395	5,384	5,393	5,365
Total stockholders' equity	3,316	2,614	2,722	2,233	2,185	2,263	2,460	2,595	2,707	2,901	3,135	3,264
Total liabilities and stockholders' equity	\$ 13,679	\$ 13,769	\$ 12,761	\$ 11,386	\$ 10,932	\$ 10,850	\$ 11,052	\$ 11,044	\$ 10,908	\$ 11,509	\$ 11,853	\$ 11,885

III. Cash Flow Statement Highlights

\$ millions	FY19	FY20	FY21	FY22	FY 2023					FY 2024				
					Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Cash flows from operating activities:														
Net income (loss)	\$ 351	\$ (665)	\$ 256	\$ (202)	\$ (18)	\$ 117	\$ 218	\$ 185	\$ 502	\$ 158	\$ 206	\$ 274	\$ 206	\$ 844
Adjustments to reconcile net income (loss) to net cash provided by (used for) operating activities:														
Depreciation and amortization	557	507	504	540	137	130	127	128	522	124	123	124	129	500
Loss on extinguishment of debt	-	58	325	-	-	-	-	-	-	-	-	-	-	-
Loss on divestiture activity	-	-	59	35	-	-	-	-	-	-	-	-	-	-
Gain on sale of buildings	(191)	-	-	(83)	(47)	-	-	-	(47)	-	-	-	-	-
Other, net	694	337	(335)	317	(58)	266	(41)	387	555	(252)	220	(107)	281	142
Net cash provided by (used for) operating activities	1,411	237	809	607	15	513	304	700	1,532	30	549	291	616	1,486
Net cash provided by (used for) investing activities	(894)	(510)	(446)	(227)	(30)	(82)	(91)	(131)	(334)	(291)	(134)	(151)	(116)	(692)
Net cash provided by (used for) financing activities	(560)	895	(1,471)	6	(58)	(251)	(207)	(51)	(567)	(77)	(47)	(69)	(128)	(321)
Effect of foreign exchange rate fluctuations on cash, cash equivalents, and restricted cash	4	13	(6)	(15)	(2)	-	(5)	4	(3)	(2)	-	(2)	(5)	(9)
Net increase (decrease) in cash, cash equivalents, and restricted cash ⁽¹⁾	\$ (39)	\$ 635	\$ (1,114)	\$ 371	\$ (75)	\$ 180	\$ 1	\$ 522	\$ 628	\$ (340)	\$ 368	\$ 69	\$ 367	\$ 464

1. Please refer to each respective period's earnings press release for further information on the total cash, cash equivalents, and restricted cash.

IV. Other Metrics

\$ millions					FY 2023 ⁽⁵⁾					FY 2024 ⁽⁵⁾				
	FY19 ⁽⁵⁾	FY20 ⁽⁵⁾	FY21 ⁽⁵⁾	FY22 ⁽⁵⁾	Q1	Q2	Q3	Q4 ⁽⁵⁾	FY	Q1	Q2	Q3	Q4	FY
Store and franchise sales	\$ 12,294	\$ 7,522	\$ 10,239	\$ 9,651	\$ 2,053	\$ 2,387	\$ 2,331	\$ 2,575	\$ 9,346	\$ 2,106	\$ 2,476	\$ 2,289	\$ 2,461	\$ 9,332
Online sales ⁽¹⁾	\$ 4,089	\$ 6,278	\$ 6,431	\$ 5,965	\$ 1,223	\$ 1,161	\$ 1,436	\$ 1,723	\$ 5,543	\$ 1,282	\$ 1,244	\$ 1,540	\$ 1,688	\$ 5,754
Operating lease cost	\$ 1,233	\$ 1,043	\$ 947	\$ 825	\$ 196	\$ 198	\$ 212	\$ 217	\$ 823	\$ 217	\$ 221	\$ 224	\$ 229	\$ 891
Total ending square footage	37.0	34.6	33.3	31.8	31.1	30.9	30.9	30.6	30.6	30.5	30.4	30.4	30.1	30.1
Company-operated store locations ⁽²⁾	3,345	3,100	2,835	2,685	2,601	2,592	2,598	2,562	2,562	2,554	2,541	2,544	2,506	2,506
Franchise store locations ⁽²⁾	574	615	564	667	852	864	935	998	998	1,017	1,027	1,059	1,063	1,063
Total store locations⁽²⁾	3,919	3,715	3,399	3,352	3,453	3,456	3,533	3,560	3,560	3,571	3,568	3,603	3,569	3,569
Total store openings ⁽³⁾	329	140	175	228	78	59	138	77	352	45	51	54	27	177
Total store closings ⁽³⁾	215	344	341	275	22	56	61	50	189	34	54	19	61	168
Shares outstanding	371	374	371	366	368	369	371	372	372	375	376	377	374	374
Shares repurchased ⁽⁶⁾	10	-	9	11	-	-	-	-	-	-	-	-	3	3
Average acquisition cost per share	\$ 19	\$ -	\$ 23	12	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	\$ 24	24
Dividends declared per share ⁽⁴⁾	\$ 0.97	\$ 0.24	\$ 0.36	\$ 0.60	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.60	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.60
Net cash provided by (used for) operating activities	\$ 1,411	\$ 237	\$ 809	\$ 607	\$ 15	\$ 513	\$ 304	\$ 700	\$ 1,532	\$ 30	\$ 549	\$ 291	\$ 616	\$ 1,486
Less: Purchases of property and equipment	(702)	(392)	(694)	(685)	(117)	(82)	(89)	(132)	(420)	(93)	(89)	(148)	(117)	(447)
Free cash flow	\$ 709	\$ (155)	\$ 115	\$ (78)	\$ (102)	\$ 431	\$ 215	\$ 568	\$ 1,112	\$ (63)	\$ 460	\$ 143	\$ 499	\$ 1,039

1. Online sales primarily include sales originating from our online channel including those that are picked up or shipped from stores and net sales from revenue-generating strategic initiatives.
2. The store locations include the acquisition of 140 Janie and Jack stores in Q1 2019, net of one closure that occurred in the Q3 2019. Beginning in Q1 2021 excludes Janie and Jack stores. Beginning in Q2 2021 excludes Intermix stores. During Q3 2021, 21 Gap France stores were transitioned from Company-operated store locations to Franchise store locations. During Q1 2022, 11 Gap Italy stores were transitioned from Company-operated store locations to Franchise store locations. During Q3 2022, 24 Old Navy Mexico stores transitioned from Company-operated store locations to Franchise store locations. During Q1 2023, 89 China Specialty stores transitioned from Company-operated store locations to Franchise store locations.
3. Includes Franchise. Excludes acquisitions, divestitures and transitions.
4. FY 2020 dividend of \$0.24 per share was declared in Q1 2020 and paid in Q1 2021.
5. The fiscal year ended February 3, 2024 (FY 2023) consists of 53 weeks. The fiscal years ended February 1, 2025 (FY 2024), January 28, 2023 (FY 2022), January 29, 2022 (FY 2021), January 30, 2021 (FY 2020), and February 1, 2020 (FY 2019) consisted of 52 weeks. All quarters presented consist of 13 weeks. Q4 2023 consists of 14 weeks.

V.

Comparable Sales by Global Brand

FY 2024	Q1 ⁽¹⁾	Q2 ⁽¹⁾	Q3 ⁽¹⁾	Q4 ⁽¹⁾	FY
Old Navy Global	3%	5%	0%	3%	3%
Gap Global	3%	3%	3%	7%	4%
Banana Republic Global	1%	0%	-1%	4%	1%
Athleta Global	5%	-4%	5%	-2%	0%
Gap Inc.	3%	3%	1%	3%	3%

FY 2023	Q1	Q2	Q3	Q4	FY
Old Navy Global	-1%	-6%	1%	2%	-1%
Gap Global	1%	-1%	-1%	4%	1%
Banana Republic Global	-8%	-8%	-8%	-4%	-7%
Athleta Global	-13%	-7%	-19%	-10%	-12%
Gap Inc.	-3%	-6%	-2%	0%	-2%

FY 2022	Q1	Q2	Q3	Q4	FY
Old Navy Global	-22%	-15%	-1%	-7%	-12%
Gap Global	-11%	-7%	4%	-4%	-4%
Banana Republic Global	27%	8%	10%	-3%	9%
Athleta Global	-7%	-8%	0%	-5%	-5%
Gap Inc.	-14%	-10%	1%	-5%	-7%

FY 2021	Q1	Q2	Q3	Q4	FY
Old Navy Global	35%	0%	-9%	-6%	0%
Gap Global	29%	-5%	7%	10%	8%
Banana Republic Global	-4%	41%	28%	26%	24%
Athleta Global	27%	13%	2%	12%	12%
Gap Inc.	28%	3%	-1%	3%	6%

FY 2020	Q1 ⁽²⁾	Q2	Q3	Q4	FY ⁽²⁾
Old Navy Global		24%	17%	7%	
Gap Global		12%	-5%	-6%	
Banana Republic Global		-27%	-30%	-22%	
Athleta Global		19%	37%	26%	
Gap Inc.		13%	5%	0%	

FY 2019	Q1	Q2	Q3	Q4	FY
Old Navy Global	-1%	-5%	-4%	0%	-2%
Gap Global	-10%	-7%	-7%	-5%	-7%
Banana Republic Global	-3%	-3%	-3%	0%	-2%
Athleta Global	4%	10%	1%	2%	5%
Gap Inc.	-4%	-4%	-4%	-1%	-3%

Comp sales include the results of Company-operated stores and sales through online channels. The calculation of Gap Inc. Comp sales excludes the results of the franchise and licensing business. A store is included in the Comp sales calculations when it has been open and operated by Gap Inc. for at least one year and the selling square footage has not changed by 15 percent or more within the past year.

1. Due to the 53rd week in fiscal 2023, in order to maintain consistency, comparable sales for the first, second, third and fourth quarters of fiscal 2024 are compared to the 13 weeks ended May 6, 2023, August 5, 2023, November 4, 2023, and February 3, 2024, respectively.

2. As a result of the extensive temporary store closures during Q1 2020 due to the COVID-19 pandemic, comparable sales are not a meaningful metric for Q1 2020.

VI. Net Sales by Brand and Geography

Q4'24						
\$ millions	Old Navy Global	Gap Global	Banana Republic Global	Athleta Global	Other ⁽²⁾	Total
U.S. ⁽¹⁾	\$ 2,043	\$ 756	\$ 479	\$ 385	\$ 16	\$ 3,679
Canada	154	88	46	10	-	298
Other regions	15	136	20	1	-	172
Total	\$ 2,212	\$ 980	\$ 545	\$ 396	\$ 16	\$ 4,149

Q3'24						
\$ millions	Old Navy Global	Gap Global	Banana Republic Global	Athleta Global	Other ⁽²⁾	Total
U.S. ⁽¹⁾	\$ 1,949	\$ 683	\$ 406	\$ 281	\$ 21	\$ 3,340
Canada	190	95	43	9	-	337
Other regions	11	121	20	-	-	152
Total	\$ 2,150	\$ 899	\$ 469	\$ 290	\$ 21	\$ 3,829

Q2'24						
\$ millions	Old Navy Global	Gap Global	Banana Republic Global	Athleta Global	Other ⁽²⁾	Total
U.S. ⁽¹⁾	\$ 1,953	\$ 579	\$ 414	\$ 327	\$ 14	\$ 3,287
Canada	159	77	43	10	-	289
Other regions	11	110	22	1	-	144
Total	\$ 2,123	\$ 766	\$ 479	\$ 338	\$ 14	\$ 3,720

Q1'24						
\$ millions	Old Navy Global	Gap Global	Banana Republic Global	Athleta Global	Other ⁽²⁾	Total
U.S. ⁽¹⁾	\$ 1,761	\$ 513	\$ 383	\$ 318	\$ 14	\$ 2,989
Canada	146	66	36	10	-	258
Other regions	9	110	21	1	-	141
Total	\$ 1,916	\$ 689	\$ 440	\$ 329	\$ 14	\$ 3,388

1. U.S. includes the United States and Puerto Rico.

2. Primarily consists of net sales from revenue-generating strategic initiatives.

IV.

Fiscal Year 2023

NET SALES BY BRAND AND GEOGRAPHY

<u>Q4'23</u> ⁽¹⁾			Banana Republic	Athleta		
\$ millions	Old Navy Global	Gap Global	Global	Global	Other ⁽³⁾	Total
U.S. ⁽²⁾	\$ 2,107	\$ 768	\$ 494	\$ 407	\$ 17	\$ 3,793
Canada	171	99	48	12	-	330
Other regions	10	140	25	-	-	175
Total	\$ 2,288	\$ 1,007	\$ 567	\$ 419	\$ 17	\$ 4,298

<u>Q3'23</u>			Banana Republic	Athleta		
\$ millions	Old Navy Global	Gap Global	Global	Global	Other ⁽³⁾	Total
U.S. ⁽²⁾	\$ 1,917	\$ 664	\$ 398	\$ 267	\$ 15	\$ 3,261
Canada	193	96	42	10	-	341
Other regions	16	127	20	2	-	165
Total	\$ 2,126	\$ 887	\$ 460	\$ 279	\$ 15	\$ 3,767

<u>Q2'23</u>			Banana Republic	Athleta		
\$ millions	Old Navy Global	Gap Global	Global	Global	Other ⁽³⁾	Total
U.S. ⁽²⁾	\$ 1,777	\$ 542	\$ 415	\$ 327	\$ 11	\$ 3,072
Canada	165	76	44	13	-	298
Other regions	19	137	21	1	-	178
Total	\$ 1,961	\$ 755	\$ 480	\$ 341	\$ 11	\$ 3,548

<u>Q1'23</u>			Banana Republic	Athleta		
\$ millions	Old Navy Global	Gap Global	Global	Global	Other ⁽³⁾	Total
U.S. ⁽²⁾	\$ 1,659	\$ 496	\$ 374	\$ 309	\$ 3	\$ 2,841
Canada	145	61	36	10	-	252
Other regions	24	135	22	2	-	183
Total	\$ 1,828	\$ 692	\$ 432	\$ 321	\$ 3	\$ 3,276

1. Q4 2023 includes incremental sales attributable to the 53rd week.
2. U.S. includes the United States and Puerto Rico.
3. Primarily consists of net sales from revenue-generating strategic initiatives.

IV. Fiscal Year 2022

NET SALES BY BRAND AND GEOGRAPHY

Q4'22				Banana Republic Global	Athleta Global	Other ⁽²⁾	Total
\$ millions	Old Navy Global	Gap Global					
U.S. ⁽¹⁾	\$ 1,982	\$ 709	\$ 505	\$ 423	\$ 2	\$ 3,621	
Canada	165	91	49	10	-	315	
Europe	-	35	1	1	-	37	
Asia	-	181	17	-	-	198	
Other regions	19	45	6	2	-	72	
Total	\$ 2,166	\$ 1,061	\$ 578	\$ 436	\$ 2	\$ 4,243	

Q3'22				Banana Republic Global	Athleta Global	Other ⁽²⁾	Total
\$ millions	Old Navy Global	Gap Global					
U.S. ⁽¹⁾	\$ 1,936	\$ 690	\$ 448	\$ 326	\$ 4	\$ 3,404	
Canada	184	95	47	7	-	333	
Europe	1	58	1	1	-	61	
Asia	-	143	14	-	-	157	
Other regions	16	55	7	6	-	84	
Total	\$ 2,137	\$ 1,041	\$ 517	\$ 340	\$ 4	\$ 4,039	

Q2'22				Banana Republic Global	Athleta Global	Other ⁽²⁾	Total
\$ millions	Old Navy Global	Gap Global					
U.S. ⁽¹⁾	\$1,880	\$ 565	\$ 460	\$ 335	\$ 3	\$ 3,243	
Canada	183	82	53	7	-	325	
Europe	-	51	2	-	-	53	
Asia	1	141	18	-	-	160	
Other regions	26	42	6	2	-	76	
Total	\$ 2,090	\$ 881	\$ 539	\$ 344	\$ 3	\$ 3,857	

Q1'22				Banana Republic Global	Athleta Global	Other ⁽²⁾	Total
\$ millions	Old Navy Global	Gap Global					
U.S. ⁽¹⁾	\$ 1,673	\$ 497	\$ 416	\$ 344	\$ 3	\$ 2,933	
Canada	147	64	43	9	-	263	
Europe	1	54	1	2	-	58	
Asia	-	141	16	-	-	157	
Other regions	20	35	6	5	-	66	
Total	\$ 1,841	\$ 791	\$ 482	\$ 360	\$ 3	\$ 3,477	

1. U.S. includes the United States and Puerto Rico.

2. Primarily consists of net sales from revenue-generating strategic initiatives.

IV.

Fiscal Year 2021

NET SALES BY BRAND AND GEOGRAPHY

Q4'21			Banana Republic Global	Athleta ⁽²⁾	Other ⁽³⁾	Total
\$ millions	Old Navy Global	Gap Global				
U.S. ⁽¹⁾	\$ 2,097	\$ 761	\$ 532	\$ 428	\$ 2	\$ 3,820
Canada	178	100	54	9	-	341
Europe	1	54	2	1	-	58
Asia	1	219	21	-	-	241
Other regions	30	30	4	1	-	65
Total	\$ 2,307	\$ 1,164	\$ 613	\$ 439	\$ 2	\$ 4,525

Q3'21			Banana Republic Global	Athleta ⁽²⁾	Other ⁽³⁾	Total
\$ millions	Old Navy Global	Gap Global				
U.S. ⁽¹⁾	\$ 1,899	\$ 676	\$ 410	\$ 317	\$ -	\$ 3,302
Canada	185	102	47	3	-	337
Europe	1	89	2	-	-	92
Asia	-	141	14	-	-	155
Other regions	20	31	6	-	-	57
Total	\$ 2,105	\$ 1,039	\$ 479	\$ 320	\$ -	\$ 3,943

Q2'21			Banana Republic Global	Athleta ⁽²⁾	Other ⁽³⁾	Total
\$ millions	Old Navy Global	Gap Global				
U.S. ⁽¹⁾	\$2,177	\$ 615	\$ 428	\$ 340	\$ 11	\$ 3,571
Canada	191	79	43	-	-	313
Europe	-	116	1	1	-	118
Asia	-	135	19	-	-	154
Other regions	22	29	4	-	-	55
Total	\$ 2,390	\$ 974	\$ 495	\$ 341	\$ 11	\$ 4,211

Q1'21			Banana Republic Global	Athleta ⁽²⁾	Other ⁽³⁾	Total
\$ millions	Old Navy Global	Gap Global				
U.S. ⁽¹⁾	\$ 2,099	\$ 556	\$ 333	\$ 347	\$ 89	\$ 3,424
Canada	159	68	34	-	-	261
Europe	-	69	3	-	-	72
Asia	1	163	16	-	-	180
Other regions	21	30	3	-	-	54
Total	\$ 2,280	\$ 886	\$ 389	\$ 347	\$ 89	\$ 3,991

1. U.S. includes the United States, Puerto Rico and Guam.

2. Previously, net sales for the Athleta brand were grouped within the "Other" column. Beginning in FY 2021, we have made a change for all periods presented to break out Athleta net sales into its own column.

3. The "Other" column primarily consists of net sales for the InterMix and Janie and Jack brands. The divestiture of Janie and Jack was completed on April 8, 2021. The divestiture of InterMix was completed on May 21, 2021. Additionally, beginning in Q2 2020, net sales from the business-to-business program and beginning in Q4 2021, other revenue generating initiatives are also included.

IV.

Fiscal Year 2020

NET SALES BY BRAND AND GEOGRAPHY

Q4'20				Banana Republic Global			
\$ millions	Old Navy Global	Gap Global	Banana Republic Global	Other ⁽²⁾	Total		
U.S. ⁽¹⁾	\$ 2,189	\$ 704	\$ 438	\$ 457	\$ 3,788		
Canada	163	78	40	-	\$ 281		
Europe	-	80	2	-	\$ 82		
Asia	-	207	20	-	\$ 227		
Other regions	23	19	4	-	\$ 46		
Total	\$ 2,375	\$ 1,088	\$ 504	\$ 457	\$ 4,424		

Q3'20				Banana Republic Global			
\$ millions	Old Navy Global	Gap Global	Banana Republic Global	Other ⁽³⁾	Total		
U.S. ⁽¹⁾	\$ 2,034	\$ 611	\$ 323	\$ 370	\$ 3,338		
Canada	193	86	39	3	\$ 321		
Europe	-	115	3	-	\$ 118		
Asia	1	169	18	-	\$ 188		
Other regions	14	12	3	-	\$ 29		
Total	\$ 2,242	\$ 993	\$ 386	\$ 373	\$ 3,994		

Q2'20				Banana Republic Global			
\$ millions	Old Navy Global	Gap Global	Banana Republic Global	Other ⁽⁴⁾	Total		
U.S. ⁽¹⁾	\$ 1,726	\$ 473	\$ 236	\$ 328	\$ 2,763		
Canada	145	63	27	-	\$ 235		
Europe	-	70	2	-	\$ 72		
Asia	2	158	14	-	\$ 174		
Other regions	8	19	4	-	\$ 31		
Total	\$ 1,881	\$ 783	\$ 283	\$ 328	\$ 3,275		

Q1'20				Banana Republic Global			
\$ millions	Old Navy Global	Gap Global	Banana Republic Global	Other ⁽⁵⁾	Total		
U.S. ⁽¹⁾	\$ 949	\$ 311	\$ 245	\$ 256	\$ 1,761		
Canada	77	34	24	-	\$ 135		
Europe	-	54	3	-	\$ 57		
Asia	1	108	12	-	\$ 121		
Other regions	11	17	5	-	\$ 33		
Total	\$ 1,038	\$ 524	\$ 289	\$ 256	\$ 2,107		

1. U.S. includes the United States, Puerto Rico, and Guam.

2. Primarily consists of net sales for the Athleta, InterMix, and Hill City brands. Beginning in FY 2020, Janie and Jack net sales are also included. Net sales for Athleta for Q4 2020 were \$371 million.

3. Primarily consists of net sales for the Athleta, InterMix, and Hill City brands. Beginning in FY 2020, Janie and Jack net sales are also included. Net sales for Athleta for Q3 2020 were \$292 million.

4. Primarily consists of net sales for the Athleta, InterMix, and Hill City brands. Beginning in FY 2020, Janie and Jack net sales are also included. Net sales for Athleta for Q2 2020 were \$267 million.

5. Primarily consists of net sales for the Athleta, InterMix, and Hill City brands. Beginning in FY 2020, Janie and Jack net sales are also included. Net sales for Athleta for Q1 2020 were \$205 million.

IV.

Fiscal Year 2019

NET SALES BY BRAND AND GEOGRAPHY

Q4'19				Banana Republic Global ⁽²⁾	Other ⁽³⁾	Total
\$ millions	Old Navy Global	Gap Global				
U.S. ⁽¹⁾	\$ 2,055	\$ 781	\$ 642	\$ 334	\$ 3,812	
Canada	160	98	60	-	\$ 318	
Europe	-	145	4	-	\$ 149	
Asia	15	289	26	-	\$ 330	
Other regions	35	25	5	-	\$ 65	
Total	\$ 2,265	\$ 1,338	\$ 737	\$ 334	\$ 4,674	

Q3'19				Banana Republic Global ⁽²⁾	Other ⁽³⁾	Total
\$ millions	Old Navy Global	Gap Global				
U.S. ⁽¹⁾	\$ 1,769	\$ 689	\$ 532	\$ 274	\$ 3,264	
Canada	151	97	55	1	\$ 304	
Europe	-	128	3	-	\$ 131	
Asia	9	220	21	-	\$ 250	
Other regions	18	24	7	-	\$ 49	
Total	\$ 1,947	\$ 1,158	\$ 618	\$ 275	\$ 3,998	

Q2'19				Banana Republic Global ⁽²⁾	Other ⁽³⁾	Total
\$ millions	Old Navy Global	Gap Global				
U.S. ⁽¹⁾	\$ 1,794	\$ 645	\$ 530	\$ 331	\$ 3,300	
Canada	148	85	53	-	\$ 286	
Europe	-	131	4	-	\$ 135	
Asia	11	201	23	-	\$ 235	
Other regions	19	24	6	-	\$ 49	
Total	\$ 1,972	\$ 1,086	\$ 616	\$ 331	\$ 4,005	

Q1'19				Banana Republic Global ⁽²⁾	Other ⁽³⁾	Total
\$ millions	Old Navy Global	Gap Global				
U.S. ⁽¹⁾	\$ 1,641	\$ 608	\$ 487	\$ 286	\$ 3,022	
Canada	128	69	47	1	\$ 245	
Europe	-	121	3	-	\$ 124	
Asia	10	233	26	-	\$ 269	
Other regions	20	21	5	-	\$ 46	
Total	\$ 1,799	\$ 1,052	\$ 568	\$ 287	\$ 3,706	

1. U.S. includes the United States, Puerto Rico and Guam.

2. Beginning in FY 2019, Banana Republic Global includes net sales for the Janie and Jack brand.

3. Primarily consists of net sales for the Athleta, InterMix and Hill City brands, as well as a portion of income related to our credit card agreement.

Thank You