The Gap, Inc.
CONDENSED CONSOLIDATED BALANCE SHEETS
UNAUDITED

($ in millions)	November 1, 2025	November 2, 2024
ASSETS		
Current assets:		
Cash and cash equivalents	$ 2,262	$ 1,969
Short-term investments	255	250
Merchandise inventory	2,459	2,331
Other current assets	664	580
Total current assets	5,640	5,130
Property and equipment, net of accumulated depreciation	2,517	2,546
Operating lease assets	3,337	3,217
Other long-term assets	876	960
Total assets	$ 12,370	$ 11,853
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Accounts payable	$ 1,545	$ 1,523
Accrued expenses and other current liabilities	1,067	1,135
Current portion of operating lease liabilities	629	617
Income taxes payable	38	50
Total current liabilities	3,279	3,325
Long-term liabilities:		
Long-term debt	1,491	1,489
Long-term operating lease liabilities	3,396	3,360
Other long-term liabilities	557	544
Total long-term liabilities	5,444	5,393
Total stockholders' equity	3,647	3,135
Total liabilities and stockholders' equity	$ 12,370	$ 11,853

The Gap, Inc.
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS
UNAUDITED

($ and shares in millions except per share amounts)	13 Weeks Ended		39 Weeks Ended	
	November 1, 2025	November 2, 2024	November 1, 2025	November 2, 2024
Net sales	$ 3,942	$ 3,829	$ 11,130	$ 10,937
Cost of goods sold and occupancy expenses	2,272	2,194	6,476	6,322
Gross profit	1,670	1,635	4,654	4,615
Operating expenses	1,336	1,280	3,768	3,762
Operating income	334	355	886	853
Interest, net	(3)	(6)	(10)	(12)
Income before income taxes	337	361	896	865
Income tax expense	101	87	251	227
Net income	$ 236	$ 274	$ 645	$ 638
Weighted-average number of shares - basic	372	377	373	376
Weighted-average number of shares - diluted	380	383	382	383
Earnings per share - basic	$ 0.63	$ 0.73	$ 1.73	$ 1.70
Earnings per share - diluted	$ 0.62	$ 0.72	$ 1.69	$ 1.67

The Gap, Inc.
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
UNAUDITED

($ in millions)	39 Weeks Ended November 1, 2025 (a)	39 Weeks Ended November 2, 2024 (a)
Cash flows from operating activities:		
Net income	$ 645	$ 638
Depreciation and amortization	368	371
Change in merchandise inventory	(386)	(344)
Change in accounts payable	23	156
Change in accrued expenses and other current liabilities	(68)	29
Other, net	25	20
Net cash provided by operating activities	607	870
Cash flows from investing activities:		
Purchases of property and equipment	(327)	(330)
Purchases of short-term investments	(213)	(343)
Proceeds from sales and maturities of short-term investments	213	97
Net cash used for investing activities	(327)	(576)
Cash flows from financing activities:		
Proceeds from issuances under share-based compensation plans	18	27
Withholding tax payments related to vesting of stock units	(39)	(48)
Repurchases of common stock	(152)	—
Cash dividends paid	(185)	(169)
Other	—	(3)
Net cash used for financing activities	(358)	(193)
Effect of foreign exchange rate fluctuations on cash, cash equivalents, and restricted cash	3	(4)
Net increase (decrease) in cash, cash equivalents, and restricted cash	(75)	97
Cash, cash equivalents, and restricted cash at beginning of period	2,365	1,901
Cash, cash equivalents, and restricted cash at end of period	$ 2,290	$ 1,998

(a) For the thirty-nine weeks ended November 1, 2025 and November 2, 2024, total cash, cash equivalents, and restricted cash includes $28 million and $29 million, respectively, of restricted cash recorded within other long-term assets on the Condensed Consolidated Balance Sheets.

The Gap, Inc.
NON-GAAP FINANCIAL MEASURES
UNAUDITED

FREE CASH FLOW

Free cash flow is a non-GAAP financial measure. We believe free cash flow is an important metric because it represents a measure of how much cash a company has available for discretionary and non-discretionary items after the deduction of capital expenditures. We require regular capital expenditures including technology investments as well as building and maintaining our stores and distribution centers. We use this metric internally, as we believe our sustained ability to generate free cash flow is an important driver of value creation. However, this non-GAAP financial measure is not intended to supersede or replace our GAAP results.

	39 Weeks Ended	
($ in millions)	November 1, 2025	November 2, 2024
Net cash provided by operating activities	$ 607	$ 870
Less: Purchases of property and equipment	(327)	(330)
Free cash flow	$ 280	$ 540

The Gap, Inc.
NET SALES RESULTS
UNAUDITED

The following table details the Company's third quarter fiscal year 2025 and 2024 net sales (unaudited):

($ in millions) 13 Weeks Ended November 1, 2025	Old Navy Global	Gap Global	Banana Republic Global	Athleta Global	Other (2)	Total
U.S. (1)	$ 2,049	$ 731	$ 404	$ 250	$ 17	$ 3,451
Canada	191	95	44	7	—	337
Other regions	13	125	16	—	—	154
Total	$ 2,253	$ 951	$ 464	$ 257	$ 17	$ 3,942

($ in millions) 13 Weeks Ended November 2, 2024	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

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

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

The Gap, Inc.
REAL ESTATE

Store count, net openings/closings, and square footage for our company-operated stores are as follows:

	February 1, 2025	39 Weeks Ended November 1, 2025	November 1, 2025	
	Number of Store Locations	Net Number of Stores Opened/(Closed)	Number of Store Locations	Square Footage (in millions)
Old Navy North America	1,249	(6)	1,243	19.6
Gap North America	453	7	460	4.9
Gap Asia	122	3	125	1.1
Banana Republic North America	380	(9)	371	3.1
Banana Republic Asia	42	—	42	0.1
Athleta North America	260	(4)	256	1.0
Company-operated stores total	2,506	(9)	2,497	29.8

As of November 1, 2025, the Company's franchise partners operated approximately 1,000 franchise stores.