

THE GAP, INC.
CORPORATE GOVERNANCE GUIDELINES
(As of February 25, 2026)

The board has developed corporate governance practices to help fulfill its responsibility to the shareholders. These practices are memorialized in the guidelines below so that the board will have the necessary authority and practices in place to review and evaluate the company's business operations as appropriate and to make decisions that are independent of the company's management.

These practices are intended to serve as a flexible general framework for the effective functioning of the board and not as a set of binding legal obligations. The Governance and Sustainability Committee will annually review these practices and recommend changes, if any, to the board. These guidelines are subject to future refinement or changes as the board may find necessary or advisable.

1. ROLE OF THE BOARD

The board is responsible for oversight of the business, affairs and integrity of the company, determination of the company's mission, long-term strategy and objectives, and oversight of the company's risks while evaluating and directing implementation of company controls and procedures.

The board may delegate some of its responsibilities to the committees of the board of directors.

2. COMPOSITION AND QUALIFICATIONS OF THE BOARD OF DIRECTORS

- (a) Size of the Board. As provided by the company's Bylaws and by resolution of the board of directors, the current number of board members can vary according to the board's needs but shall not be less than three.
- (b) Mix of Management Directors and Independent Directors. There will be at least a majority of independent directors as defined under SEC and NYSE rules ("Independent" directors) on the board. In addition, the board believes that it is most desirable for Independent directors to constitute two-thirds or more of the board, and is committed to maintaining such levels barring unforeseen circumstances, including mid-year resignations. For a nominee to be considered an Independent director, the board must also affirmatively determine that the director has no material relationship with Gap Inc. Directors who are officers or employees of the company are considered management directors ("Management" directors). The board may also consist of directors who are not officers or employees of the company but who are also not considered independent (these directors with the Independent directors are considered "Non-Management" directors). The Governance and Sustainability Committee will reassess each director's independence at least annually and as required by changes in directors' circumstances.
- (c) Qualifications of Board Members. All board members shall possess certain core competencies, some of which may include experience in retail, consumer products, international business/markets, real estate, store operations, logistics, product design, merchandising, marketing, general operations, strategy, human resources, technology, media or public relations, finance or accounting, or experience as a CEO or CFO. In addition to having one or more of these core competencies, board member nominees are identified and considered on the basis of knowledge, experience, integrity, leadership, reputation, and ability to understand the company's business. The board believes that differences in backgrounds, qualifications, and experiences are important to the effectiveness of the board's oversight of the company. Nominees are pre-screened to ensure each candidate has qualifications which complement the overall core competencies of the board. The screening process includes conducting a background evaluation and an initial independence determination.

- (d) Selection of New Board Members. The Governance and Sustainability Committee has the responsibility to identify, screen, and recommend qualified candidates to the board. Qualified candidates are interviewed by the Board Chair, CEO and at least two Independent directors. Certain other directors and members of management will interview each candidate as requested by the Board Chair, CEO or Chair of the Governance and Sustainability Committee. In addition, the Governance and Sustainability Committee will consider candidates recommended by shareholders in the manner set forth in the Bylaws.
- (e) Director Election Vote Response. At any meeting of the shareholders at which a director does not receive a majority of the votes cast in accordance with the Bylaws, that director shall submit to the board an offer letter of resignation, subject to board acceptance. The Governance and Sustainability Committee will consider the offer of resignation and will recommend to the board the action to be taken. The board shall act promptly with respect to each such letter of resignation and shall promptly notify the director concerned of its decision. The director who has offered to resign will not participate in the decision process. The board's decision would be disclosed publicly within 90 days from the date of certification of the election results.

3. EDUCATION AND EVALUATION OF THE BOARD OF DIRECTORS

- (a) Onboarding. The company has a formal onboarding program whereby each new director is provided with core materials and asked to complete a series of introductory meetings to become knowledgeable about the company's business and familiar with the senior management team. In addition, new directors make store and facility visits to the extent practical. A new director is expected to complete his or her onboarding program within six months after joining the board.
- (b) Continuing Education. The company has a continuing education program to ensure existing directors stay current with the company's business and objectives as well as relevant industry information and other external factors such as corporate governance requirements and best practices. As part of the program, directors are encouraged to periodically attend appropriate continuing education seminars or programs, which would be beneficial to the company and the directors' service on the board.
- (c) Annual Performance Evaluation. The Governance and Sustainability Committee oversees a formal evaluation process to assess the composition and performance of the board, each committee, and each individual director on an annual basis. The assessment is conducted to ensure the board, committees, and individual members are effective and productive and to identify opportunities for improvement and skill set needs. As part of the process, each member completes a questionnaire, and/or participates in an interview or any other method the Governance and Sustainability Committee utilizes to seek feedback. While results are aggregated and summarized for discussion purposes, individual responses are not attributed to any member and are kept confidential to ensure honest and candid feedback is received. The Governance and Sustainability Committee reports annually to the full board with its assessment. Directors will not be nominated for reelection unless it is affirmatively determined that the director is substantially contributing to the overall effectiveness of the board.

4. BOARD OF DIRECTORS GUIDELINES

- (a) Retirement Age. A director who turns 75 prior to the end of a fiscal year will not stand for re-election at the next Annual Meeting following the end of the fiscal year, unless the Governance and Sustainability Committee and the board waive such retirement age requirement.
- (b) Change of Status. In the event a director changes his or her employer, significantly changes his or her position with an employer or significantly changes his or her responsibilities as a director, consultant or otherwise, or becomes aware of circumstances that may adversely reflect upon the director or company, the director shall notify the Corporate Secretary and the Chair of the Governance and Sustainability Committee of such circumstances. The Governance and Sustainability Committee will consider the circumstances and may in certain cases recommend that the board request that the

director submit such director's resignation from the board if, for example, continuing service on the board by the individual is not consistent with the criteria deemed necessary for continuing service on the board.

- (c) Term Limits. There will be no specific term limits for directors, given the normal process of annual elections of board members by the shareholders, annual evaluations, and the stated retirement age. Directors who have served on the board for an extended period of time are in a unique position to provide valuable insight into the operations and future of the company based on their experience with and perspective on the company's history, performance, and objectives. The board believes that, as an alternative to term limits, it can take proactive steps to effectively ensure that the board continues to evolve and adopt new viewpoints through the evaluation and selection processes described in these guidelines.
- (d) Stock Ownership. Each Non-Management director should, within three years of joining the board, hold stock of the company worth at least five (5) times the annual base retainer then in effect. Deferred stock units granted under the 2016 Long-Term Incentive Plan, including any units acquired through reinvestment of dividend equivalents, will be counted toward meeting this stock ownership requirement. Management directors are required to own stock of the company in accordance with the company's stock ownership requirements for executives.
- (e) Improper Financial Interests. Generally, directors should limit equity or debt investments in vendors, landlords, competitors or potential competitors of the company. A current or potential investment in excess of either 5% of a company's equity or debt or 5% of a director's net worth (including a right to acquire that percentage) should be brought to the attention of the company's Chief Compliance Officer to determine if the investment or potential investment could be considered an improper financial interest under the company's Code of Business Conduct. Depending on the circumstances, the Chief Compliance Officer might conclude that an investment above these parameters is proper.
- (f) Other Company Directorships and Consulting. The company believes that directors who are full-time employees of other companies should not serve on more than three public company boards at one time including the company's board, and that directors who are retired from full-time employment should not serve on more than four public company boards including the company's board. Additionally, a director who is a member of the Audit and Finance Committee cannot sit on more than three public company audit committees including the company's Audit and Finance Committee, unless the board determines that such simultaneous service would not impair the ability of such member to effectively serve on the Audit and Finance Committee of the board. Further, when a director has been invited to join another for-profit company board, he or she must inform the Board Chair and the Chair of the Governance and Sustainability Committee prior to accepting and consider the nature of and time commitment of such an appointment prior to accepting. A director may not serve on a board of a company competitor or a company with a significant competitive line of products offered by Gap Inc. Additionally, a director should not act as a consultant or provide other services to a vendor, landlord, competitor, potential competitor or a company with a potential competitive line of products without bringing it to the attention of the company's Chief Compliance Officer to determine if the engagement creates a conflict of interest. The Governance and Sustainability Committee considers these matters when evaluating and nominating directors for reelection. The Board Chair and CEO must obtain approval from the board to serve as a director on any other for-profit board. Vice Presidents and above must obtain approval from the Governance and Sustainability Committee, upon recommendation by the CEO and the Chief Compliance Officer, to serve as a director on any for-profit board other than a solely family-owned business.
- (g) Independent Advisors. The board and each committee have the power, in their sole discretion, to retain or obtain the advice of independent legal, financial, compensation, or other advisors at any time, as they deem necessary and appropriate to fulfill their board and committee responsibilities. The company will provide funding for such advice and for ordinary administrative expenses as determined by the board or committees.

- (h) Board Access to Senior Management. Board members have complete access to the company's management and employees. Any meetings or contacts that a director wishes to initiate may be arranged directly or through the office of the CEO or Corporate Secretary. It is assumed that board members will use judgment to ensure that contacts with management outside of board meetings are not unduly disruptive to the business operations of the company. Board members and/or senior management should also feel free to request the attendance at board meetings of management or employees who can provide additional insight into items being discussed.
- (i) Shareholder Access to Board. Shareholders may communicate governance matters directly to the board by sending email to board@gap.com. Communications will be received by the Board Chair, as well as the company's Corporate Secretary's Office. As deemed appropriate, matters may be referred to the entire board, board committees, individual members, or other departments within the company.

5. COMPENSATION OF THE BOARD OF DIRECTORS

- (a) Board Compensation Review. The Compensation and Management Development Committee periodically reviews and makes recommendations to the board concerning the level and form of compensation of the Non-Management directors. The committee's recommendation, which is discussed and evaluated by the full board, is based on both an assessment of the best practices of other companies and the particular circumstances of this board. Changes in board compensation, if any, must be approved by the full board.
- (b) Director Compensation. The Non-Management directors' annual base retainer is currently \$95,000 per annum. Non-management directors who primarily reside outside of North America receive a fee of \$2,000 for attendance at each board and/or committee meeting requiring travel to the United States. The Governance and Sustainability Committee members receive an annual retainer of \$10,000 and the Committee Chair receives an additional retainer of \$20,000 per annum. The Audit and Finance Committee members receive an annual retainer of \$16,000 and the Committee Chair receives an additional retainer of \$40,000. The Compensation and Management Development Committee members receive an annual retainer of \$12,000 and the Committee Chair receives an additional retainer of \$25,000 per annum. The Board Chair receives an additional retainer of \$200,000 per annum. The Lead Independent Director, if any, receives an additional retainer of \$40,000 per annum. Recently appointed Non-Management directors receive a prorated retainer, beginning in the quarter they join the board. In addition, Non-Management directors are eligible to receive stock unit awards according to a pre-determined formula as follows: (i) upon appointment each new Non-Management director is awarded units equal to \$185,000 at the then-current fair market value; and (ii) annually, each continuing Non-Management director is awarded units equal to \$185,000 at the then-current fair market value (recently appointed Non-Management directors' first annual stock unit grant shall be prorated based on the number of days that the director has served between the appointment date and the first annual stock unit grant). Normally, the stock units are immediately vested as of the award date with payment in shares deferred for three years unless further deferred at the election of the Non-Management director.
- (c) Travel. All Non-Management directors' reasonable travel arrangements related to attending board, committee or company business meetings are made by the company. Alternatively, the company can reimburse the Non-Management director for reasonable travel expenses.
- (d) Discount and Gift Card Benefit. All directors are eligible to receive discounts on company merchandise consistent with the terms of the Employee Merchandise Discount Policy. In addition, non-employee directors are eligible to receive gift cards for Gap Inc. merchandise up to a maximum annual limit established by the Compensation and Management Development Committee, currently \$5,000 per year.

6. BOARD COMMITTEES

- (a) Existing Committees. The current board committees are: (1) Audit and Finance, composed solely of Independent directors; (2) Compensation and Management Development, composed solely of Independent directors who also meet the requirements of Section 16 of the Securities Exchange Act of 1934; and (3) Governance and Sustainability, composed solely of Independent directors. As set forth under the company's Bylaws, the board has the discretion to form new committees or dissolve existing committees depending upon the circumstances.
- (b) Committee Charters. The duties and responsibilities of each committee are set forth in their respective charters. Each committee will annually review its charter and recommend any proposed changes to the board.

7. MEETINGS AND MATERIALS

- (a) Board Meeting Schedules and Agendas. There are at least five regularly scheduled board meetings during each fiscal year. The Board Chair and Corporate Secretary establish the agenda for each board meeting. Management, in consultation with the appropriate committee chair, determines the frequency, length of, and agendas for the meetings of the committees. Each board member is encouraged to suggest agenda items for board and committee meetings in advance.
- (b) Distribution of Materials. Financial and business information is frequently distributed to the board. During those months when there is a scheduled board or committee meeting, materials are distributed in advance of the meeting to provide background on each planned presentation. The presentation materials allow for proper preparation and consideration of the subject matter before the board or committee meeting. Board members are expected to have read the materials in advance of the meeting.
- (c) Attendance of Directors and Non-Directors at Board and Committee Meetings. Board members are expected to attend all meetings of the board and committees on which they sit, in their entirety. At the discretion of the Board Chair or committee chairs, meetings of the board or committees may be held by video or telephone conference or in person. In the event a board member is not able to attend a meeting in person he or she may attend the meeting by video or telephone conference, but this should be a rare exception. As the board and/or each committee deems appropriate, other individuals may be invited to attend portions of each board or committee meeting.
- (d) Meetings of Non-Management Directors. The Non-Management directors typically are scheduled to meet without the presence of management during each regularly scheduled board meeting.
- (e) Meetings of Independent Directors. The Independent directors are periodically scheduled to meet without the presence of other directors and at least annually.
- (f) Annual Meetings of Shareholders. The Board Chair, CEO and committee chairs should attend and be available to answer questions at the annual shareholders meeting. All other directors are also encouraged to attend the annual shareholders' meeting.

8. LEADERSHIP

- (a) Board Chair and Lead Independent Director Selection. The board selects the Board Chair in the manner that it determines to be in the best interests of the company. In the event the director who serves as Board Chair is not an independent director and the board determines it is appropriate, the independent directors will designate an independent director to serve as Lead Independent Director. If no Lead Independent Director is designated, the independent members of the board will designate at each meeting an independent director to lead independent executive sessions.

- (b) Job Duties of Board Chair, Lead Independent Director, CEO and other Officers. The company has approved formal position descriptions for the Board Chair, Lead Independent Director, CEO, and brand/function heads. The performance of the CEO and brand/function heads is reviewed annually by the Compensation and Management Development Committee with respect to their stated duties and with respect to pre-determined company and brand/function objectives.
- (c) Succession Planning. The board is responsible for the succession planning of the CEO (including a separate emergency succession plan), and periodically reviews the succession plan and identifies potential successors for the company's CEO. The Compensation and Management Development Committee also periodically reports to the board on succession planning matters. In addition, the CEO reports periodically to the board on succession plans for certain key officers and makes recommendations to the board regarding his/her succession.

9. INTEGRITY AND CONDUCT

Each board member is expected to act with integrity and to adhere to the policies applicable to directors in the company's ethics code, the Code of Business Conduct. Any waiver of the requirements of the Code of Business Conduct for any individual director would require approval by the Audit and Finance Committee. Any such waiver would be publicly disclosed.