



Gap Inc. X OMG Strategic Responses

Gap Inc. | **OMG**

March 2024

Hello Gap Inc. Team,

On behalf of Omnicom Media Group, we'd like to first wish you all a Happy International Women's Day! Secondly, we'd like to thank you for inviting us to participate in the next stage of your North American Media Review. We're excited to further demonstrate the expert talent, innovative capabilities, and brave thinking that will deliver sustainable growth across your portfolio of brands, as we seek to Unleash Your Modern Icons.

Over the last 36 months, we've seen unprecedented disruption in our industry. A disruption that led to radical shifts in culture, media consumption, and customer purchase habits. That disruption accelerated digital commerce and DTC distribution and continues to evolve the relationship between brands and customers. It has prompted the need for innovation in how we measure better across the entire customer journey. We see new and exciting opportunities for growth and believe that Gap Inc. can benefit from a new solution powered by OMG.

Throughout this process, our goal has been to show you how and why OMG is recognized as an industry leader in the capabilities and intellectual processes that drive more effective and efficient marketing solutions. Our data-driven insights enable the precision and personalization of both media and creativity. Our ability to measure and harness the signals of culture to build Brand Love in a unique capability that we apply in building brands, capturing demand, and measuring better. It allows us to harness media as a differentiating opportunity and connect with customers throughout their entire journey, and across their entire lifetime.

The breadth and depth of our client and vertical experience, combined with our unique understanding of the modern customer, will enable our teams to guide you and your teams through the complex and dynamic marketplace, and co-create the capabilities that the world's best-in-class portfolio retail marketer should have at their fingertips.

In the written submission that follows, we've sought to provide our detailed recommendation and clear perspective on the moves you must make to create and sustain a collaborative ecosystem where the benefits of data and technology can be harnessed to enable customer-first media planning, scaled asset creation, and full-funnel success. It's a stair-stepped approach that moves an organization up the Bravery Index, which further explains how we deliver upon our five distinct advantages for Gap Inc.:

- 1. An Innovative approach to re-igniting Brand Love** | Creating new powerful equities and meaningful cultural connections that drive better results.
- 2. Ensuring Full Funnel Connectivity** | Achieving sustainable and true incremental performance, while programming for the entirety of the customer journey.
- 3. Unlocking Next Generation Measurement** | Bringing data-informed, predictive intelligence to balance short sales and long-term brand health, building the business case for the shift in marketing approach.
- 4. Creating Portfolio Power** | Minimizing audience overlap and media waste, while co-creating new experiences and capabilities with partners to benefit all brands.
- 5. Ensuring a relentless commitment to Creativity** | Raising the bravery index on the ideas and consumer experiences that will earn the greatest share of attention, while establishing the foundations of new brand behaviors that accelerate growth.

We are completely committed to the Gap Inc. ambition to growing your brands and better serving your customers, while doing right by employees, communities, and planet. Our purpose is to enable yours, and we're invested in the growth of your iconic brands. As such, we commit to a performance commercial model that ties a significant portion of our compensation to mutually agreed-upon metrics that are relevant to you. We propose delivering a multi-disciplinary team of 149 FTEs at a base fee of \$27.7M, or 4.35% of estimated media spend of \$636M. 35 FTEs will be in our well-established, globally distributed markets in Latin America and India, supporting our investment, reporting, and analytics disciplines as a fully integrated extension of those teams. In order to underpin our commitment to save you meaningful media costs, we propose that OMG would have the ability to earn an incentive on annual delivery against our proposed media savings target of \$94M across the three-year contractual period, as outlined in our round 2 submission.

Thank you on behalf of our entire team.

Warmest wishes,



Ralph Pardo
CEO, OMG NA



Chrissie Hanson
CEO, OMD US

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Defining and Delivering Full-funnel Success Through Evolved Measurement and Optimization

Defining and Delivering Full-Funnel Success Through Evolved Measurement and Optimization

We've seen a shift of marketing investment into lower funnel tactics over the last few years, accelerated by the pandemic, as businesses focus on driving revenue. We recommend adopting a full-funnel approach to measurement and optimization to help Gap Inc. drive long-term growth while achieving short-term revenue objectives. Our approach to brand transformation support this shift.

Separating brand and demand is no longer an option. From planning through to activation, every audience interaction we deliver and every placement we buy must be intentional. Campaign performances must be measured holistically to value lower funnel delivery and conversion metrics; the impact of newer metrics like brand love on business outcomes (sales; revenue), must be considered together as well. Moreover, our insights go beyond observation and uncover the underlying drivers and motivations behind the consumer behavior. Put another way, we seek to understand the 'What', 'How Much', and 'Why behind the Buy' to connect customer to brand through our innovative approach to measurement:

Setting up a holistic measurement framework

Our process for planning and allocating full-funnel media budgets starts with defining a measurement framework and provide an organizational structure to align on which metrics, and therefore measurement solutions, can be leveraged at which cadence to make investment recommendations, and to optimize each stage of the consumer journey.

The chart below is a sample measurement framework. We would look to co-create a similar framework with Gap Inc. brands to measure and optimize the performance of their media investment.

Our combination of leading metrics enables quick optimization, while lagging metrics allow for deeper business insights and learnings to improve future campaigns outcomes.

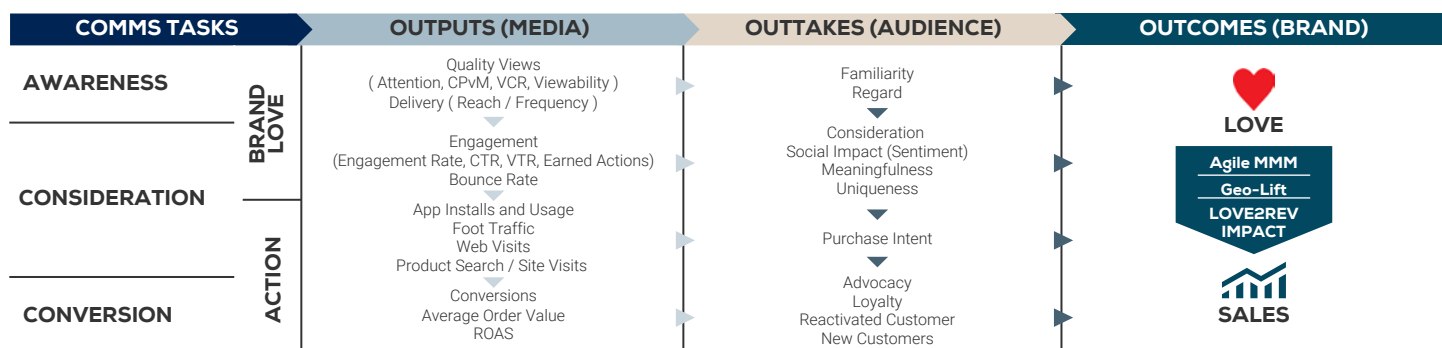
We recommend using **brand love**, our custom leading KPI (combining brand metrics to media KPIs; social signals, attention) for Gap Inc., and correlating these to business outcomes. This KPI will be used to optimize campaigns and deliver better results for your brands.

This full-funnel approach will provide us greater opportunity to optimize creative, placements, and costs, regardless of environment or journey stage. Importantly, this approach will unlock true incrementality for Gap Inc.

Optimizing portfolio budget allocation

Once the measurement framework is aligned to, we use data signals to map out the connected customer experiences and make sure that we are allocating the appropriate budget across brands, audiences, channels, formats, contexts, and creatives. Investment Planner, our proprietary budget setting application within our marketing orchestration platform Omni, uses Artificial Intelligence/Machine Learning (AI/ML) and automation to surface actionable ROI and brand funnel insights from thousands of econometric studies and models. More information on Investment Planner is available in our Data and Technology section.

The application of portfolio management principles, and the integration of both short-term and long-term impacts, permit true zero-based budgeting and profit maximization across brands. From there, we take these budgets and build media mix scenarios that optimize full-funnel performance and maximize outcomes, both for brand and demand.



Defining and Delivering Full-funnel Success Through Evolved Measurement and Optimization

Building a Strong Test and Learn Agenda

What affords a brand competitive advantage today might be behind the curve tomorrow. To realize our ambition to **Unleash Modern Icons**, we believe it is essential that we build, test, evolve and re-test hypotheses and solutions every day, and close the gap between thought leadership goals and everyday challenges. This means building our learning agenda for you from both a top-down and bottom-up perspective to address the strategic bets you've made, while also answering your more tactical needs.



We continuously validate testing strategies and evolve test and learn agendas to ensure the results and learnings deliver better business impact and give confidence in the optimization we make. All results live within Omni, ensuring teams are leveraging the same data and insights, and the results for optimization and budgeting decisions can be accessed by team members across a business' portfolio. We recommend that brands assign 5-15% of their budgets to carry out a stair-step approach to tests to advance an innovation agenda; the exact percentage is dependent upon the Bravery Index of a client (more on our AI Bravery Index during our presentation).

Unique Approach to Assessing Cultural Relevance

Possibly the most strategic, and often overlooked task in media measurement is determining how our brands should engage within mainstream culture with authenticity, and how the resulting activation impacts brand love and long-term loyalty.

We leverage proprietary cultural insights and third-party signals to inform who, what and where we buy to architect how our clients show up in culture. We collect signal data from social listening tools capturing views, mentions, sentiment, and combined themes via syndicated data partners YouGov (brand sentiment, competitive brand sentiment), TalkWalker (comments) and Tubular (video), BERA's Brand Love, as well as our own proprietary OMG Signal data. OMG Signal provides a source of audience identity that we can leverage for modeling and activation within Omni and can be the simplest and fastest way to run activation against a net new cultural opportunity for a brand. We leverage brand health tracking, brand lift measurement, as well as attention studies to measure performance, in the form of specific, measurable, and trackable scores, such as the brand love metric, or the social impact score (positive sentiment/negative sentiment per million spend).

Futureproofing Measurement

With the evolution of privacy regulations and the upcoming deprecation of cookies, marketers must redesign their approach to marketing measurement. The future solution will include a combination of existing techniques such as econometric modeling, digital performance reporting and advanced analytics in data science environments and clean rooms. We have built an expertise in these three domains to deliver timely, accurate and actionable performance readouts and resulting optimization insights that will enable us to deliver superior full-funnel performance for Gap Inc. portfolio of brands.







Customer-First Media Planning

Design & Omni Power OMG With the Data, Insights and Consistent Ways of Working To Deliver Customer-First Plans

At OMG, our approach to customer-first planning is enabled by our rigorous, yet fluid, end-to-end process, **Design**, which is integrated into our best-in-class marketing orchestration platform, **Omni**. Together, process and platform are wielded by our talent - future-facing specialists in the industry, steeped in retail and fashion experience - to achieve better business outcomes for Gap Inc.

Comprised of four modular stages, **Design** was created to allow teams to craft end-to-end experiences that are more valued by the customer and more valuable to our clients' business, with the flexibility to adapt to each client's unique needs. In the case of Gap Inc., the use of Cultural Signals has been emphasized to clearly differentiate brand behaviors across the portfolio.

 Ambition	 Empathy	 Craft	 Activate
<p>1. Design Brief What are the objectives and what do we believe will be needed to achieve them?</p> <hr/> <p>2. Growth Mapping Where will the required growth come from?</p> <hr/> <p>3. Investment Planning What will the required budget be to achieve the growth OR what growth will we achieve from the supplied budget?</p> <hr/> <p>4. Challenge Statement What is (are) the required behavioral change(s) amongst potential customers to achieve the state business growth?</p> <hr/> <p>5. Measurement Framework How do we define the client's business objective (outcome) and how will we measure success (KPIs)?</p>	<p>6. Where To Play In which areas of the customer experience should we focus our marketing efforts to achieve our business outcomes?</p> <hr/> <p>7. Creating Audiences How do I translate my sources of growth into audiences?</p> <hr/> <p>8. Audience Insights How do I create more valued and valuable experiences for my audiences?</p> <hr/> <p>9. Define Comms Task How do I build a comms task for each segment?</p> <hr/> <p>10. Organizing Strategic Theme What is my Organizing Strategic Theme? How does this resonate in Culture?</p>	<p>11. Big Ideas Is there a need to create a deeper connection to culture (through platform / content / influencer), and if so, how do we develop it?</p> <hr/> <p>12. Mapping Tasks How do I map my comms tasks across channel typologies?</p> <hr/> <p>13. Channel Planning How do I prioritize and allocate budgets against audiences and touchpoints to maximize my goals?</p> <hr/> <p>14. Media Tactics What are the best media and messaging tactics and partner solutions by audience to deliver the right customer experience? What is my test and learn design?</p> <hr/> <p>15. Experience Map How can I best visualize representation of the connected customer experience?</p>	<p>16. Investment Approach What is the investment approach required to deliver the optimal plan?</p> <hr/> <p>17. Tactical Recommendations What are the tactical recommendations which align to our investment plan?</p> <hr/> <p>18. Implementation and Optimization What are the implementation and optimization guidelines that enable us to maximize performance against campaign objectives?</p> <hr/> <p>19. Measurement And Reporting What measurement and reporting solutions are required to measure our campaign objectives and capture learnings?</p> <hr/> <p>20. Capturing Learnings How am I constantly capturing learnings and surfacing insights to optimize and inform the next plan?</p>

Our best-in-class marketing orchestration platform: **Omni**

Our commitment to execute modern precision marketing is underpinned by **Omni**, the industry's most advanced and comprehensive data platform. **Omni** brings together best-in-class connected tools to surface the data signals that enable our teams to deliver personalized experiences. You will find comprehensive details on **Omni**'s infrastructure, data and the applications within in it in the Data & Technology section of the written response.

Process and platform working in harmony

Hardcoded into **Omni**, **Design** guides teams to use the right **Omni** tools and insight-to-execution techniques at the right time, as a client's brief moves from insights, to planning through to activation and optimization. Together, platform and process work in harmony, transforming the way our teams work by facilitating greater collaboration and simplifying the vast complexity of channels, platforms, devices, and data, to empower our talent to deliver more valued and valuable brand experiences in a scaled and sustainable way.

Our unique understanding of the consumer then allows us to significantly improve upon the personalization of experiences that create higher levels of engagement, higher rates of conversion and lower costs per acquisition.

Identifying Growth Opportunities for Gap Inc.

How We Identify Audience Growth Opportunities For Gap Inc.

With Design as our guide, our Gap Inc. customer-first approach begins with Growth Mapping (Decision #2, within the Ambition stage of Design). Here, we set ourselves up for success using an analytical process whereby we identify and prioritize the most achievable sources of business growth for Gap Inc.

Since Gap Inc. is a portfolio business with brands that appeal to overlapping consumers, initial audience work was carried out at the portfolio level. The benefit of a portfolio-level segmentation is that it enables Gap Inc. to have a holistic view of the customer and capitalize upon cross-selling opportunities, while also carving out white space for each brand. At the same time, we can reduce potential media inefficiencies and duplicative brand efforts.

Establishing the Total Audience Opportunity Universe

Based upon the categories Gap Inc. plays in, we used US apparel and accessory category purchasers (Affinity data) as the foundation for our audience segmentation within Omni Audience Explorer. In the future, we can ingest Gap Inc. 1st party customer records into Omni Audience and match your data to Omni ID. This would enrich your records by appending thousands of privacy-compliant datapoints (demographics, psychographics, online purchases, credit/debit purchases, online search/browsing/

In-market/behaviors/purchasing, media consumption, event attendance, shopping location data, CPG purchase details, and more), which would allow us to develop an even deeper understanding of your customers.. Omni has unsurpassed reach of consumers in the US and Canada, and exceptionally high match rates with client customer data. More in-depth details on Omni and Omni Audience Explorer are available in the Data & Technology section of the written response.

Identifying Potential Sources of Growth and Creating Audiences

Next, category purchasers (233.0MM) were separated into two groups of consumers in Omni: 1) active Gap Inc. customers in the last 12 months (new, reactivated and retained, powered by Affinity and PlacelQ data) and 2) lapsed + non-customers of Gap Inc. brands. Gap Inc. customers were segmented and analyzed by brand, while a segmentation analysis was applied to lapsed + non-customers of Gap Inc. brands to statistically cluster audience groups based on commonalities and distinctions in demographics, attitudes and behaviors. Then, brand-level propensity scoring was applied to each audience to determine which groups are most likely to purchase each Gap Inc. brand. This helps us understand which audience groups might represent short and/or long-term portfolio (cross-sell) and brand (frequency) growth, ultimately translated into customer lifetime value (CLV). To track changes in audience behaviors for refinement & optimization, data is refreshed monthly.

	Active Gap Inc. Customers Last 12 Months: 59.9MM				Lapsed/Non-Gap Inc. Customers:173.1MM					
Brand	Athleta	Banana Republic	Gap	Old Navy	Original Trendsetters	Elegant Elite	Classic Traditionalists	Modern Style Mixers	Functional Stylists	One Stop Shoppers
Size	12.3MM	15.6MM	20.5MM	58.4M M	8.5MM	48.5M M	43.9MM	21.5MM	10.8MM	39.9MM
Athleta	High	Low	Low	Low	Low	Low	Low	Low	High	Medium
Banana Republic	Medium	High	High	Low	Low	Low	Low	High	High	High
Gap	Medium	High	High	Low	Low	Low	Low	High	Low	High/Med
Old Navy	Medium	Medium	Medium	High	Low	Low	Low	Medium	High	Medium

Propensity to Purchase

Analyzing Customers and Activating Them in Media

Determining Audience Insights

With the framework of the audience segmentation complete, we move into the Empathy stage of Design where we analyze audiences to deeply understand the unmet needs and untapped desires of the customer, and how and where a brand can use communications, data, technology, and media to fulfil those unmet needs.

Being a data agnostic agency not tied to any one data provider, we use several forms of proprietary and syndicated data, as well as research, to analyze and profile audiences, including but not limited to:

- **Omni Audience Explorer:** 10,000+ audience attributes (more details available in the Data & Technology portion of the written response).
- **Omni Q Intelligence:** proprietary cultural and trend platforms covering mega/macro/micro trend analytics, consumer data, and social analytics with AI-powered reporting, dashboard, and change identification.
- **OMG Signal:** our proprietary opt-in panel of 4.4MM+ consumers pre-matched to Omni tools enabling audience insights, custom segmentation & panel creation, and incremental prediction, including a Consumer Sentiment Tracker. For Gap Inc, we conducted primary research diving deeper into active and lapsed/non-customer Gap Inc consumers to better understand shopping behaviors and motivations.
- **Omni Google Insights Finder:** first launched with OMG in a beta, Insights Finder is an audience tool that helps deepen our understanding of the customer using Google's walled garden data. It turns aggregated and anonymous Google signals into insights through a better understanding of audiences and search trends.

Once each audience group is profiled, we prioritized which audiences each Gap Inc. brand should go after

based on business and communications objectives, brand budget, audience sizes, consumer barriers, empathy opportunities & the brand's right to win, or reason to believe, for each group of customers.

Activating Audiences In Omni

Once target audiences have been profiled & prioritized, they are used end-to-end in Omni to activate in Video Content and Digital Content applications in the Craft stage of Design. Additionally, our teams double check match rates across walled gardens to ensure scalability. Because Omni is based on real digital profiles, segments are fully addressable through media.

With a clear audience framework, Gap Inc. brands can proactively identify potential areas of overlap during tactical campaign development to ensure we are maximizing impact (re-messaging and/or retargeting for cross-selling) and reducing inefficiencies (driving up the cost of media by bidding on the same terms, over frequency-ing the customer). Additional details on this are available in the Portfolio section of the written response.

Implementation, Optimization & Capturing Learnings

In addition to media tactic and creative format performance, understanding which audiences are performing or underperforming and then optimizing them on a regular basis, is a core part of our campaign management process. Additionally, potential audience tests including key business questions we hope to answer through media performance are identified through a learning agenda, developed during campaign planning. To maximize insight sharing, collaboration and innovation, Gap Inc. learning agendas will be executed at the portfolio level. More on this in the Portfolio section of the written response.

Post-campaign, all learnings are rolled up and inform the next iteration of Gap Inc. briefs, completing OMG's end-to-end customer-first planning process.

Determining Optimal Brand Budget Allocation for Gap Inc.

To arrive at recommended annual budgets for each Gap Inc. brand, we used Investment Planner, our proprietary budget setting application in Omni.

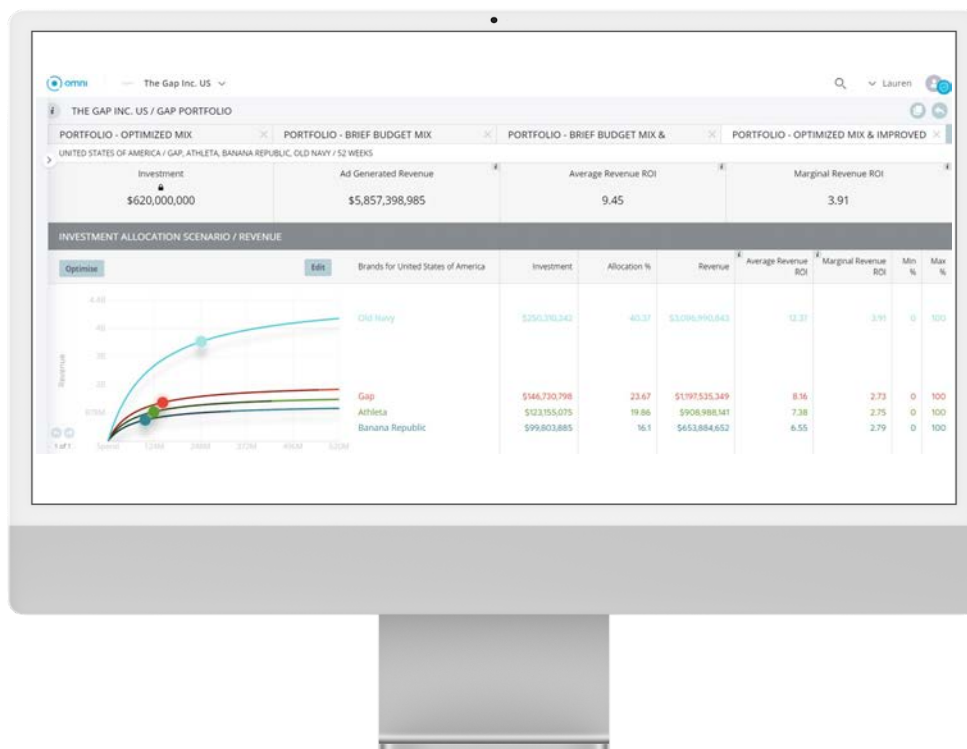
Investment Planner utilizes Artificial Intelligence/Machine Learning (AI/ML) and automation to surface actionable ROI and brand funnel insights from thousands of econometric studies and models to determine optimal budget allocation scenarios across a portfolio of items such as brands, markets, or products. Application of portfolio management principles, and the integration of both short-term and long-term impacts, permit true zero-based budgeting and profit maximization across brands. To make our Gap Inc. Investment Planner output as accurate as possible, we built custom response curves for each brand based on your 2022 media mix modeling results.

Our analysis in Investment Planner for Gap Inc. indicates the following:

- Holding the budget flat, Gap Inc. can re-balance brand spend to drive increased ad-driven revenue and improved ROI for each brand and the overall portfolio, delivering more value from media across the portfolio.
- Gap Inc. marketing spend is not yet at the point of diminishing returns; there is room to increase budget for all brands. For the portfolio, the point of diminishing returns is reached at around \$900M in media spend.

Given Gap Inc's current ambitions for each of its brands, **our recommendation is to maintain the current budget while adjusting the individual brand spends to maximize ad-driven revenue and ROI**, indicated by your MMM results.

Our recommended year 1 scenario allocates more dollars to Gap and less dollars to Old Navy and Athleta than today. Banana Republic is held flat. In a second phase (year 2), we would build an evidence-based case for increased marketing investments to further scale & engage the business, along with recalibrated brand budgets.



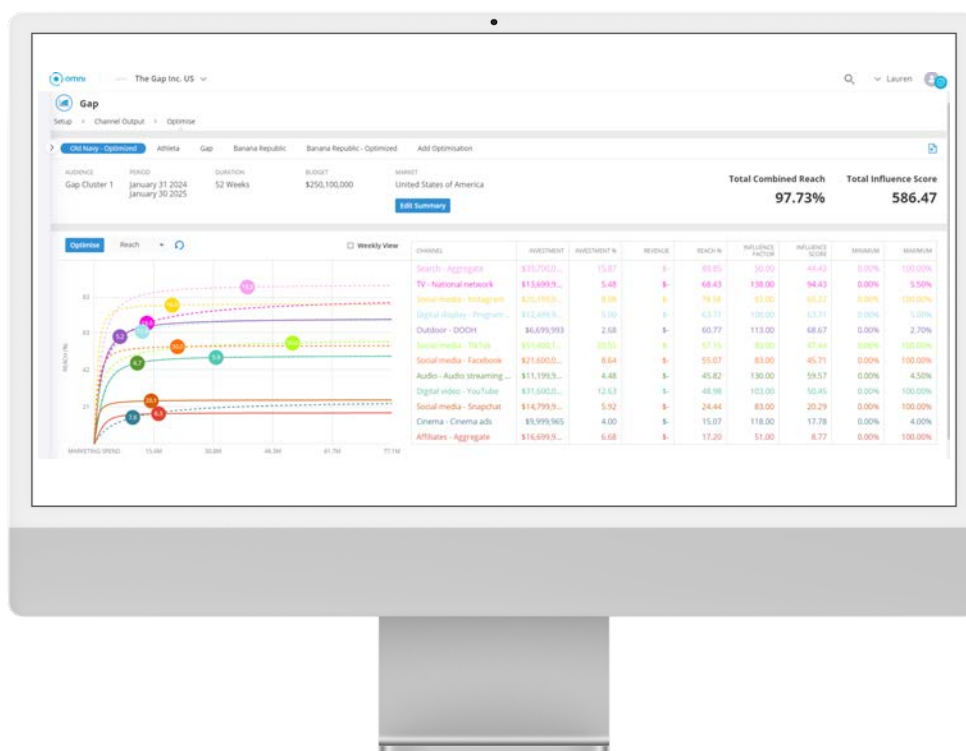
Determining Optimal Media Mixes for Gap Inc.

With brand budgets set, our next step is to determine the recommended media mix for each. To do this, we use Omni Channel Planner, our proprietary media planning tool, to determine the optimal media mix to deliver business & marketing objectives. Utilizing category benchmark response data, Channel Planner allocates budget across the full funnel to maximize reach against a target and/or maximize short term revenue/ROI. In this case, we again built custom response curves based on 2022 media mix modeling results to make our outputs as accurate as possible.

With any assignment, our first task is to run a scenario with all potential media channels available. After the first scenario, channels are refined and removed based on:

- Channel Planner reach, revenue, and ROI projections based on Gap Inc. data
- Communications tasks and jobs to be done
- Media sufficiency and budget benchmarks against anticipated campaign flying

Multiple scenarios are constructed and compared until an optimal scenario is selected. Below, you'll find an example output for Old Navy. Additional details can be found in the Brand Media Plan section of the written response.





Data & Technology

Data and Tech

Omnicom’s ambition to Unleash Modern Icons for Gap Inc. will be supported by our expertise in data, analytics and technology, and future-facing tools to create more immersive and seamless experiences for Gap Inc. brand customers.

In an environment of unprecedented uncertainty driven by future regulations and privacy changes, growth will come from the flexible and agile use of data and technologies leveraging artificial intelligence, machine learning, and data science capabilities. By grounding our analyses in data, we will demonstrate the value of brand love and brand building to drive growth for your brands and will rebalance the mix to deliver better omnichannel consumer experiences.

Together, we will co-create a solution to supplement Gap Inc. proprietary technology and algorithms and enrich your customer data assets, enabling new opportunities to engage in more meaningful and relevant ways with your customers and prospects.

In this section, we will demonstrate how our capabilities in the 3 strategic areas below will help us deliver growth for Gap Inc and all the brands in the portfolio

Strategic Areas	Solutions	Benefits																				
Media, Creativity, Activation & Analytics Applications	<table border="1"> <tr> <td>Culture & Audience</td> <td>Campaign Planning</td> <td>Activation & Optimization</td> <td>Measurement</td> </tr> <tr> <td>Audience Explorer</td> <td>Investment Planner</td> <td>Content Automation</td> <td>Performance Reporting</td> </tr> <tr> <td>Q – Cultural Insights</td> <td>Channel Planner</td> <td>Bidding Optimization</td> <td>Agile MMM</td> </tr> <tr> <td>Data Science Utilities</td> <td>Digital Content</td> <td></td> <td>Full-funnel Attribution</td> </tr> <tr> <td></td> <td>Video Content</td> <td></td> <td></td> </tr> </table>	Culture & Audience	Campaign Planning	Activation & Optimization	Measurement	Audience Explorer	Investment Planner	Content Automation	Performance Reporting	Q – Cultural Insights	Channel Planner	Bidding Optimization	Agile MMM	Data Science Utilities	Digital Content		Full-funnel Attribution		Video Content			Culturally Relevant Consumer Experiences driving better business outcomes
	Culture & Audience	Campaign Planning	Activation & Optimization	Measurement																		
Audience Explorer	Investment Planner	Content Automation	Performance Reporting																			
Q – Cultural Insights	Channel Planner	Bidding Optimization	Agile MMM																			
Data Science Utilities	Digital Content		Full-funnel Attribution																			
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Operations & Automation Foundations	<table border="1"> <tr> <td>Ad Operations</td> <td>Media Operations</td> <td>Data Operations</td> </tr> </table>	Ad Operations	Media Operations	Data Operations	Better efficiency																	
Ad Operations	Media Operations	Data Operations																				
Data & Infrastructure	<table border="1"> <tr> <td>Omni</td> <td>Clean Rooms</td> <td>Data & Tech Consulting Services</td> </tr> <tr> <td colspan="3">Gap 1P Data, Gap Technology</td> </tr> </table>	Omni	Clean Rooms	Data & Tech Consulting Services	Gap 1P Data, Gap Technology			Improved Collaboration, Connectivity and Transparency														
Omni	Clean Rooms	Data & Tech Consulting Services																				
Gap 1P Data, Gap Technology																						



By being data and technology agnostic, we will focus on identifying the best data, analytics, technology solutions to deliver against your ambition.

We are uniquely positioned to provide a competitive advantage with Omni at the center to enable:

Autonomy
by unlocking unique insights and audiences to inform decisions for each brand.

Partnership
by offering all Gap Inc. brands secure access to Omni data and applications.

Effectiveness
by using unrivalled data-driven solutions to deliver audience-driven omnichannel and full-funnel strategies.

Innovation
by accessing future facing capabilities driven by GenAI with Omni Assist.

Ownership
by leveraging your 1st party data and gaining access to new 1st party intelligence without losing control.

Data and Tech

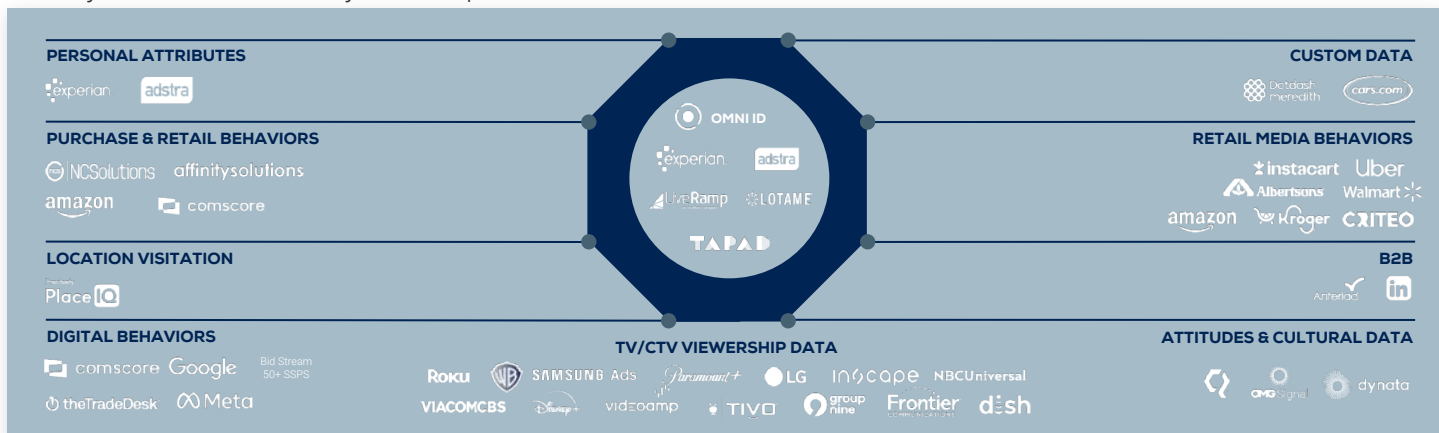
1. Data and Infrastructure – Connecting and augmenting your first-party data

We use data-driven thinking at all stages of our process, and our open marketing orchestration platform Omni provides Gap Inc., and our teams, with an easy-to-use environment that infuses data into every aspect of workflow, insights, planning, creative development, activation, reporting, attribution, and optimization while providing streamlined and secure access to various data sources in a singular location. All members of our Gap Inc. team are trained and certified to use Omni. They are supported by more than 300 data strategists, product specialists, and technologists in North America to deliver the most advanced solutions to support your growth ambitions.

Introducing Omni

With a suite of proprietary applications integrating easily with Gap Inc.'s first-party data and technology, Omni delivers an unprecedented level of marketing orchestration across all key workflow stages to deliver better customer experiences, greater efficiency, and higher ROI.

Omni's robust data sets are compiled using both proprietary assets and best-of-breed partners, with a focus on identity, audience, inventory, and response curves.



Audience & Identity

Built with interoperability and identity at its core, Omni is powered by Omni ID, an identity solution built on best-in-class public and private identity sources, covering both terrestrial (e.g., Name, Address, Phone) as well as digital identifiers (e.g., Email, IP, MAID, and custom Device IDs). Omni's Identity Graph covers 242 million individuals across 135 million households in the US. Omni ID also enables data connectivity across the Omni platform, allowing us to uniquely combine our identity graph with our inventory graph for digital inventory curation.

Powered by Omni ID, Omni Unified Data is a multi-source dataset containing over 10,000 attributes across demographics, lifestyles, interests and hobbies, credit and debit card merchant-level purchases, loyalty program SKU purchases, media consumption, location visitation, digital clickstream behaviors, television viewership, and many more characteristics. It's a mixture of factual behaviors aggregated from compiled sources, and modeled elements pre-scaled for easy segment creation and activation.

We work with best-in-class, privacy-first data providers including but not limited to Adstra, Experian, PlaceIQ, ComScore, NCS, Affinity Solutions, and VideoAmp. We can also work with our clients to facilitate client-specific 2P data integrations (e.g., Cars.com, Dotdash Meredith, Group Nine).

Data and Tech

Planning Data

To enable data-driven investment setting and channel allocation, we have created a proprietary vault of Category Reach and Revenue Curves. Of course, we can also ingest the curves coming from your own MMM for a more personalized investment recommendation.

Omni also contains the most comprehensive collection of placement-level data in the industry which allows our agency teams to forecast and deliver the right audience, in the right placement, at the right price. This Inventory Graph allows teams to have a fluent understanding of an audience segment’s media consumption by evaluating more than 8 trillion digital media impressions monthly. It also uniquely connects to granular OTT/CTV inventory data via custom clean room integrations (e.g., NBCU, Disney, Discovery, Roku, TTD, LG, VideoAmp) to support more effective and efficient planning on emerging channels.

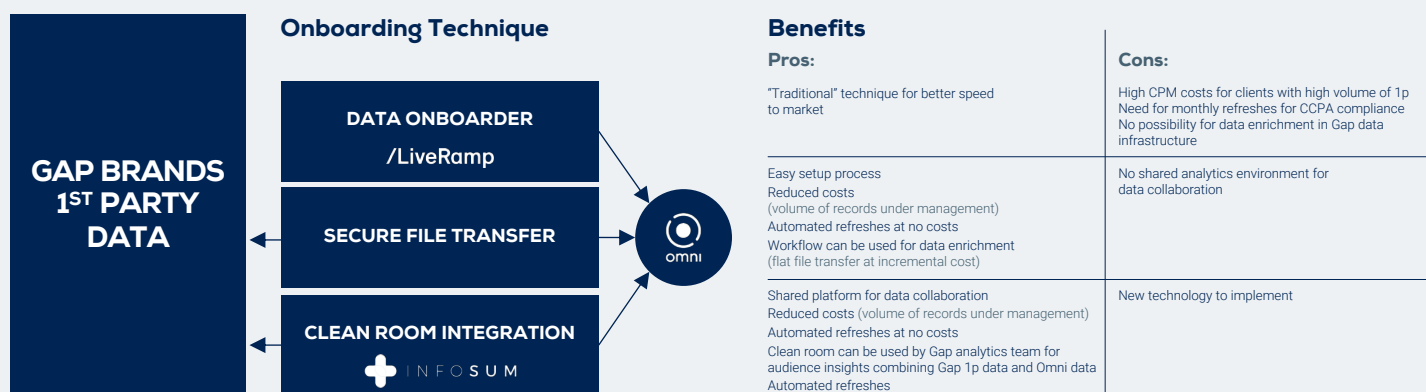
Performance Data

All of Gap Inc’s media delivery and performance data (often combined with other sources such as brand equity studies, competitive activity, etc.) is ingested, harmonized, visualized, and analyzed using our Measurement Suite and delivered in your dedicated Omni instance and directly into your own data environment.

Zoom on Customer Data Integration and Clean Rooms

By combining the power of Omni data with Gap Inc.’s first-party data (email, phone, postal), we can unlock new opportunities for growth by augmenting, enriching and modelling off your existing customer database.

For our clients, we have implemented multiple ways to ingest/leverage first-party data in a completely privacy-safe way. Here are the three options that are available for Gap Inc:



More than 60 clients globally have imported their first-party data in Omni, including in highly regulated verticals such as financial services and healthcare. Gap Inc.’s first-party data is only accessible in your dedicated Omni instance; the data is fully segregated and only accessible to the teams working on the Gap Inc. business, to the benefit of Gap Inc. Depending on your requirements, we can also segregate first-party data at the brand level.

Through our clean room partnership with Infosum,

we offer the ability for our data science teams to collaborate with Gap Inc. on extracting insights from your first party data asset in a shared insights environment hosted in the cloud.

We also offer direct data enrichment capabilities in your own CDP/CRM, at incremental costs depending on the type of data required (demographics, location, transaction, etc.). This option is only available through a secure file transfer or a clean room integration.

Data and Tech

Data And Tech Consultancy

To better support our clients in owning their data and technology destiny, OMG has created a dedicated data and technology consultancy with experts in ad and marketing technology solutions. This team combines business acumen and technology prowess to help clients maximize the value of their technology investments and better connect clients' first party data into omnichannel media activation, all in the purpose of better business outcomes.

With the rise in privacy regulations and with the current transformation of signals, all our clients have expressed the need to future proof their data infrastructure. As part of our engagement with Gap Inc., our team will deliver an assessment of your current stack and highlight the strengths, weaknesses and opportunities of your technology and data stack. The output of this assessment is a recommendation on projects to prioritize to enhance your setup and maximize the value of your marketing technology.

2. Operations

When considering operations and automation, our goal is simple: we want the machine to be at the service of humans and business performance, rooted in the following imperatives:



Reduce Repetitive Tasks

allowing humans to focus on delivering value for Gap Inc. while minimizing the risk of human error that occurs through manual data entry.



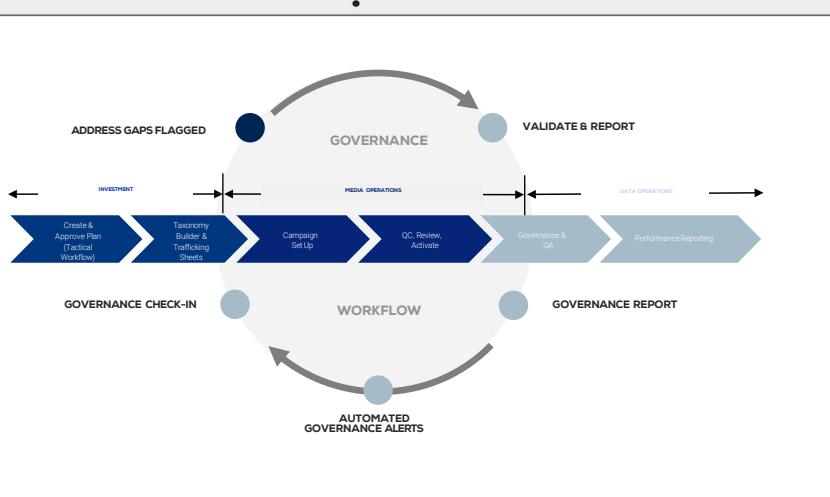
Scaling Strategic Tasks

that would normally take 20 to 40 hours of a data scientist, now achievable in just a couple of hours for any planner without formal data science skills..



Increase Speed of Decisioning

to deliver outsized outcomes across planning and performance optimizations. The benefit of this approach is that machines help us generate faster, more accurate results so our humans can focus on the higher-value work to elevate Gap Inc.'s brands and business performance.



Operations enables you to meet at the speed of fashion and media, ensuring your brands have the best infrastructure in place to support the volume and velocity of your business. That is why we bring forth the best operations, including Media, Ad, and Data to deliver operational excellence.

This team enables fast, accurate and efficient delivery of workflow and product in partnership with brand & discipline leads.

Without industrial strength operations, accounts start to show cracks over time. We have created a complete operations governance process to ensure consistency and quality of our entire delivery.

Data and Tech

Taxonomy Management

A strategic and precise media Taxonomy is the critical foundation to our Media, Ad and Data Operations. We have house-built utilities, processes embedded in Omni, and specialized operational expertise to confirm that our advertiser's media nomenclature hierarchy strategy, implementation, governance, and ongoing monitoring are enabled at scale and speed, with absolute consistency and efficiency.

Taxonomy Builder is a proprietary solution within Omni that creates and scales standardized naming conventions across media to facilitate consistent planning, trafficking, platform implementation, buying, financial operations, billing, and reporting across markets, campaigns, and media vehicles.

Media Management

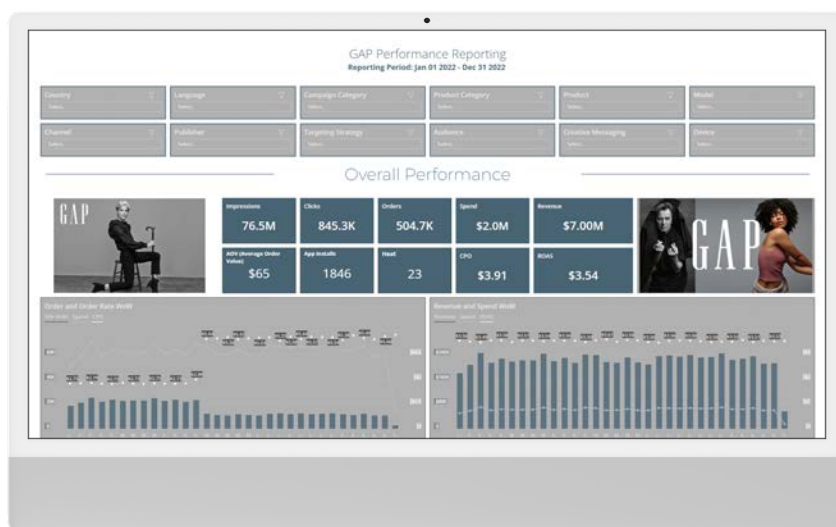
We've invested capital in developing a bespoke budget management solution within our Omni suite of tools that empower teams to capture media planning data across all channels in one centralized repository, reducing the reliance on error prone Excel spreadsheets. The platform empowers us to steward Gap Inc.'s investments from intentioned to planned to actualized, in a harmonized, taxonomy compliant capacity, that provides downstream connections to visualization tools and syncs to our buying systems to govern inputs appropriately. It's easy to track changes in the plan by phase in the campaign life cycle, share

updates, and deliver on budget management excellence.

Performance reporting

Omni's toolkit collects, processes, and delivers data to clients with unprecedented accuracy and speed. With a focus on back-end ingestion, Omni processes billions of rows of data in <30 seconds and keeps getting faster and smarter by applying machine learning (ML) algorithms on the hundreds of thousands of data streams in the platform every day.

Omni Performance Reporting (OPR) spans six core areas and overcomes fragmentation by automating reporting, making it easy to create a variety of outputs via cloud-based dashboards. OPR is integrated into Tactical Workflow, supporting our teams in channel planning, activation, and performance optimization. To better centralize Gap Inc.'s media data, Tactical Workflow houses TRPs, impressions, and planned spend across all channels using a highly customizable database and set of visualization tools. Housing the plan data centrally, in an easy-to-access and highly organized database, decreases response time to ad hoc requests. It puts historical information, trend data, spend summaries and answers to FAQs at our team's fingertips. The data is also highly portable; direct feeds from the database can be created for Gap Inc.'s internal reporting systems.



Data and Tech

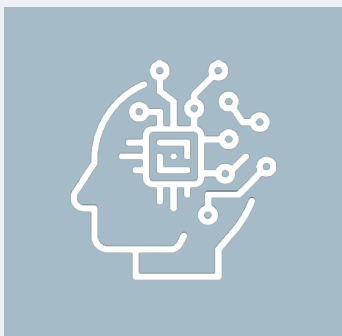
Taxonomy and, Data Quality and Governance are the foundational building blocks of Omni Performance Reporting.

Omni's Taxonomy Builder facilitates data consistency across planning, buying, trafficking, billing, and reporting functions, ensuring the accuracy of data analyzed. Automated ML algorithms detect potential issues, allowing us to consistently achieve +95% data accuracy across all data sources. Our robust taxonomy tools serve as the foundation for creating an automated "data layer" that powers all performance reporting as well as advanced analytics applications. This granularity enables greater depth of analysis across performance drivers such as audience enabling segment-level insight across numerous dimensions like funnel stage, demographics, channel and creative.

Our robust taxonomy and automated reporting process also gives Gap Inc. the ability to quickly and easily identify specific creative versions that are performing well across many factors such as audiences, context, ad format etc., as well as the ability to quickly dissect which elements of creative imagery, message, tone, etc., that might be driving that performance.

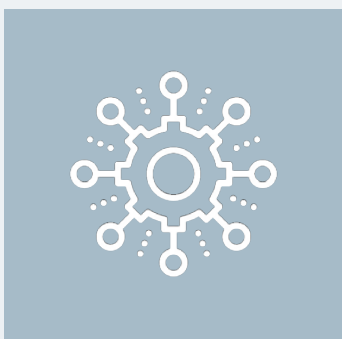
Zoom - Automated insights

We've integrated AI plugins within Omni Performance Reporting to enable insights that move at the speed of your business.



AI Powered Optimization Recommendations:

Standardized and harmonized data feeds AI/ML Einstein for tactical real-time optimization. Einstein Marketing Insights (EMI) uses automated regression modeling and statistical analysis methods to reveal insights – and optimization paths – across all elements of our measurement taxonomy. This always-on pipeline of AI insights integrates into our Omni workflow, reducing time to insights down to mere minutes and providing better context for optimizations. Our robust taxonomy and governance ensure connection between media and creative, enabling EMI to be a very powerful analysis tool for our clients.



Inventory AI:

Inventory AI is a suite of AI models for closed-loop activation, measurement & rapid test and learn. These models allow teams to optimize the prioritization of inventory and drive incremental sales lift through real-time bidding models. Our multi-dimensional AI solution utilizes trillions of data points to find the optimal path to each impression of a campaign.

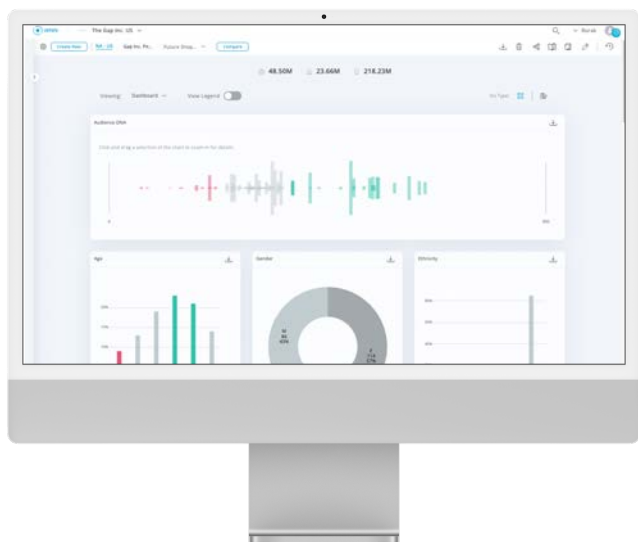
Data and Tech

3. Applications for Media, Creativity, Activation and Measurement

Beyond its robust data layer, Omni enables our teams to deliver great work for Gap Inc.. Omni sits on the desktop of every employee of Omnicom and enables collaboration within our teams but also with our clients at every stage of our process, from audience segmentation to campaign planning to activation and optimization to measurement.

Consumer Segmentation/Audience Utilities

Audience Explorer enables the building of the best possible audiences in terms of scale and accuracy, for any given business outcome. The creation, sizing, and profiling of custom audiences is carried out with demographic and behavioral data, while behavioral & purchase data sets are automatically mapped together to define audience clusters and surface associated data signals. Those signals include differentiating audience attributes and interests, in-market status, media consumption, and channel preferences within Omni. Detailed visualizations and audience data downloads can then be generated, to allow for a detailed view of audience characteristics and insights.

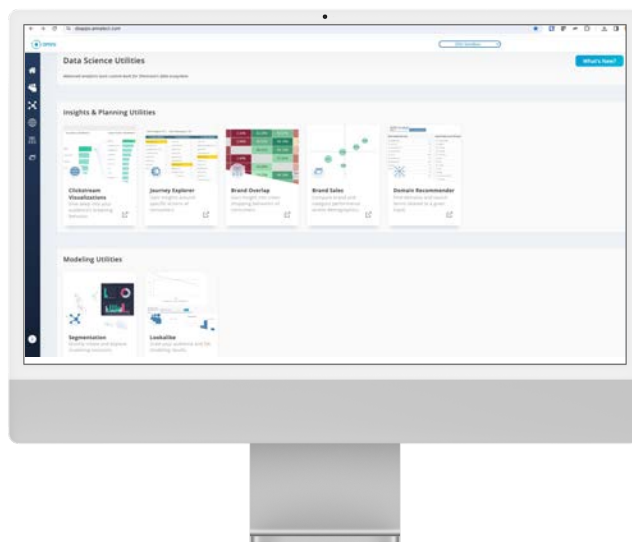


The Cultural Insights utility structures data from thousands of sources to visualize cultural change based on what consumers are viewing, reading, listening to, sharing, and doing off-line. Cultural Insights provide brands with a broad snapshot into their customer's headspace in real time and are updated every day. It extends the analysis beyond that of a brand's bubble, adding an always-current, cultural radar to the toolbox of consumer insights, marketing communications, sales, and product development professionals.

Data Science Utilities

To democratize data and insights and put advanced capabilities in the hands of our teams, OMG has automated the most common data science use cases: audience clustering, lookalike modeling, browsing behavior visualizations, consumer journey, brand overlap, and brand performance at the audience level.

For example, Audience segmentation helps our planning teams automatically identify audience clusters using a k-means algorithm that automatically groups audiences into meaningful clusters to help support better personalized activations.



Data and Tech

Campaign Planning

Investment Planner: streamlines and surfaces revenue response curves that demonstrate marketing investment impact and contribution to sales, engagement, and achievement of brand KPIs. Enables entering financial information, plan scenarios, and allows reallocation of budgets across region and brand portfolio by adjusting the revenue response curves with the click of a button.

Channel Planner: Allows integrated planning teams to identify which channels will perform the best for your campaigns. Channel Planner leverages a variety of global media data, response data, and custom client data to show how budget allocation impacts both reach and revenue. By better understanding the most effective media mix for your campaigns, we can improve the overall investment strategy and drive long-term results for your brand(s).

Video Content: Determines the optimal budget split between TV & online video. All relevant factors are taken into account individually: Target groups, media plans, and effectiveness analyses. The self-service tool has an intuitive interface and delivers transparent results in just a few minutes. Using individual plan templates, predefined campaign budgets are systematically distributed between the TV and online genres. Of the various simulated plan variants, the one that generates the best net reach in the target group is considered the optimal mix.

Digital Content: Inventory curation tool that connects directly to publisher and management systems, mapping purpose-built audiences from Audience Explorer, to our Inventory Graph. Automated ingestion of real-time programmatic marketplace data across eight trillion bid requests on a monthly basis, globally. The platform forecasts inventory availability, quality, and value in real time. This enables developing people-based inventory strategies, powering advanced private marketplaces, and direct-to-publisher programmatic relationships that deliver on precision, price, and quality, including pre-negotiated PMP deals, identifying quality inventory, increasing added value, and decreasing tech fees



Data and Tech

Activation and Optimization

Automation and programming for platform are key imperatives that differentiate our performance capability. We do not solely rely on off-the-shelf optimization capabilities and have built algorithmic tools that are applied directly into the bid stream to drive customization for unique client challenges/goals which we will utilize to deliver outsized outcomes to Gap Inc. Key examples below:

Supply Path Optimization: Omni Supply Path AI is an automated optimization of supply paths across DSP, SSP, and publisher media placements to deliver more effective and efficient targeting beyond what DSPs alone provide. As curation remains a core strategy, ensuring placements are selected in advance creates an unmatched path to brand safety as well as efficiency. Supply Path AI is typically 30% more cost-effective than DSP-driven supply path campaigns.

YouTube Supply Intelligence: Omni YouTube Optimizer analyzes historical data points and real-time campaigns to improve CPV efficiency and maintain brand safety in YouTube.

Customized Bid Optimizations: Omni Algo Bid Multiplier applies machine learning to optimize auction bids across search, programmatic and social for each impression at the time of decision based on unique client KPIs and objectives. This is incremental to in-platform off-the-shelf tools and has driven significant lifts in performance (~15-20% CPA improvements) over audience targeting and existing optimization levers alone.

Real-Time Audience Prioritization: With Chrome phasing out 3P cookies in 2024, we have developed "Omni Predictive Audiences" with The Trade Desk which uses ID-less signals to improve reach against both existing and in-market customers. This starts with identifying key digital buying actions across your owned and competitor ecosystem. We then leverage Omni's proprietary click stream panel to identify adjacent consumption behaviors that are leading indicators for those key buying actions (KBAs). This data is then pushed to platform to generate audiences for activation which are dynamically updated ensuring we are responding at speed to shifting consumer engagement behaviors, greatly improving precision and reducing waste. These developments put OMG and our clients in a market-leading position, working around the fragmentation that has begun to permeate the media landscape and audience data space. This approach is very successful for our clients, delivering ~20-25% improvement in CPAs vs. other audience tactics.



Data and Tech

Measurement

Agile MMM elevates Marketing Mix Modeling Modeling is designed to provide always-on insights and a comprehensive understanding of marketing performance. Agile MMM unlocks speed to optimization by delivering more frequent and granular insights. By combining AI and machine learning algorithms with your existing MMM, Agile MMM delivers reliable and actionable insights at the desired level of granularity and speed. It combines and determines the ROI for all online and offline marketing activities, be it branding or tactical activities.

Our agile setup is total holistic modelling quantifying all factors such as macroeconomics, promotions, distribution, seasonality, and competition, making it the ideal solution if you want to drive business growth with your marketing budget. Since Agile MMM doesn't require cookies, or PII data, it's privacy-safe by design.

MTA with Clean Rooms Our MTA solution is designed to work inside walled gardens (Google ADH, Meta AA, and AMC), providing more granular performance readouts (e.g., format, publisher/domain, audience, message, call-to-action, offer), while preserving the relative performance of all touchpoints contained within each cleanroom. We have co-developed and approved customized machine learning queries and APIs that are designed to integrate with customized client media taxonomy.

Unified Attribution is achieved through the integration of consistent measurement taxonomy throughout the entire measurement framework. Agile MMM is refreshed on a monthly cadence and is used to normalize MTA results across cleanrooms providing a unified analysis into the measured impact of media across macro views and micro views of performance. This system also maintains a focus on incrementality as marketing and non-marketing drivers are measured to ensure that sales are not over attributed to marketing. Our ability to correlate marketing goals directly to business goals is how we inherently drive value.

04

Scaled Asset Creation

Scaled Asset Creation

artbot.

Intelligent productions powering creative expression at scale.

Our philosophy is simple: Bring a relentless focus on the customer to everything we do. We work hard to uncover a deep understanding of aligning content to the audiences our media is trying to reach. And we want this understanding to account for the entire ecosystem so we can deliver bespoke content intelligence at the portfolio level with a hyper focus into each brand. We fuel the creative backed by data, build engines of creativity, and deliver a unified approach across the portfolio of businesses. The result is a modern, systematic intelligent production model, driven by scale, speed to market, personalization, and agility. Combined with the power of data and elegant content at scale, we deliver hyper-personalized, hyper-localized, and hyper-efficient lifecycle and performance creative to Gap Inc.'s customers. By engaging with each brand uniquely, applying the most relevant signals of culture, we're able to reaching them in more nuanced moments with tailored messaging, while also allowing for a holistic view of the customer at the portfolio level, thereby driving cross-sell opportunities across the brands.

ArtBot is an intelligent scalable asset production model to deliver a solution that enables elegance at scale, built on connected understanding of tech platforms. The understanding of how to connect Omni data to first party data, and align creative content to media, all the while applying the latest understanding of systems design and creativity is our unique why to how we'll make it work cohesively for you.

ArtBot enables Gap Inc. to take every aspect of a customer's interaction throughout the portfolio of business into account, and quickly act to reach those customers in the most relevant moment, at the most pertinent need, on the device, in the channel, and with the overall brand story and message that best connects with them to drive brand love and performance.

Content Excellence.

Our high level of precision to keep the craft of the content intact, while scaling to deliver on personalization and addressability to reach customers with cultural relevance and scale across formats, and channels for a holistic view of each singular brand but laddering up to consistency for the overall portfolio of the Gap Brand.

Intelligent production.

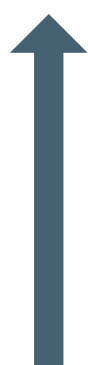
ArtBot uses a connected understanding of tech platforms, data signals, systems design, and creative automation to ensure that everything is fit for specific platforms and regions. It's only "intelligent" if personalization and scale go hand-in-hand with design excellence, brand elegance, and business impact.

Creative Engineering.

We'll define a modular construct with atomic-level considerations to support and extend to the portfolio of Gap Inc. brands—all while keeping our most important brand, performance, efficiency, innovation, and learning goals front and center.

Scaled Asset Superpower.

The rapid generation and iteration of ad creative through templates and data feeds is a critical piece of ArtBot's expertise and service offerings. With rendering ingenuity, untapped creativity and limitless dynamic configurations have transformed the way we work.



20-40%

Increased Speed to Market
Average increased velocity through marketing automation

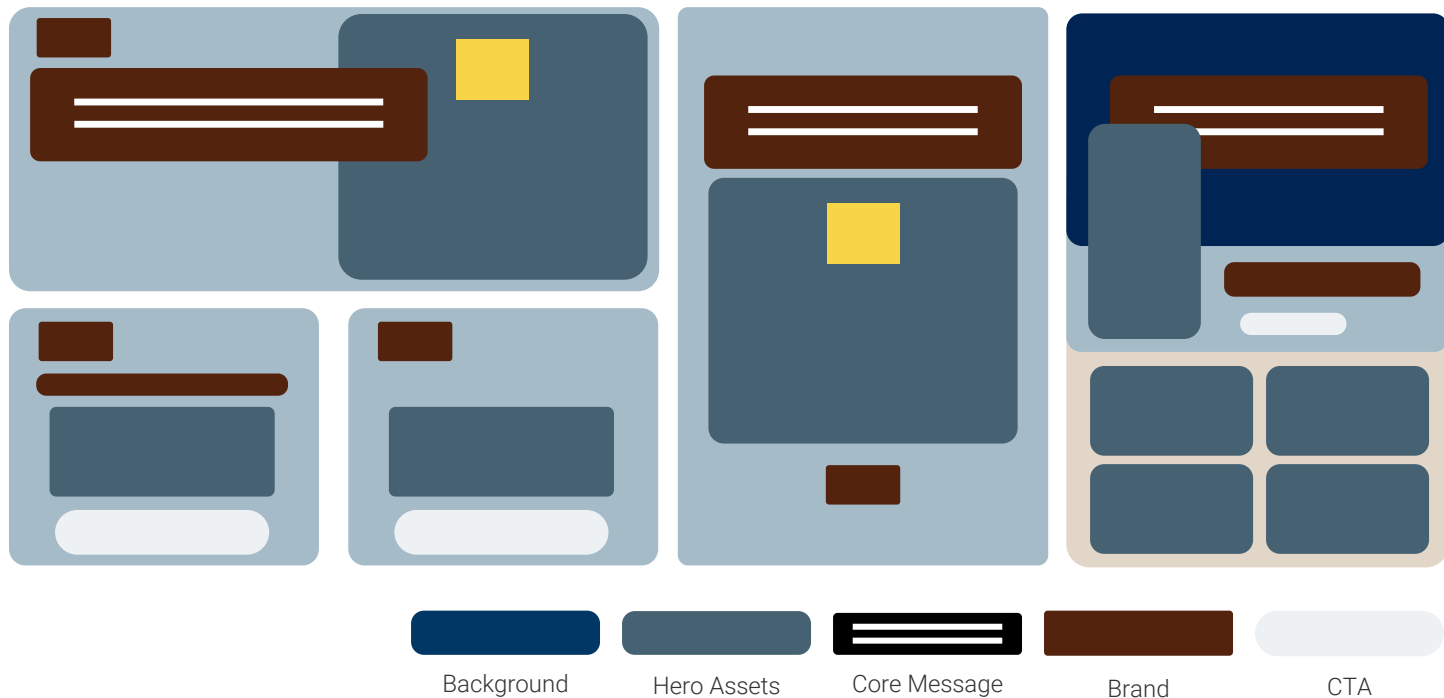


20-40%

Reduced Cost per Asset
Average savings delivered leveraging intelligent production models

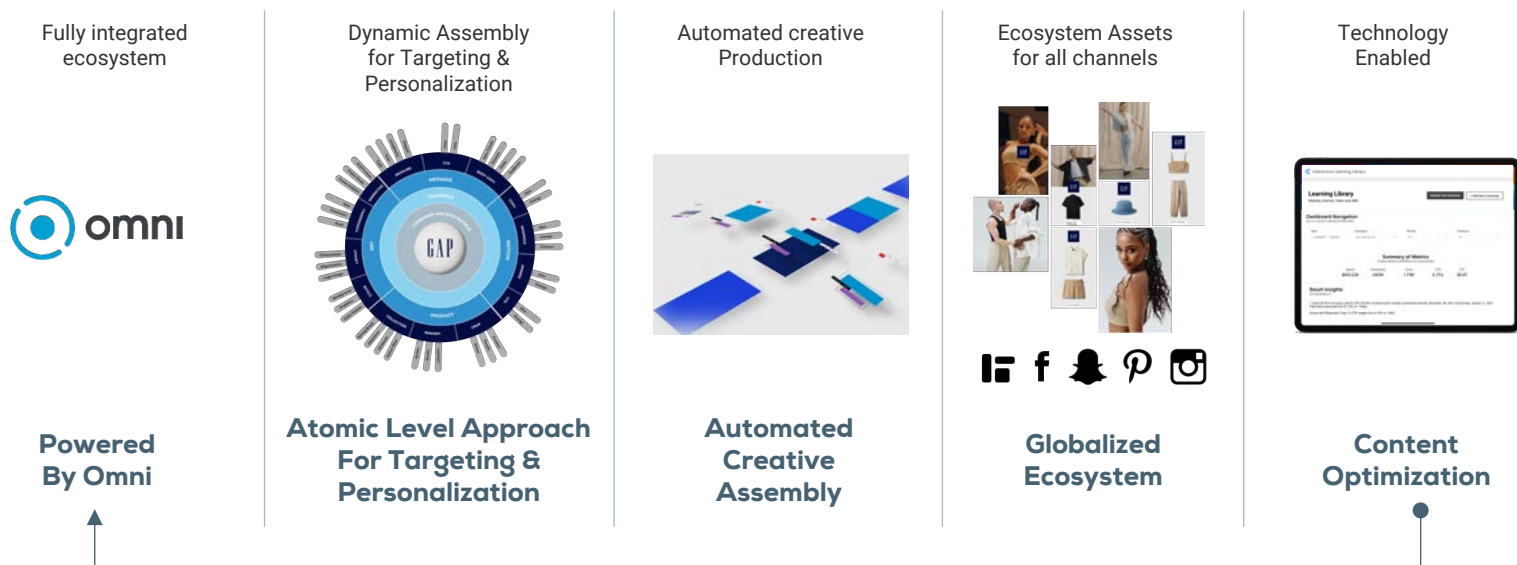
Scaled Asset Creation

Adaptive. System.



The ArtBot engine features a dynamic learning system that applies AI and automation technologies to unleash performance, sustainability and modernization across all channels. Every atomic element gets assigned a unique ID, with every experience structured by bringing together a number of elements in combination to form the assets needed for the specific experience – whether a paid social, a banner ad, or owned channel.

The benefit is a **more cohesive customer experience** across all content, as well as **improved efficiency** in performance marketing throughout the lifecycle.





Gap Inc. as a Portfolio

From a House of Brands to a Branded House

We at OMG are excited about the opportunity to partner with Gap Inc. We understand the strategic shift you are aiming for – a unified approach that harnesses the collective strength of your portfolio to maximize buying power and streamline communication across brands. Our vision aligns with yours: to create an ecosystem where collaborative strategies, like synergizing search tactics and avoiding internal competition for the same keywords, as an example, become the norm.

Additionally, we recognize the significance of elevating your in-house data capabilities to not only share insights but also to build upon each other's successes and learn from any setbacks. You're looking for an agency that doesn't just work with each brand, but one that thinks with a comprehensive, portfolio mindset --- and that's precisely the perspective we bring.

We understand you are currently working with MediaLink to build out a new marketing shared services group that will work across brands providing both strategic and tactical support for media specific services. Behind the scenes, we're committed to not only ensuring that every move is calculated and contributes to the collective success of the portfolio, but that we will also ensure our operating model matches with what you are currently building out with MediaLink.

Building on our shared understanding, our recommendations to meet Gap Inc.'s aspirations for a more interconnected and efficient brand portfolio cover four core areas:

1. Customer-first approach to portfolio management
2. Unified campaign orchestration

3. Portfolio investment strategy minimizing waste and maximizing outcomes
4. Portfolio level measurement and learning agenda

1. Portfolio Audience Management – A Customer-First Approach

(please also reference the detailed response to Question 2 on Customer-First Media Planning)

Our portfolio audience management strategy is built on the foundation of deep customer knowledge and data-driven insights. Recognizing that each Gap Inc. brand caters to distinct yet sometimes overlapping audience segments, we will leverage Omni to uncover underlying patterns and preferences across the entire customer base.

Audience Explorer is an instrumental tool in our Portfolio Audience Management strategy, serving as a sophisticated engine to delve into audience insights and identify overlaps as well as distinct segments across the Gap Inc. brand portfolio.

Here's how Audience Explorer will enhance our approach:

Mining for Audience Insights:

- **Rich Data Integration:** Audience Explorer integrates data from a variety of sources, including first-party data from Gap Inc. brands, third-party demographic data, and behavioral insights. This amalgamation of data allows us to build a comprehensive understanding of the customer profile.
- **Growth Mapping:** Using this tool, we can trace and analyze priority audience sources of growth based on various touchpoints, and provide visibility into the paths customers take within the Gap Inc. ecosystem.
- **Predictive Analysis:** Leveraging the predictive power of Audience Explorer, we can forecast future purchase behaviors and preferences, allowing us to anticipate customer needs and tailor media efforts accordingly.

From a House of Brands to a Branded House

Determining Overlap Across Audience Segments:

- 1. Segmentation Overlays:** This application enables us to overlay segmentation models across different brands to pinpoint where audience interests intersect. This helps us understand which customers are most likely to engage with multiple brands within the portfolio.
- 2. Behavioral Insights:** By analyzing engagement patterns, we can determine which brand attributes are most appealing across customer segments. This allows us to craft messages that highlight these attributes when focusing on an individual brand initiative.
- 3. Look-a-like Audiences:** Audience Explorer's sophisticated algorithms can create look-a-like audience profiles, helping us to expand our reach by targeting new customers who share characteristics with existing high-value segments across Gap Inc. brands.

Operationalizing the Insights:

- 1. Customized Dashboards:** We'll create customized dashboards for Gap Inc. that distill complex data into actionable insights, making it easy for brand managers and your new shared services marketing team to understand and act on the information.
- 2. Real-Time Activation:** The real-time activation capabilities mean we can quickly pivot strategies based on fresh insights, ensuring that media efforts are always aligned with current audience behaviors. Omni's true differentiator is the ability to connect identity with media inventory. Therefore, when we build audiences for strategic planning, it is those same audiences that we are activating against in all addressable channels. .
- 3. Cross-Brand Communication:** Insights gleaned from Audience Explorer will be the cornerstone of our cross-brand communication strategies, ensuring that we are always speaking to the right customer with the right message at the right time.

In essence, Audience Explorer is not just an Omni application for analysis. It's one of the most powerful, comprehensive, and unique applications that informs and transforms how we engage with and grow the customer base for Gap Inc., ensuring that our media efforts are insightful, targeted, and cohesive across at the Gap Inc. portfolio level, as well as across all brands.

From a House of Brands to a Branded House

2. Unified Campaign Orchestration

Unified campaign orchestration is pivotal to our strategy for managing Gap Inc.'s media presence. Here's how we ensure comprehensive governance over keywords, bidding processes, a harmonized taxonomy, and meticulous budget management:

Keyword Governance Strategy and Bidding Processes:

- We will implement a centralized keyword management system and establish rules of engagement across the portfolio, to provide visibility and control over the keywords each Gap Inc. brand is targeting. This prevents internal competition and bidding wars that can inflate costs and dilute messaging.
- Regular audits and cross-brand communication protocols will be established to ensure that keyword strategies are complementary rather than competitive, optimizing the search presence for each brand while enhancing the visibility of the portfolio.
- One thing that is crucial is the collaboration across the brands and provide direction based on internal business priority. For example, both Gap and Old Navy sell jeans. While both brands would want to bid on the keyword "women's jeans", we will look to Gap Inc. at the portfolio level to provide direction on the "ownership" of this keyword for the portfolio. The alternative is to simply create a rules-based specific search volume and brand-specific budgets. For example, if we know there's X volume for certain keywords, then Gap will capture \$X amount within their budget and when it's exhausted around 3PM EST, Old Navy is there to pick up the remainder of the traffic.

Harmonized Taxonomy Across Campaigns:

- A standardized taxonomy will be developed for use across all brands, ensuring that campaign data is categorized consistently. This uniformity and well-defined taxonomy allows Gap Inc. to associate meaning to your data so that it becomes more findable and usable.
- This approach also means that customer interactions with any brand in the Gap Inc. portfolio can inform and enhance the strategies of the others, enabling a more intelligent allocation of marketing resources.
- We will also work with your Data & Technology team to identify and resolve data quality issues (e.g., taxonomy errors, missing tags, data outliers, etc.)

Precise Budget Management:

- Budgets will be managed at both the individual brand and portfolio levels in Omni Planit, our planned data storage application. We will leverage data-driven insights to allocate funds where they will have the most impact, considering both short-term ROI and long-term brand growth.
- Dynamic budget reallocation will be part of our approach, allowing us to shift spending in real-time to the channels and campaigns that are performing best, ensuring that every dollar is working as hard as possible.

From a House of Brands to a Branded House

Cross-Brand Budget Allocations:

- We will design a budget allocation model that recognizes the unique goals of each brand while also taking advantage of the economies of scale available to the portfolio leveraging Omni Investment Planner.
- By coordinating spend across brands, we can unlock volume discounts and access premium inventory that might otherwise be out of reach.
- The allocation model will also account for shared goals and audiences, allowing for strategic co-investment in media buys that can benefit multiple brands within the portfolio.

Efficient Reporting and Feedback Loop:

- Our orchestration strategy includes a robust reporting system that tracks performance against KPIs in real-time, providing transparency and accountability. (see Portfolio Measurement Framework below)
- A feedback loop will be integral to our process, ensuring that the insights gleaned from reporting are swiftly fed back into campaign management, allowing for ongoing optimization.

By intertwining these elements, our unified campaign orchestration approach ensures that each Gap Inc. brand can shine on its own merits while contributing to and benefiting from the Gap Inc.'s portfolio's collective strength. This holistic governance will be the backbone of our media strategy, driving efficiency, consistency, and performance across the entire Gap Inc. brand family.



From a House of Brands to a Branded House

3. Portfolio Investment Strategies -- To Minimize Waste and Maximize Outcomes

Our Portfolio Investment Strategies are designed to fully leverage the collective strength of Gap Inc.'s brand family, focusing on joint business planning (JBPs), enhancing efficiencies, and optimizing the use of collective buying power. Here's a deeper look into how these strategies are set to transform Gap Inc.'s media investments at the portfolio-level:

Joint Business Planning Sessions (JBPs):

At the core of our approach is the implementation of Joint Business Planning sessions that bring together stakeholders from all Gap Inc. brands.

These sessions facilitate a unified strategy that aligns with overarching business objectives, allowing for a cohesive media approach that leverages the scale of the entire portfolio. By planning and buying media collectively, we can negotiate more favorable terms with media providers, access premium inventory at reduced rates, and ensure that our media buys are strategically placed to benefit the entire portfolio, not just individual brands.

Maximizing Efficiencies and Collective Buying Power:

Our investment strategy transcends individual campaigns, focusing instead on a holistic approach that activates the media potential of Gap Inc. as a portfolio in today's dynamic marketplace. We understand that success for Gap Inc. in media is about crafting a broader media solution that champions sustainable growth.

Being part of the Omnicom portfolio, Gap Inc. will benefit significantly from our network-wide insights, client relationships, and a holistic approach that delivers real value in the marketplace.

In our role, we bring 'Intelligent Clout' to the table for Gap Inc. This entails a proactive stance in the media market, requiring us to not only operate but also innovate and execute media strategies that drive growth, cultural relevance, and value. We evaluate partnerships based on data, platform capabilities, and the potential for value-added opportunities that will contribute to Gap Inc.'s trajectory.

Our strategy capitalizes on the collective buying power of Gap Inc.'s brands to achieve better pricing, enhanced placement, and greater media value. This consolidated approach to media buying allows us to outperform what the brands could achieve individually.

First-to-Market Platform Partnerships

Our platform partnerships are pivotal in this approach. We provide first-to-market access to new products, alpha and beta tests, and co-developed technologies that cater specifically to each platform's unique capabilities. By doing so, we enable each Gap Inc. brands to benefit from a diversity of supply, data, and cultural opportunities, all while ensuring that the entire portfolio can access Omnicom's exclusive first-to-market platform relationships.

An example of this is our partnership with The Trade Desk. We are the sole holding company with access to TTD bidstream data within a clean room environment, which we integrate with our Omni tools. This integration allows for comprehensive video planning and inventory curation across a variety of channels, giving Gap Inc. unparalleled visibility into CTV reach and access to emerging biddable marketplaces like Streaming Audio and Digital Out of Home (DOOH).

From a House of Brands to a Branded House

Another key area is the evolving search landscape, as evidenced by our TikTok Search Alpha initiative. With organic search shifting from browsers to platforms, it's critical to stay ahead of consumer behavior trends. We ensure that each Gap Inc. brand is well-positioned to leverage new search products as they become available on these platforms.

Additionally, we are redefining CTV audience targeting through partnerships with industry leaders such as Paramount, NBCU, Roku, and Disney. By leveraging advanced, privacy-first clean room technology, we secure more favorable rates and enhance the effectiveness of audience matching and activation, which translates into increased efficiency and improved performance for Gap Inc.'s media investments.

Smart Inventory Management:

By adopting a portfolio-wide perspective on inventory management, we ensure that media buys are not only cost-effective but also strategically allocated across channels and platforms. This involves carefully balancing the media mix to avoid oversaturation in any one channel while maximizing reach and engagement across the customer journey.

Smart inventory management also means being adaptive and responsive to market changes and consumer behaviors, reallocating inventory as needed to where it will have the greatest effect.

Optimal Brand Budget Allocations:

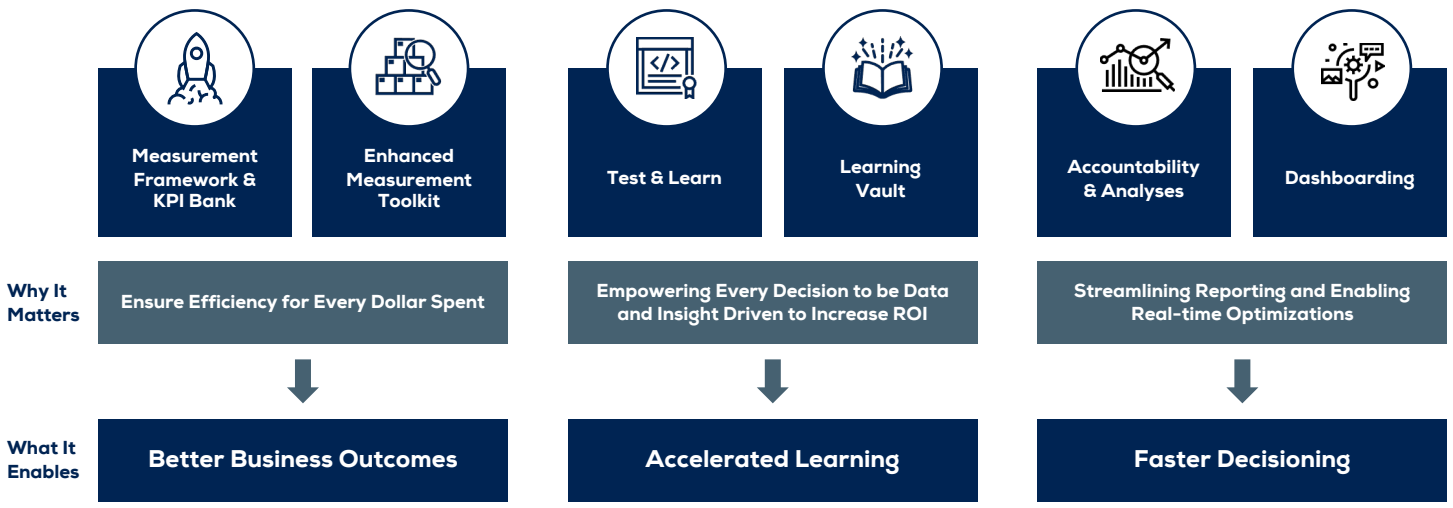
Our investment strategy includes a sophisticated model for allocating budgets across the Gap Inc. brands. This model considers each brand's specific goals, market conditions, and performance data to distribute funds in a way that supports both individual brand growth and the portfolio's overall objectives.

By continuously monitoring campaign performance and market trends, we can dynamically adjust budget allocations to optimize for performance, ensuring that each brand is positioned for success.

In implementing these Portfolio Investment Strategies, we aim to transform the way Gap Inc. approaches media investment, turning the diversity of its brand portfolio into a unified force that drives greater efficiency, effectiveness, and market impact.

From a House of Brands to a Branded House

4. Portfolio Measurement Framework and Learning Agenda



Our Portfolio Measurement Framework is a cornerstone of managing Gap Inc.'s media planning, buying, and reporting with efficiency and cohesion. This framework is designed to streamline performance tracking across all brands within the portfolio, providing a clear, consistent view of media effectiveness and ROI.

To support our efforts, we will construct an overarching portfolio measurement framework and learning agenda that works to guide media decisions and capitalize on learnings at the portfolio level, as well as individual brand levels.

Unified KPIs Across Brands

We establish a set of core KPIs that apply across the portfolio, ensuring that we measure success in a standardized way. This might include metrics such as customer acquisition cost, lifetime value and ROAS. While these KPIs are consistent, we also allow for brand-specific metrics that capture the unique goals and strategies of each brand within Gap Inc.

Customized Dashboards for Real-Time Monitoring

We will build a custom dashboard for Gap Inc. to provide real-time insights into campaign performance. This dashboard will aggregate data from all brands, a bird's eye view of the Gap Inc.'s portfolio's health and the performance at the brand level, to make it easy for cross brand sharing of insights and transparency.

Low-Risk Testing Environments for Innovation

Our framework includes the creation of test-and-learn environments that allow us to innovate with lower risk. We will pilot new approaches on a small scale before rolling them out portfolio-wide, ensuring that we validate their effectiveness and refine them based on performance data.

From a House of Brands to a Branded House

Learning Agenda To Drive Continuous Improvement

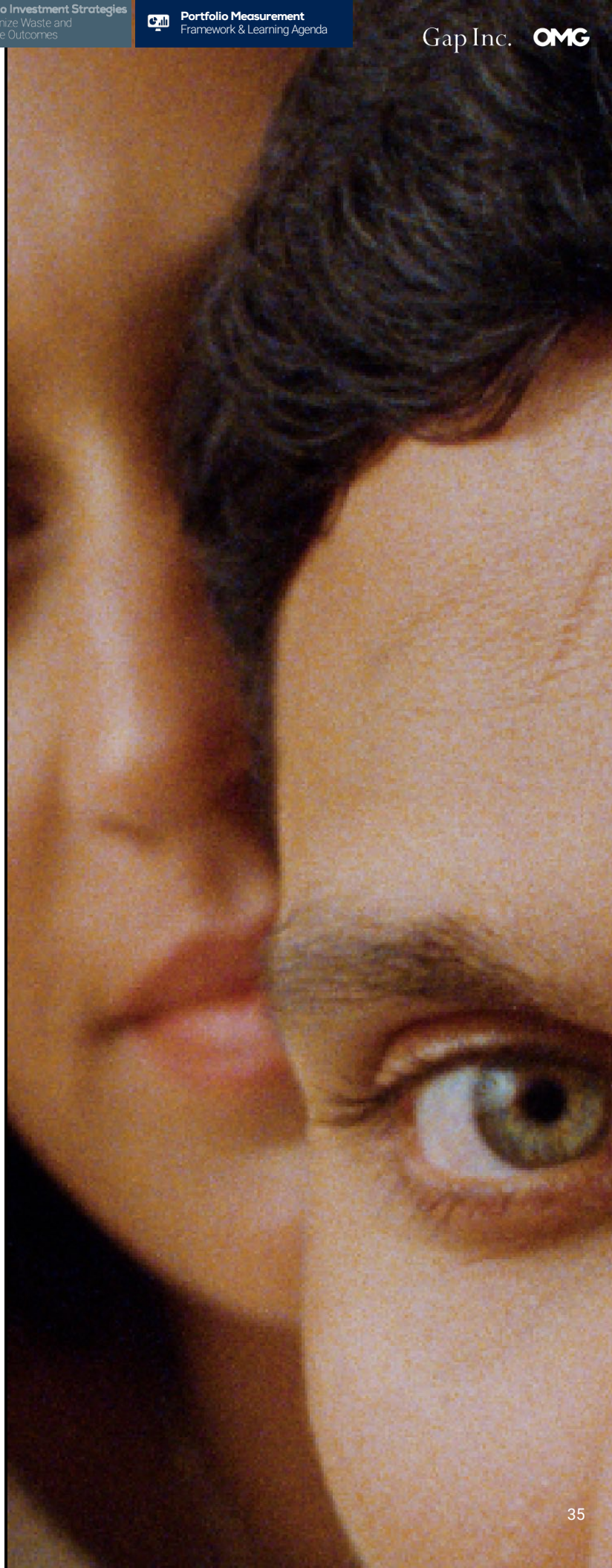
The learning agenda is an integral part of our framework, focused on continuous improvement and fast-paced innovation. We document learnings from all tests and campaigns, sharing best practices and insights across the portfolio to elevate the overall media strategy.

Holistic Tracking and View of Customer Interactions

By tracking interactions across all touchpoints, we gain a holistic understanding of the customer's journey. This ensures that we can attribute conversions accurately, optimize the media mix, and avoid any inefficiencies such as ad fatigue or message redundancy.

Streamlined Reporting for Gap Inc. Stakeholder Alignment

Reporting is streamlined and tailored for various stakeholders within Gap Inc. From Heads of Marketing to the new Shared Services Marketing team to the Media team, we ensure that everyone has the insights they need to make informed decisions, while it helps fosters transparency and accountability within the portfolio.






Brand Media Plans

Paid Media Strategies to Unleash Modern Icons

Key Challenge: Gap Inc. brands are not as relevant or popular as they should be

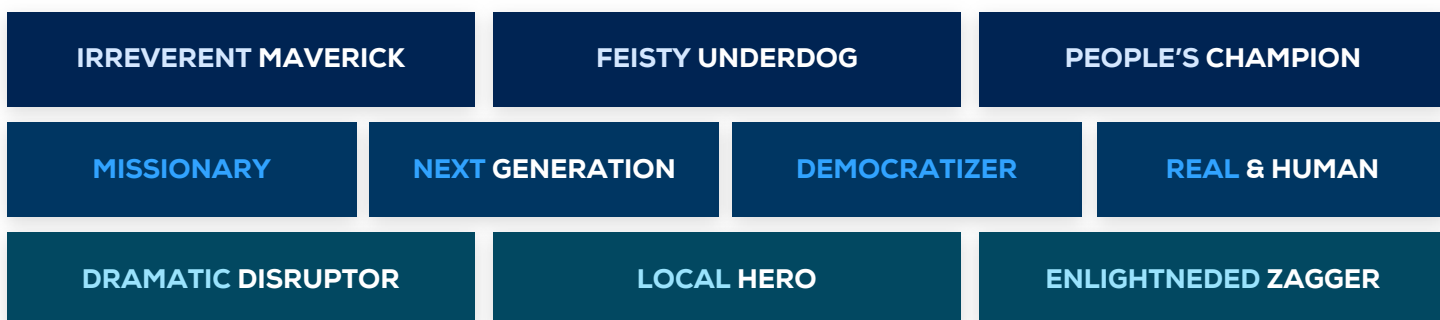
Our approach: Drive REDISCOVERY of Gap Inc. brands

Reignite GAP	Recharge  ATHLETA	Reclaim OLD NAVY	Reestablish BANANA REPUBLIC
From	To		
Planning and activating brand-specific media plans in isolation	Planning and activating brand plans in concert to maximize insight sharing, cross-purchase & innovation across the portfolio		
Going after the same consumers in the same spaces	Establishing audience priorities for each brand at the portfolio level		
Separate upper & lower funnel planning and activation	Using brand archetypes and clear communications strategies to articulate brand distinction, create white space and capitalize on consumer mindsets		
Over relying on low funnel channels and promotional messaging to achieve sales goals	Deploying portfolio-wide governance to avoid media inefficiencies		
Telling product stories	Full funnel planning and activation		
Trying many different approaches and partners	Apply an "all media is performance media" mentality with more proportional brand-building efforts to drive short- and long-term growth		
	Linking product with culture to drive relevance and demand		
	Doing fewer things BIGGER and better		

Articulating Brand Distinctiveness Through Challenger Archetypes

Archetypes are models composed of desires, fears, and behaviors. They are a constant throughout time and cultures, appearing in both individuals and organizations. Archetypes are a powerful storytelling tool, helping guide brand behavior through the lens of a persona, with the potential to unlock most brand problems, including lack of brand differentiation.

A brand's challenger archetype gives us a core strategic idea, what we're challenging in the world, and why we expect the consumer to be responsive to it. The archetype guides how we execute these strategies from a personality, tone, and visual perspective. Each Gap Inc. brand has a distinct archetype which we'll bring to life in communications.



Reignite the Heritage of Gap

Key Challenge: Gap hasn't been living up to its legacy or potential

From	To
Talking to generations	Bridging generations
Surrounding cultural moments	Sparking cultural conversation
Chasing trends and transactions	Original product styling and storytelling

Brand Challenger Archetype: People's Champion



Role: To champion the power of the creative spirit that belongs to all of us
Original * Unifier * Creator * Relatable * Unpretentious * Dreamer

Communications Platform: Create Cultural Connections That Move Generations

What does this mean? Delivering cultural talk value, rooted in creativity & originality.
How we show up and connect:

Reclaim Gap's ICONIC heritage	Produce NEW CULTURAL Beats	Move BEYOND THE TRANSACTION
Revive our icons to modernize the brand and bridge generations	Make bold moves in music with original collabs that move the narrative	Use content to tell our product stories and showcase the versatility of our styles
Champion originality with nostalgic storytelling that fuses the eras and pays tribute to our signature styles	Turn customers into brand advocates with user-generated content that embodies self-expression	Invest in social commerce plays that collapse the funnel and accelerate the consumer journey

Priority Growth Audiences: 53.4MM Opportunity

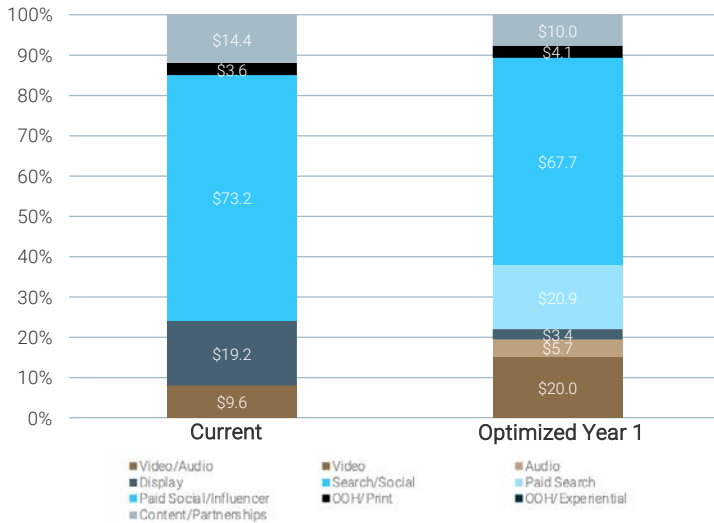
Focus on aspirational & high propensity non-brand customers and light active customers.

Audience	Active Gap Customers	Active Banana Republic Customers	Original Trendsetters	Modern Style Mixers
Size	20.5MM	8.2MM	8.5MM	16.2MM
Brand Propensity	High	High/Medium	High/Med/Low	High/Medium
Goal	Retain	Acquire	Acquire	Acquire
% of Budget	40%	60%		

In addition, deploy remarketing and retargeting to those who have visited the website or searched for Gap.
Budget to be refreshed month over month.

Remixed Media Mix to Create Cultural Connections That Move Generations

Media Mix Allocation



Rebalance mix to support both brand building and existing demand efforts

Utilize influencer and content to create cultural connections

Leverage video, social and partnerships to tell brand and product stories

Scale brand collabs within streaming audio and outdoor environments

Collapse the funnel within social commerce platforms

Convert in-market customers with search, DCO, email/text and affiliate

Media Flighting

Channel	Spend	% of Spend	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Video	\$20.0	15%												
Audio	\$5.7	4%												
Display	\$3.4	3%												
Paid Search	\$20.9	16%												
Paid Social/Influencer	\$67.7	51%												
OOH/Experiential	\$4.1	3%												
Content/Partnerships	\$10.0	8%												
Total	\$131.8	100%	\$8.8	\$4.7	\$4.7	\$5.2	\$6.4	\$7.6	\$20.2	\$20.7	\$9.4	\$21.4	\$19.2	\$3.5
Monthly spend			7%	4%	4%	4%	5%	6%	15%	16%	7%	16%	15%	3%

Sustain presence throughout the year to maintain cultural connections and pulse-up spend during core shopping moments

Capture in-market audiences and demand with always-on conversion driving tactics

Projected Year 1 Plan Impact

+15%

Sales lift vs. current plan

+35%

Revenue Driven By Paid Media vs. current plan

+22%

ROI vs. current plan

Recharge Athleta's Powerful Purpose

Key Challenge: Athleta has become lost in the sea of leggings

From	To
Striving to appeal to all women	Identifying white spaces & providing a stronger point of view to drive brand distinction
Focusing on those who know you through website or search	Capturing new growth audiences
Primarily relying on brand ads to convert new customers	Turning your customers into brand advocates
Acting like a traditional mass media brand	Behaving like a digital-first, DTC brand

Brand Challenger Archetype: Real & Human



Role: Embolden others to defy labels by being real, multi-faceted women

Authentic * Multi-dimensional * Unconventional * Courageous * Mission and Value-Oriented * Accepting

Communications Platform: Power Whatever Moves Her

What does this mean? Champion her individual power with the joy of modern movement.

How we show up and connect:

INSPIRE women and girls to find their movement	INVITE virtual and IRL community	INVEST authentically in female athletes and sport
Surround different moments of movement; go beyond traditional fitness & sports and tailor message to environment with dynamic creative	Bring women together in immersive experiences with purpose and customer value	Grow & mobilize the Power of She collective through star athletes and rising stars
Move her emotionally by showcasing motivational + relatable female stories	Recruit and reward Athleta fans to feature them as brand advocates	Meaningfully partner with women's sports

Priority Growth Audiences: 45.3MM Opportunity

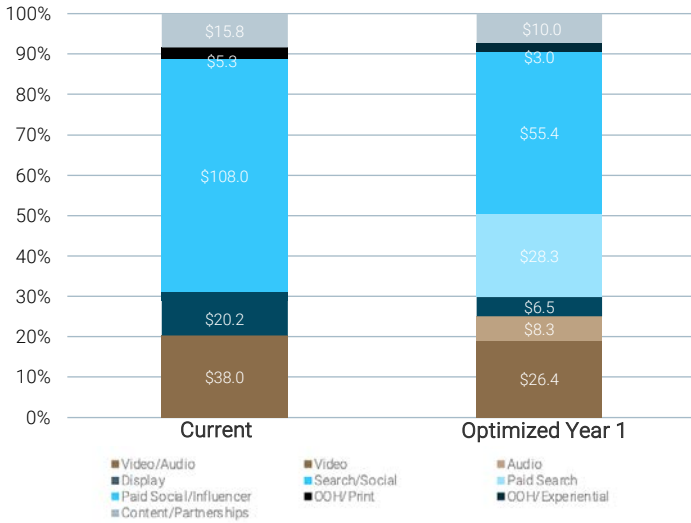
Focus on high propensity non-branded customers and light/medium active Athleta customers.

Audience	Active Athleta Customers	Modern Style Mixers	Functional Stylists	One Stop Shoppers
Size	12.3MM	11.9MM	7.3MM	13.7MM
Brand Propensity	High	High/Medium	High/Medium	High
Goal	Retain	Acquire	Acquire	Acquire
% of Budget	35%	65%		

In addition, deploy remarketing to in-market Athleta shoppers (those who have visited the website, searched for Athleta). Budget to be refreshed month over month.

Paid Media Channels and Timing to Power Whatever Moves Her

Media Mix Allocation



Use a social-first approach (40% of mix) to reach consumers across the funnel

Collapse the funnel by offering one-click shopping within shoppable creative units across social, display and search

Leverage influencers to amplify brand messaging and invigorate community

Engage the Power of She community with purposeful partnerships and targeted OOH

Media Flighting

Channel	Spend	% of Spend	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Video	\$26.4	19%												
Audio	\$8.3	6%												
Display	\$6.5	5%												
Paid Search	\$28.3	21%												
Paid Social/Influencer	\$55.4	40%												
OOH/Experiential	\$3.0	2%												
Content/Partnerships	\$10.0	7%												
Total	\$137.9	100%	\$8.0	\$10.5	\$6.5	\$7.5	\$8.0	\$14.0	\$14.0	\$12.6	\$10.0	\$16.4	\$15.0	\$15.4
Monthly Spend			6%	8%	5%	5%	6%	10%	10%	9%	7%	12%	11%	11%

Drive relevance, consideration and conversion with an always on approach for paid social/influencer, paid search and display

Respond in real time to celebrate Power of She Collective members' and their moments of success

Plus up during key sales periods (Back to School, Holiday) and breakthrough events where Athleta can be part of the cultural conversation (Women's History Month, Olympics, collegiate and professional women's sports)

Projected Year 1 Plan Impact

+8%

Sales lift vs. current plan

+16%

Revenue Driven By Paid Media vs. current plan

+27%

ROI vs. current plan

Reclaim Old Navy to Celebrity Status

Key Challenge: Due to intense competition and evolving consumer shopping behaviors, Old Navy isn't always top of mind

From	To
Using seasonal promotions as shopping triggers	Becoming a go-to for consumer's everyday fashion needs
Focusing majority of media budget on low funnel tactics	Balancing upper and lower funnel to drive short and long-term growth
Creative consisting of generic product shots	Injecting brand personality into every opportunity
Offering in-store and branded website shopping experiences	Creating new distribution models to collapse the customer journey

Brand Challenger Archetype: Irreverent Maverick



Role: Enable the unrestrained joy of personal style and character

Ignites Possibilities * Fun * Lives For Every Moment * Playful * Expressive * Present

Communications Platform: Spark Joyful Self-Expression All Year Round

What does this mean? Inject fun into everyday fashion, giving consumers permission to play with their personal style. How we show up and connect:

Act as a POP CULTURE ZEITGIEST	SPOTLIGHT endless options for all people & occasions	RECRUIT and retain Old Navy STANS
Associate with fun, feel-good fashion & entertainment environments + content	Demonstrate Old Navy's range through influencer, editorial and expanded creative formats	Create beyond-the-store experiences that capture the spirit of the brand
Leverage star power from editors, influencers, celebs to drive relevance	Use dynamic creative to personalize messaging for audience and context	Offer exclusive merch, services and events for Navyist Reward members
Create buzz by making and hopping on cultural trends		Explore more fun and engaging ways to shop socially + digitally

Priority Audiences: 85.7MM Growth Opportunity

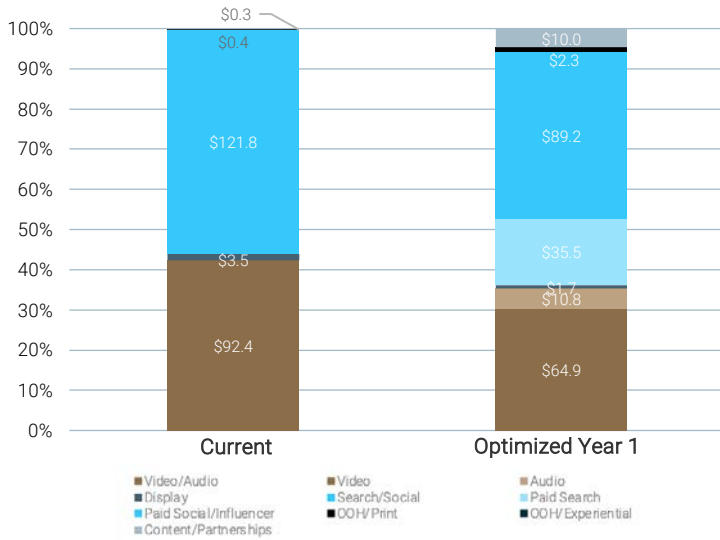
Focus on active Old Navy customers who purchase 1-2x/year, plus highly proposed non-brand customers to drive incremental growth..

Audience	Active Old Navy Customers	Classic Traditionalists	Functional Stylists	One Stop Shoppers
Size	58.4MM	6.3MM	7.9MM	13.1MM
Brand Propensity	High	High	High/Medium	High
Goal	Retain	Acquire	Acquire	Acquire
% of Budget	70%	30%		

In addition, deploy remarketing to in-marketing Old Navy shoppers (those who have visited the website or searched for Old Navy). Budget to be refreshed month over month.

Optimized Old Navy Media Mix To Spark Joyful Self-Expression All Year Round

Media Mix Allocation



Diversify media mix to drive incremental reach and engage new growth audiences, introducing OOH/experiential to increase relevance

Recommended plan is 72% video, paid social and influencer, rooted in persuasive voices, environments and creative formats with purchase one click away

Incorporate Spanish language media and Hispanic affinity content to reach and engage Hispanic growth audiences

Media Flighting

Channel	Spend	% of Spend	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Video	\$64.9	30%												
Audio	\$10.8	5%												
Display	\$1.7	1%												
Paid Search	\$35.5	17%												
Paid Social/Influencer	\$89.2	42%												
OOH/Experiential	\$2.3	1%												
Content/Partnerships	\$10.0	5%												
Total	\$214.4	100%	\$13.5	\$8.5	\$6.8	\$5.8	\$6.3	\$15.9	\$26.2	\$23.9	\$31.5	\$36.8	\$34.4	\$4.8
Monthly spend			6%	4%	3%	3%	3%	7%	12%	11%	15%	17%	16%	2%

Always-on support in priority channels to capture demand, drive relevance, and contribute to cultural conversations year-round

Heavy up during key promotional periods and wardrobe resets such as Spring Break, Back to School and Holiday

Projected Year 1 Plan Impact

+7%

Sales lift vs. current plan

+21%

Revenue Driven By Paid Media vs. current plan

+33%

ROI vs. current plan

Reestablish Cultural Relevance of Banana Republic



Key Challenge: Banana Republic is not on luxury lovers' lists of go-to stores

From	To
Highly promotional and transactional experiences	Driving deeper brand engagement, love and loyalty
Using broad, mass reach channels	Scaling addressable media channels of influence
Focusing on product trends	Anchoring in product superiority showcasing elevated aesthetics through purposeful storytelling
Primarily relying on brand ads to win over customers	Leveraging influential voices to drive relevance and gain buy in

Brand Challenger Archetype: Dramatic Disruptor



Role: Challenge expectations on chic and sophisticated by rewriting the script on "luxe"
 Defies Expectations * Imaginative * Vision-Oriented * Agent of Change * Wonder Filled

Communications Platform: Become The Best (Un)kept Luxury Secret

What does this mean?

Be experienced as a discovered, in the know secret amongst the style savvy.

<p>Pique interest and create DESIRE</p> <p>Show up in environments that feel stumbled upon (pull vs. push)</p> <p>Deeply engage small influential audiences</p> <p>Infiltrate luxury spaces in unexpected ways</p>	<p>Get influential voices to ENDORSE luxury credentials</p> <p>Use trusted voices to validate luxury credentials in authentic and persuasive environments and then amplify them</p> <p>Convey and demonstrate timeless luxury</p>	<p>TRANSCEND retail narratives to behave as a premium lifestyle brand</p> <p>Position Banana Republic stores for events beyond shopping</p> <p>Bring lived in luxury to adjacent categories</p> <p>Create experiences unexpected for "the middle" aka attainable luxury</p>
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Priority Growth Audiences: 41.3MM Opportunity

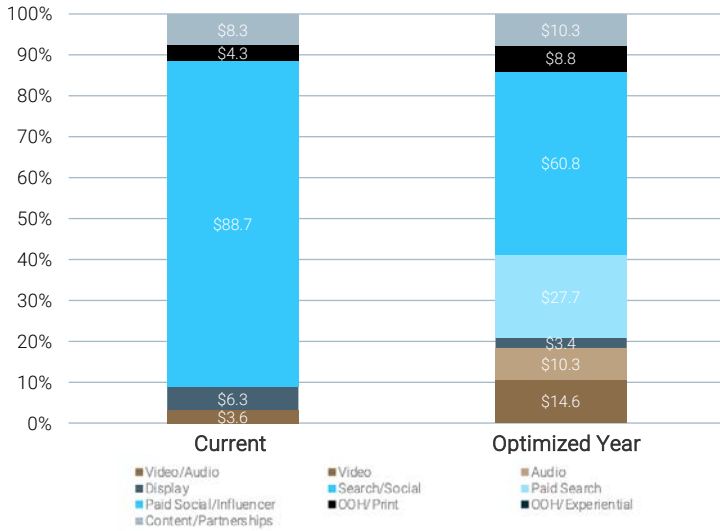
Focus on leaned in high value fashion & lifestyle enthusiasts – non-branded and active customers.

Audience	Active Banana Republic Customers	Active Gap Customers	Modern Style Mixers	Elegant Elite
Size	15.6MM	10.7MM	8.3MM	6.7MM
Brand Propensity	High	High/Medium	High	High
Goal	Retain	Acquire	Acquire	Acquire
% of Budget	30%	70%		

In addition, deploy remarketing to in-marketing Banana Republic shoppers (those who have visited the website, searched for Banana Republic). Budget to be refreshed month over month.

Banana Republic, The Best (Un)kept Luxury Secret Brought to Life in Paid Media

Media Mix Allocation



Balance upper and lower funnel media to capture demand, drive consideration and loyalty

Utilize influencer, content & partnerships to build authentic cultural relevance and consumer connection

Drive relevancy and familiarity with paid social to promote engagement and encourage purchase

Use video and audio (podcasts) to amplify brand story in premium content environments

Media Flighting

Channel	Spend	% of Spend	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Video	\$14.6	11%												
Audio	\$10.3	8%												
Display	\$3.4	3%												
Paid Search	\$27.7	20%												
Paid Social/Influencer	\$60.8	45%												
OOH/Experiential	\$8.8	6%												
Content/Partnerships	\$10.3	8%												
Total	\$135.9	100%	\$5.1	\$14.5	\$6.2	\$11.6	\$14.6	\$8.8	\$5.8	\$22.3	\$9.0	\$19.8	\$16.0	\$2.2
Monthly spend			4%	11%	5%	9%	11%	6%	4%	16%	7%	15%	12%	2%

Key Moments
Fashion Week (Spring, Fall), Spring Break, summer travel, Holiday

Pair creators with prime occasions to drive buzz

Spark everyday inspiration

Projected Year 1 Plan Impact

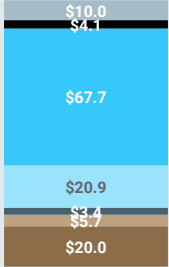
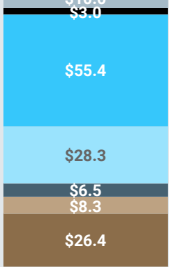
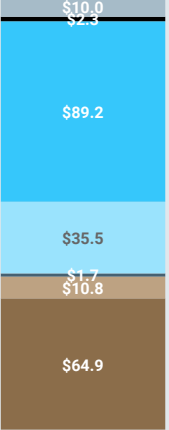
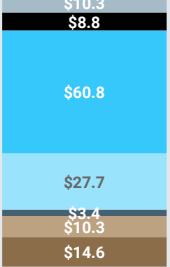
+8%

Sales lift vs. current plan

+12%

Revenue Driven By Paid Media vs. current plan

Gap Inc. Portfolio Media Plan Summary

	Reignite GAP	Recharge ATHLETA	Reclaim OLD NAVY	Reestablish BANANA REPUBLIC
Key Challenge	Gap hasn't been living up to its legacy or potential	Athleta has become lost in the sea of leggings	Due to intense competition and evolving consumer shopping behaviors, Old Navy isn't always top of mind	Banana Republic is not on luxury lovers' lists of go-to stores
Brand Challenger Archetype	People's Champion	Real & Human	Irreverent Maverick	Dramatic Disruptor
Priority Growth Audiences	53.4MM <ul style="list-style-type: none"> Active Gap Customers Active Banana Republic Customers Original Trendsetters Modern Style Mixers 	45.3MM <ul style="list-style-type: none"> Active Athleta Customers Modern Style Mixers Functional Stylists One Stop Shoppers 	85.7MM <ul style="list-style-type: none"> Active Old Navy Customers Classic Traditionalists Functional Stylists One Stop Shoppers 	41.3MM <ul style="list-style-type: none"> Active Banana Republic Customers Active Gap Customers Elegant Elite Modern Style Mixers
Recommended Media Mix	\$131.8MM 	\$137.9MM 	\$214.4MM 	\$135.9MM 

Projected Portfolio Impact

Year 1

+20%

Increased ROI vs. current plan

+\$637MM

Revenue Driven By Paid Media vs. current plan

Year 2

+10%

Increased ROI vs. Year 1

+\$368MM

Revenue Driven By Paid Media vs. Year 1