

Bath & Body Works®

Beauty Park Overview

July 28, 2022



Forward Looking Statements

Safe Harbor Statement Under the Private Securities Litigation Reform Act of 1995

We caution that any forward-looking statements (as such term is defined in the Private Securities Litigation Reform Act of 1995) contained in this presentation or made by our company or our management involve risks and uncertainties and are subject to change based on various factors, many of which are beyond our control. Accordingly, our future performance and financial results may differ materially from those expressed or implied in any such forward-looking statements. Words such as “estimate,” “project,” “plan,” “believe,” “expect,” “anticipate,” “intend,” “planned,” “potential” and any similar expressions may identify forward-looking statements. Risks associated with the following factors, among others, in some cases have affected and in the future could affect our financial performance and actual results and could cause actual results to differ materially from those expressed or implied in any forward-looking statements included in this presentation or otherwise made by our company or our management:

- general economic conditions, inflation, consumer confidence, consumer spending patterns and market disruptions including pandemics or significant health hazards, severe weather conditions, natural disasters, terrorist activities, financial crises, political crises or other major events, or the prospect of these events;
- the COVID-19 pandemic has had and may continue to have an adverse effect on our business and results of operations;
- the seasonality of our business;
- the anticipated benefits from the Victoria's Secret & Co. spin-off may not be realized;
- the spin-off of Victoria's Secret & Co. may not be tax-free for U.S. federal income tax purposes;
- our dependence on Victoria's Secret & Co. for information technology services;
- difficulties arising from turnover in company leadership or other key positions;
- our ability to attract, develop and retain qualified associates and manage labor-related costs;
- the dependence on store traffic and the availability of suitable store locations on appropriate terms;
- our continued growth in part through new store openings and existing store remodels and expansions;
- our ability to successfully operate and expand internationally and related risks;
- our independent franchise, license and wholesale partners;
- our direct channel business;
- our ability to protect our reputation and our brand image;
- our ability to successfully complete environmental, social and governance initiatives, and associated costs thereof;
- our ability to attract customers with marketing, advertising and promotional programs;
- our ability to maintain, enforce and protect our trade names, trademarks and patents;
- the highly competitive nature of the retail industry and the segments in which we operate;
- consumer acceptance of our products and our ability to manage the life cycle of our brand, develop new merchandise and launch new product lines successfully;
- our ability to source, distribute and sell goods and materials on a global basis, including risks related to:
 - political instability, wars and other armed conflicts, environmental hazards or natural disasters;
 - significant health hazards or pandemics, which could result in closed factories and/or stores, reduced workforces, scarcity of raw materials, and scrutiny or embargoing of goods produced in impacted areas;
 - duties, taxes and other charges;
 - legal and regulatory matters;
 - volatility in currency exchange rates;
 - local business practices and political issues;
 - delays or disruptions in shipping and transportation and related pricing impacts;
 - disruption due to labor disputes; and
 - changing expectations regarding product safety due to new legislation;

Forward Looking Statements

- our geographic concentration of vendor and distribution facilities in central Ohio;
- our reliance on a limited number of suppliers to support a substantial portion of our inventory purchasing needs;
- the ability of our vendors to deliver products in a timely manner, meet quality standards and comply with applicable laws and regulations;
- fluctuations in foreign currency exchange rates;
- fluctuations in product input costs;
- fluctuations in energy costs;
- our ability to adequately protect our assets from loss and theft;
- increases in the costs of mailing, paper, printing or other order fulfillment logistics;
- claims arising from our self-insurance;
- our and our third-party service providers, including Victoria's Secret & Co. during the term of the Transition Services Agreement between Victoria's Secret & Co. and us, ability to implement and maintain information technology systems and to protect associated data;
- our ability to maintain the security of customer, associate, third-party and company information;
- stock price volatility;
- our ability to pay dividends and make share repurchases under share repurchase authorizations;
- shareholder activism matters;
- our ability to maintain our credit ratings;
- our ability to service or refinance our debt and maintain compliance with our restrictive covenants;
- the impact of the transition from London Interbank Offered Rate and our ability to adequately manage such transition;
- our ability to comply with laws, regulations and technology platform rules or other obligations related to data privacy and security;
- our ability to comply with regulatory requirements;
- legal and compliance matters; and
- tax, trade and other regulatory matters.

We are not under any obligation and do not intend to make publicly available any update or other revisions to any of the forward-looking statements contained in this presentation to reflect circumstances existing after the date of this presentation or to reflect the occurrence of future events even if experience or future events make it clear that any expected results expressed or implied by those forward-looking statements will not be realized. Additional information regarding these and other factors can be found in "Item 1A. Risk Factors" in our 2021 Annual Report on Form 10-K, as filed with the Securities and Exchange Commission, and our subsequent filings.

Why Bath & Body Works?



Market leader in product categories with loyal and large customer base



Ongoing newness in existing categories, expanding in new product categories and geographies



Strong product innovation and development capabilities



Consistent history of growth with strong cash flow



Mostly domestic and highly agile supply chain



Deep and experienced management team



Uniquely Differentiated Versus Competition

We Are Positioned at the Crossroads of Best-in-Class Vertical Retailer and CPG Business

Attributes	Bath & Body Works	CPG Company	Best-in-Class Vertical Retailer
Control channels of distribution (stores and digital)	☒		☒
Frequent newness and product launches - website and floorsets change every 4-6 weeks	☒		☒
Emotional connection between brand and customers	☒		☒
High "giftability" of products	☒		☒
Passionate, knowledgeable sales associates; fun, engaging store experience	☒		☒
Control innovation of product assortment, informed by global patterning and partnership with fragrance houses	☒	☒	
Replenishment-like qualities / Repeat business	☒	☒	
Consistent traffic driven by every day, "use-up" categories	☒	☒	
Vertically integrated supply chain management	☒	☒	

Beauty Park Overview

A world-class vertical production campus with:

- Contract manufacturing
- Component production and packaging
- Gift set assembly

Partnerships with leading fragrance houses

10+
STRATEGIC
VENDORS

~800M
FINISHED GOOD
UNITS IN 2021

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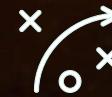
Beauty Park Strategic Advantages



Agility and speed



Newness and innovation



Control and flexibility



Cost, quality and risk management



Differentiated Product Development and Industry-Leading Speed from Concept to Customer

Develop and launch products within 12 - 14 months



Develop

- Constant and consistent cross-functional collaboration
- Leverage strong relationships with fragrance houses
- Informed designers and merchants from robust patterning process
- Concept and Trend team drives innovation and newness



Customers & Associates

- Customer walkthroughs of concept, packaging and fragrance
- At-home customer testing of final fragrance options
- Lab store walkthroughs with associates and customers
- Marketing to build excitement and demand



Read & React

- In-store preview and market test ahead of full launch to maximize best-performing ideas and guide orders for additional chase
- Re-orders ensure customer availability of best-selling forms and fragrances
- Extend lifecycle of best products

How Our Products Take Flight

Butterfly Fine Fragrance Mist

Launched in
Spring '22 following
14-month process

Replenishment
speed enabled
chase into
additional units



SPRING 2022

- Tested in Atlanta market stores
- Previewed in stores
- Confirmed initial units based on Read & React test
- Launched Butterfly nationwide

SPRING 2021

- Held design meetings and customer walkthroughs
- Began fragrance testing with customers

FALL 2021

- Finalized buys and Chase strategy

EARLY 2021

- Kick off fragrance planning

SUMMER 2021

- Completed fragrance testing
- Finalized designs, buys and marketing

WINTER 2021-2022

- Educated and excited stores for launch at Spring '22 sales meeting

POST-LAUNCH

- Chased additional units based on launch



Uniquely Differentiated Supply Chain Operations: Commercial Development, Sourcing and Production

~85%

NORTH AMERICAN
BASED SUPPLY CHAIN

~7,000

NEW SKUS LAUNCHED
EACH YEAR

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Maintain end-to-end control and flexibility from concept to customer



Beauty Park History and Capabilities

A world-class vertical production campus

- First units produced in 2011
- Contract manufacturing for:
 - Body cream
 - Body lotion
 - Candles
 - Eau de parfum / Eau de toilette
 - Fragrance mist
 - Shower gel
 - Soaps and sanitizer
 - Wallflowers
- Component production for:
 - Body care
 - Home fragrance
 - Soaps and sanitizer

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Beauty Park Strategic Vendors



CONTRACT
MANUFACTURING

COMPONENT
PRODUCTION
AND PACKAGING

GIFT SET
ASSEMBLY



In 2021:

~55%

TOTAL FINISHED GOODS
PRODUCTION

40+%

GROWTH IN FINISHED
GOOD UNITS SINCE 2017

Speed at Work – Fine Fragrance Mist

	BEFORE BEAUTY PARK	TODAY
BOTTLE / CAP	Ontario, Canada to California: ~ 2,510 MILES	Within Beauty Park 0.4 MILE
PUMP	Connecticut to California: ~ 2,850 MILES	Within Beauty Park 0.3 MILE
FILLING	California to Columbus: ~ 2,240 MILES	Beauty Park to Columbus: 10 MILES
	~ 7,600 MILES 12 weeks to distribution center	~ 11 MILES 3 weeks to distribution center



Speed at Work – Foaming Soap

	BEFORE BEAUTY PARK	TODAY
BOTTLE / CAP	Canada to Virginia ~ 570 MILES	Within Beauty Park 0.4 MILE
PUMP	China to Virginia ~ 12,000 MILES (boat + truck)	Within Beauty Park 0.3 MILE
FILLING	Virginia to Columbus ~ 400 MILES	Beauty Park to Columbus: 10 MILES
	~12,970 MILES 12 weeks to distribution center	~11 MILES 3 weeks to distribution center



Ongoing and Future Strategies

Now

- Supply chain risk mitigation and resilience
- Integrated demand and capacity planning for future investments
- Increased focus on sustainability in sourcing and production

Near 1-2 Years

- Supply chain end-to-end visibility and digital capabilities
- Expanded commercial product and fragrance newness pipeline through innovation and R&D
- Supply chain optimization through nearshoring

Next 2-5 Years

- Supply chain digital transformation and real-time visibility and agility
- Long-term supply chain sustainability



Vendor Partner Overview - Alene

Contract manufacturing

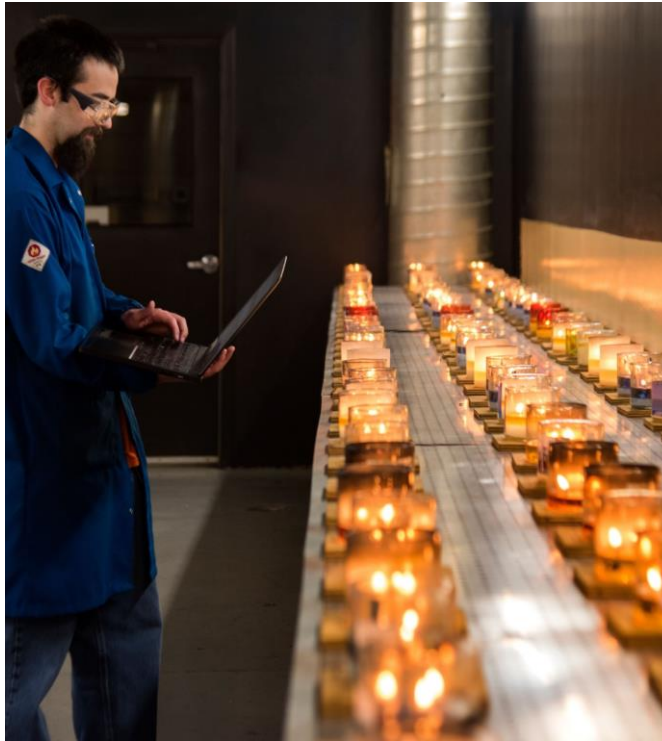
SQUARE FEET
~520K

BEAUTY PARK PRODUCTION
Candles, wallflowers

ADDITIONAL CAPABILITIES

- Shrink application
- Testing labs

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Vendor Partner Overview - Axiom

Component production and packaging

SQUARE FEET
~1.2M

BEAUTY PARK PRODUCTION

PET/PE bottle production (body care, soaps and sanitizer), PP Injection molding/assembly (closures, pumps), tube extrusion and assembly (label, tube and cap)

ADDITIONAL CAPABILITIES

- Spray decoration
- Shrink label application
- Bottle tool shop

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Vendor Partner Overview - kdc/one

Contract manufacturing

SQUARE FEET

~640K

BEAUTY PARK PRODUCTION

Car fragrance refills, eau de parfum / eau de toilette, fragrance mist, soaps and sanitizer, and wallflowers

ADDITIONAL CAPABILITIES

- Development and testing lab

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How Our Speed Menu Works

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Plan

Project inventory needs
Typical season goal is to be ~60-70% bought in advance

Commit to portion in advance
< 100%



Read & React

Analyze early-season sales data

Adjust total production in-season up to
~40%



Chase

Maintain flexibility with reorder speeds as fast as
4-5 weeks

Drive increased revenue from winners

Other Retailers

Committed to 100% of planned production months in advance

At risk of shipping or logistical delays

Potential to be overbought at end of seasons



Speed to Stores

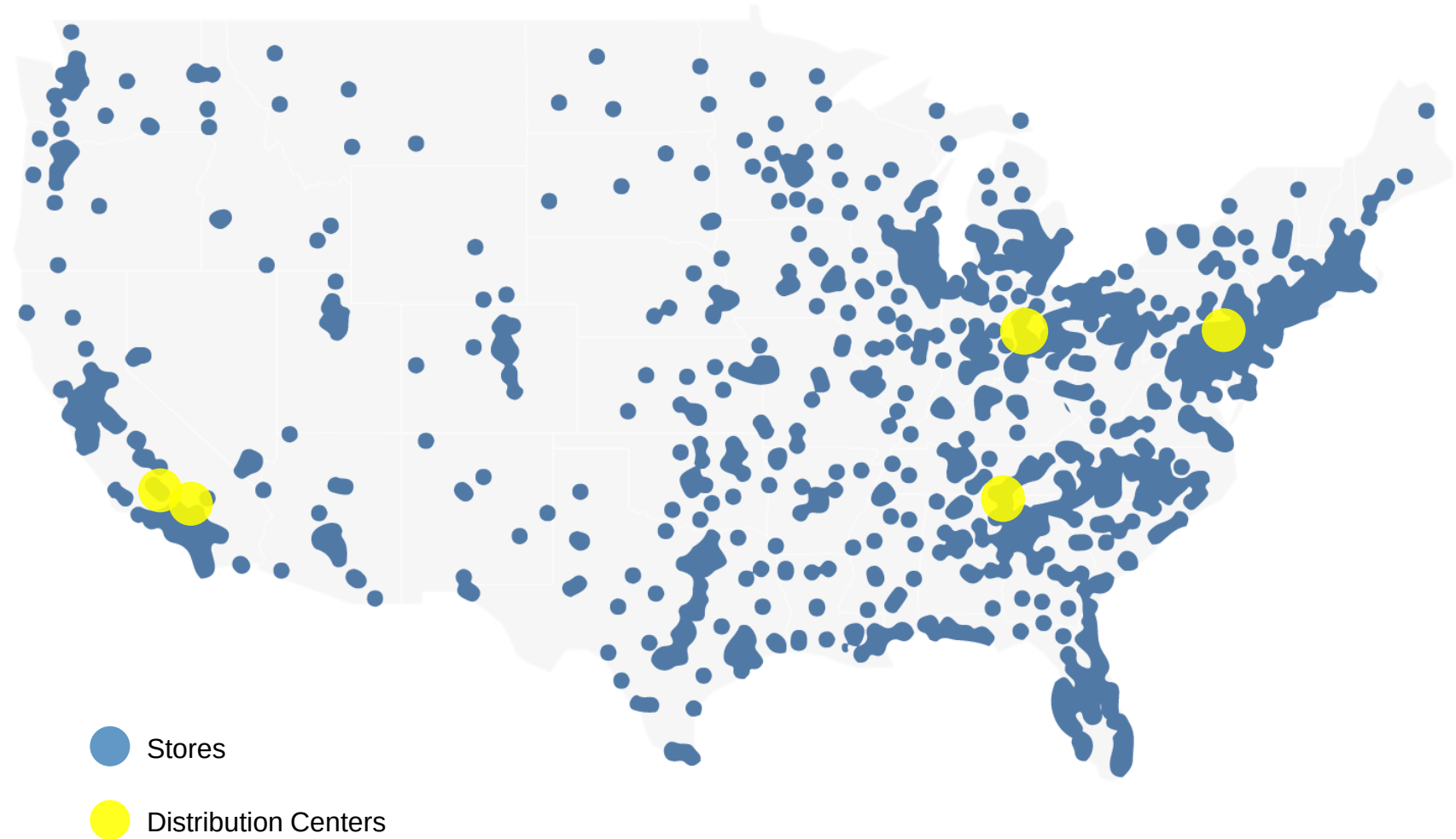
Clustering Distribution Centers (DCs) enables speed to stores:

~75%

within 2 transit days
from Columbus DCs

~95%

within 2 transit days
from regional DCs



Our Supply Chain Advantages



Agility and speed

Strong technical R&D supporting product pipeline

Early- and in-season Read & React for fast inventory replenishment



Newness and innovation

Commercial product development engine and sourcing strategy complement vendors' deep capabilities across categories



Control and flexibility

Vertically integrated contract manufacturing, component production and packaging, and gift set assembly

Manage multiple tiers of vendors and secure dedicated capacity



Cost, quality and risk management

Reduced transportation costs with increased inventory visibility

Communication and collaboration with vendors to continually improve execution

