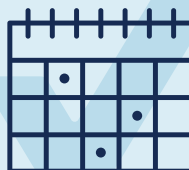


continuing to execute our strategic transformation

Expanded gross margin rates above 2020 and 2019 - a key financial barometer of our transformation.



NET SALES IN Q3'21

COMPARABLE SALES VS. Q3'20

\$2B

-7%*

*impacted by approx. \$100M (-MSD) due to supply chain-related inventory stresses

sequential comparable sales improvement within the quarter

buybuy BABY

+ mid-teens%

ENTERPRISE PROFITABILITY

35.9%

adjusted gross margin

\$41million

adjusted ebitda

TOTAL CASH & INVESTMENTS

\$0.6billion

CAPITAL RESOURCES & LIQUIDITY

\$1.5billion

CAPITAL RETURN TO SHAREHOLDERS

on track to return approx. \$1 billion in cash to stockholders via share repurchases by the end of fiscal 2021

a strategic collaboration with Kroger in 2022

Bed Bath & Beyond Inc. to directly offer Kroger customers an extensive selection of the most sought-after goods for the home and baby products through Kroger.com as well as a physical store pilot at select Kroger Family of Companies stores beginning in 2022.



launched eight Owned Brands that are inspiring customers to be "home, happier"

Total Owned Brands launched ahead of schedule in 2021 with accelerated sales performance and penetration in Q3'21 of 25%, above 20% goal for fiscal 2021.



customer acquisition strategy gaining traction

Our Beyond+ loyalty program added approximately 500k new subscribers in Q3'21 - one of our largest new subscriber quarters in years".

BEYOND+ MEMBERSHIP

2M+
members in Q3'21

launched new digital marketplace to build on our existing authority in key home & baby categories

In Q3'21, BBBY launched its new digital marketplace to build on our existing authority in key Home & Baby categories.

The marketplace will expand our assortment of key products with 3rd-party brand partners and be seamlessly integrated into the BBBY digital platform.

DIGITAL PENETRATION

35%
of Net Sales in Q3'21

partnerships that enable us to appeal to new customers and strengthen our reach with existing customers

Bed Bath & Beyond and buybuy BABY help Uber launch new baby and kids hub to help parents on-demand.

~50%
Omni + Digital shoppers

>30%
total digital sales fulfilled by stores including >15% BOPIS



*The information above represents a snapshot of certain financial and operating metrics for the third quarter of fiscal 2021. See our quarterly earnings press release on our IR website for more details: <http://bedbathandbeyond.gcs-web.com/news-releases>.

For the quarter, Net Sales were \$1,878B, Adjusted Gross Margin was 35.9%, and Adjusted EBITDA was \$41M. For a reconciliation of Adjusted Gross Margin and Adjusted EBITDA to these GAAP measures, see our quarterly earnings release: <http://bedbathandbeyond.gcs-web.com/news-releases>.

All comp sales and profit figures relate to a comparison of Q3 fiscal 2021 to Q3 fiscal 2020.