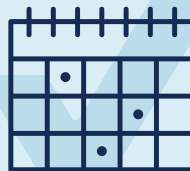


three-year transformation remains on track

We have made structural improvements that position our company for a better future.



NET SALES IN Q2'21

\$2B

STORES COMPARABLE SALES VS. Q2'20

+3%

COMPARABLE SALES VS. Q2'20

-1%

buybuy BABY COMPARABLE SALES GROWTH VS. Q2'20

+ high-teens%



ENTERPRISE PROFITABILITY

34%

adjusted gross margin

\$85million

adjusted ebitda

CASH FLOW FROM OPERATIONS

\$75million

CAPITAL RESOURCES

\$2billion

liquidity

SHAREHOLDER RETURN

3 million shares repurchased during Q2'21

20% of total shares repurchased (program-to-date)

We are helping our customers re-imagine their shopping experience through an open floor plan with increased sightlines, improved way-finding signage, and enhanced merchandising presentation.

remodeled Chelsea flagship store serves as a beacon for the overall redefinition of the new Bed Bath & Beyond



before



after



APPROX. 70 STORES REMODELED Q2'21 YTD

UNIQUE CUSTOMER EXPERIENCES THROUGH SHOP-IN-SHOPS



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

We are continuing to execute our biggest product assortment change in a generation to rebuild our authority in the \$180B home market.

launched ahead of schedule in H1'21

nestwell
everyday comfort

haven
Escape the noise

Simply Essential.
Home starts here

our table
Dine with style. Eat with ease.

Wild Sage
Bring your story to life

SQUARED AWAY
solutions for a well-kept home

ON-TRACK TO UNVEIL TWO NEW OWNED BRANDS IN Q3'21

announced strategic partnership with Ryder System

We are partnering with Ryder System to modernize our supply chain.



continued innovation to place digital purchases into the hands of more customers even sooner

Launched pre-store opening curbside pickup and expanded our Same Day Delivery capabilities via Roadie (in addition to DoorDash and Shipt).

DIGITAL PENETRATION

34%

of Net Sales in Q2'21

>205M
website visits

~50%

Omni + Digital shoppers

>35%

total digital sales fulfilled by stores including >15% BOPIS



home, happier

BED BATH & BEYOND



*The information above represents a snapshot of certain financial and operating metrics for the second 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 \$1.985B, Adjusted Gross Margin was 34%, and Adjusted EBITDA was \$85M. 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 Q2 fiscal 2021 to Q2 fiscal 2020.