

## **Corporate Governance Principles**

### **Introduction**

Pursuant to its Charter, the Nominating and Corporate Governance Committee (the “**Committee**”) of the Board of Directors of Bed Bath & Beyond, Inc. (the “**Company**”) has developed and recommended these Corporate Governance Principles (these “**Principles**”) to the Board of Directors (the “**Board**”), and the Board has adopted these Principles. These Principles are subject to requirements of the charter and bylaws of the Company, as well as applicable law. The Committee will review these Principles and other aspects of the Company’s corporate governance as often as it deems necessary and may recommend modifications of these Principles to the Board at any time. The Committee or the Board may waive any element of these Principles at any time.

### **Role of Directors**

The fundamental role of the directors is to exercise their business judgment to act in what they reasonably believe to be the best interests of the Company and its stockholders. In fulfilling that responsibility, the directors may reasonably rely on the honesty and integrity of the Company’s senior management and expert legal, accounting, financial and other advisors.

### **Director Qualifications**

Each director should actively contribute to the experience, skills and other characteristics required of a properly functioning Board. Although there are no specific minimum qualifications the Committee believes must be met by a director, directors should have the highest professional and personal ethics and values. They should have broad relevant experience, and should be committed to enhancing long-term stockholder value. They should be able and willing to provide insight and practical advice, and they must actively represent the interests of the stockholders. A variety of types and a balance of knowledge, experience and capabilities among the members of the Board are in the best interests of the stockholders. Diversity of viewpoint, professional experience and other individual qualities and attributes should be considered to the extent that they relate to the contribution a director is expected to make to the Board and the Company. The ability of a director to make independent analytical inquiries, the ability of a director to understand the Company’s business, the willingness of a director to devote adequate attention and time to duties of the Board, and such other criteria as may be deemed relevant by the Committee, are all relevant to the qualifications of a director.

### **Director Independence**

Consistent with applicable laws, rules and regulations, independent directors should constitute a majority of the Board.

Directors are expected to avoid any action, position or interest that conflicts with the interests of the Company, or gives the appearance of a conflict. Directors should inform

the Committee prior to joining the board of any other company to ensure that any potential conflicts are considered.

### **Director Nomination Process**

The Committee will periodically review the needs of the Board for various experience, skills and other characteristics as part of its process in determining candidates to be recommended to the Board for nomination at the annual meeting. The Committee will evaluate candidates proposed by directors, stockholders or management in light of the Director Qualification standards described in these Principles. The Committee will consider any properly submitted director candidates recommended by the stockholders. The process for stockholder recommendations will be determined from time to time by the Committee and shall be in compliance with the Company's bylaws and all applicable laws, rules and regulations. If the Committee believes that the Board requires additional candidates for nomination, the Committee may engage, as it deems appropriate, a third party search firm to assist in identifying qualified candidates.

### **Code of Business Conduct and Ethics**

Directors must comply with the relevant provisions of the Company's Code of Business Conduct and Ethics.

### **Term Limits**

The Committee has not established any term limits. The Committee believes that directors who have a significant amount of experience with the Company developed over a period of time will generally have significant insight into the Company and its operations. Consequently, the Committee believes that it would not be in the best interests of the Company or its stockholders to arbitrarily limit the term of any director.

### **Size of Board**

The Committee reviews the size of the Board from time to time. The Committee may recommend changes to the size of the Board to accommodate outstanding candidates or to satisfy specific governance needs.

### **Lead Independent Director**

If the Chair of the Board is a member of management or does not otherwise qualify as independent, the independent directors may elect a lead director that qualifies as "independent" under the rules of the New York Stock Exchange. The lead director's responsibilities include, but are not limited to: presiding over all meetings of the Board at which the Chair of the Board is not present, including any executive sessions of the independent directors; approving Board meeting schedules and agendas; providing management with feedback on Board materials; acting as the liaison between the independent directors and the Chief Executive Officer and the Chair of the Board; advising the Chairs of the Board's committees; providing the Chair of the Board with the Board's feedback on the Chair's performance; and assisting with the recruitment of

director candidates. At such times as the Chair of the Board is an independent director, the Chair of the Board will serve as lead director. The Board may modify its leadership structure in the future as it deems appropriate.

### **Executive Sessions of the Independent Directors**

The independent directors shall meet at least twice per year in executive session.

### **Independent Directors Communications with Company Employees**

The independent directors shall have unlimited access to Company employees at any time in order to obtain any information they deem appropriate to fulfill their duties. Company employees routinely attend portions of Board meetings, and management is encouraged to continue to invite Company employees to Board meetings where management participation will provide the Board with additional insight into the matters being considered.

### **Retention of Advisors/Consultants**

The Board and each committee of the Board shall have the authority to retain outside financial, legal or other advisors as they deem appropriate, and shall have the authority to obtain advice, reports or opinions from internal and external counsel and advisors, without obtaining approval from any officer of the Company. The Company shall promptly pay the fees and expenses of any such counsel and advisors upon receipt of invoices therefor.

### **Board and Committee Evaluation**

The Board and each committee will perform periodic self-evaluations. The Committee has the authority to exercise oversight of the evaluation of the Board.

### **Communications by Stockholders with Directors**

Stockholders may communicate with the Board either in writing, addressed Board of Directors, c/o Chief Legal Officer, Bed Bath & Beyond, Inc., 433 Ascension Way, 3<sup>rd</sup> Floor, Murray, Utah 84123, or by e-mail, sent to [boardofdirectors@beyond.com](mailto:boardofdirectors@beyond.com). All communications from stockholders regarding matters appropriate for stockholder communications with the Board and delivered as described shall be delivered to one or more Board members. The determination whether a communication involves a matter appropriate for stockholder communications with the Board shall be made by either the Chief Legal Officer or any director.

### **Attendance of Directors at Annual Stockholder Meetings**

The Company will make every effort to schedule its annual meeting of stockholders at a time and date to maximize attendance by directors. Board members should attend annual stockholder meetings if reasonably possible.

## **Committees**

The Board shall have an Audit Committee, a Compensation Committee, and a Nominating and Corporate Governance Committee. The Board may from time to time establish additional committees as necessary or appropriate. Members will be appointed by the Board upon the recommendation of the Committee. Each standing committee will have its own charter.

The Chair of each committee, in consultation with the committee members, will determine the frequency of the committee's meetings, consistent with any requirements set forth in the committee's charter. The Chair of each committee, in consultation with the appropriate members of the committee, will develop the committee's agenda. Each committee (or the Chair thereof) may request any information and any assistance desired from management.

## **Succession Planning**

The Nominating and Corporate Governance Committee shall periodically review the Company's succession planning, including policies and principles for Chief Executive Officer selection and succession in the event of an emergency or the retirement of the Chief Executive Officer.

*Adopted February 18, 2026*