



NEWS RELEASE

# Bed Bath & Beyond, Inc. and Bilt Announce Strategic Partnership to Power Connected “Everything Home” Experience

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The companies will jointly deliver a unified customer identity, loyalty, and engagement platform spanning the full home lifecycle

NEW YORK--(BUSINESS WIRE)-- Bed Bath & Beyond, Inc. (NYSE: BBBY) (“Bed Bath & Beyond”) and **Bilt** today announced a strategic partnership to create a more connected, rewarding, and seamless experience for customers across the Bed Bath & Beyond portfolio, including Bed Bath & Beyond, The Container Store, Kirkland’s, Overstock, and buybuy BABY.

Together, the companies will bring Bilt’s customer identity, loyalty, and engagement platform into Bed Bath & Beyond’s growing “Everything Home” ecosystem, thereby creating a shared foundation that recognizes customers across all brands, rewards long-term engagement, and supports how people live in, move through, and invest in their homes. The partnership reflects a shared belief that the future of retail isn’t built around isolated transactions or single-brand loyalty programs, but around durable relationships that evolve as customers’ lives change.

## Advancing the Everything Home Vision

Bed Bath & Beyond is building a modern home platform that spans everyday essentials, organization, furnishing, and major life moments, from moving and family growth to renovation and replatforming the home over time. Delivering on that vision requires more than great products; it requires a unified way to understand customers, engage them meaningfully, and create value across brands.

Through this partnership, Bed Bath & Beyond and Bilt will jointly deliver that foundation, connecting customer identity,

loyalty, and engagement across the portfolio while allowing each brand to maintain its distinct positioning, voice, and experience.

“Everything Home is about meeting customers where they are in life and staying relevant as their needs evolve,” said Marcus Lemonis, CEO and Executive Chairman of Bed Bath & Beyond. “That requires a connected platform behind the scenes that works across brands, not another layer of fragmentation. Bilt gives us the ability to recognize our customers, reward long-term engagement, and build lasting relationships across the full home journey.”

## A Shared Platform Built for Scale and Flexibility

At the core of the partnership is Bilt’s Guest Experience Platform, which will operate as a shared intelligence layer across Bed Bath & Beyond’s portfolio. The platform is designed to scale with the ecosystem and support:

- **Unified Customer Identity:** A single sign-on and persistent customer profile that enables recognition across brands and channels
- **Modern Loyalty Infrastructure:** Flexible rewards and benefits tied to engagement, lifestyle, and services, not just transactions
- **Coordinated Engagement:** More relevant, consistent communications and offers across touch points
- **Portfolio-Level Insight:** A shared view of customer activity that supports smarter personalization and long-term value creation

The platform will integrate with Bed Bath & Beyond’s existing commerce and operating systems, minimizing disruption while enabling future expansion into new categories and services.

“At Bilt we connect the home to neighborhood commerce,” said Ankur Jain, Founder and CEO of Bilt. “Bed Bath & Beyond is taking a long-term view of the home category by building a connected platform with Bilt that grows with the customer, while rewarding them. This partnership brings together our shared values around durability, flexibility, and putting the customer relationship at the center of everything we do.”

## Expanded Value for Customers and Long-Term Collaboration

For Bed Bath & Beyond customers, the partnership will deliver a simpler, more intuitive experience, reducing friction, improving relevance, and creating continuity as customers engage with multiple brands over time.

Bilt Members will gain access to exclusive benefits when shopping at participating Bed Bath & Beyond locations in their neighborhoods nationwide, extending Bilt’s rewards ecosystem further into the home category. Details on member benefits and experiences will be announced later this summer.

The partnership is designed to evolve, supporting future innovation across products, services, and customer experiences while maintaining a consistent foundation for identity, loyalty, and engagement.

## About Bed Bath & Beyond

Bed Bath & Beyond, Inc. (NYSE:BBBY) is building an integrated home ecosystem designed to make living in, financing, protecting, and caring for a home simpler, more accessible, and more affordable. Through a portfolio of trusted retail brands—including Bed Bath & Beyond, buybuy BABY, Overstock, Kirkland's and, upon completion of the merger, The Container Store—the Company serves millions of customers through omnichannel experiences that act as the front door to the home. These brands generate meaningful engagement, transaction data, and long-term customer relationships across every stage of home ownership and family life. At the center of this ecosystem is Beyond, the Company's loyalty, data, and services layer, where commerce, financial services, insurance, and protection products converge. By leveraging an asset-light model and a growing home products and services business—including installation, maintenance, and ongoing care—Beyond reduces friction, lowers costs, and expands access for consumers while increasing lifetime value and engagement. The Company also invests in and operates differentiated blockchain and data infrastructure, including tZERO and GrainChain, which enhance transparency, efficiency, and liquidity across financial services, supply chains, and real-world assets. These capabilities support secure transactions, trusted data, and innovative ownership and financing models aligned with the future of the home. Together, Bed Bath & Beyond's retail brands, digital platforms, financial and protection services, and technology investments form a connected system designed to advocate for consumers while generating durable, recurring value for shareholders.

## About Bilt

Launched in 2021, Bilt is the membership for where you live and the hospitality platform powering the residential ecosystem around it. For members, Bilt makes where our members live the center of their lives – allowing them to earn rewards on housing payments, access neighborhood services, build a path to homeownership, and redeem points across a best-in-class travel and lifestyle ecosystem including airlines, hotels, boutique fitness studios, neighborhood restaurants, and more. For partners, from residential properties and neighborhood merchants to travel advisors, Bilt's hospitality platform provides the tools to deliver exceptional customer experiences and build deeper relationships with residents. The **Bilt Alliance** spans more than 6 million homes across the country, developed in partnership with some of the nation's largest residential owners and operators. Bilt boasts the highest value rewards currency on the market today. For more information, visit [www.bilt.com](http://www.bilt.com).

## Cautionary Note Regarding Forward-Looking Statements

This press release contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Such forward-looking statements include all statements other than statements of historical fact, including but not limited to statements regarding: statements regarding our partnerships and future performance of those partnerships; the planned acquisition of The Container Store; and the Company's strategies, forecasts, financial outlook, and plans, and the related expected benefits, shareholder value and synergies,

and timing of any of the foregoing. Additional information regarding factors that could materially affect results and the accuracy of the forward-looking statements contained herein may be found in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2025, filed with the SEC on February 24, 2026, and in our subsequent filings with the SEC.

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