



NEWS RELEASE

Bed Bath & Beyond: The American Home Has Been Broken Into Pieces. We Intend To Put It Back Together.

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In a new position paper on the 21st Century ROAD to Housing Act, Executive Chairman and CEO Marcus Lemonis argues that homeownership has been carved into disconnected transactions, and it sets out how Bed Bath & Beyond plans to move from selling things for the home to helping people succeed at owning one.

NASHVILLE, Tenn.--(BUSINESS WIRE)-- Bed Bath & Beyond, Inc. (NYSE: BBBY) ("Bed Bath & Beyond" or the "Company") today published a position paper on the 21st Century ROAD to Housing Act, laying out a direct case: the systems Americans rely on to buy, finance, maintain, and profit from a home were never built to work together, and the Company intends to be the one that connects them.

The paper, penned by Executive Chairman and Chief Executive Officer Marcus Lemonis, does not treat the Act as a narrow housing bill. It treats it as confirmation that Washington is now focused on the same broken system the Company has been working on internally.

"For decades, the housing economy has been treated like a series of disconnected events," said Lemonis. "A consumer gets financial advice from one institution, searches for a home on another platform, gets a mortgage from a lender, buys products from a retailer, hires contractors through referrals, estimates value through a third-party website, and eventually sells through another disconnected channel. The homeowner is at the center of the largest financial decision of their life, and no single company is truly helping them understand, operate, improve, protect, finance, and profit from that home over time. We intend to be that company."

The paper argues that housing supply is constrained, affordability is stretched, lending access is uneven, local governments lack useful data, older housing stock needs repair, appraisals need modernization, and veterans and first-time buyers need better guidance. Lemonis frames the Company's response around four connected layers:

Neighborhood Intelligence as the intelligence layer, Beyond Home as the homeowner relationship layer, Beyond Home Services as the execution layer, and Beyond Omni as the commerce layer.

“Zillow estimates homes,” said Lemonis. “We intend to understand neighborhoods. The policy world is trying to solve housing from the top down. We have the chance to solve it from the homeowner, the neighborhood, and the home up — and we believe homes should be accessible to the families who live in them, not just to the largest pools of capital.”

The Company’s view is that the future of homeownership will be more data-driven, more transparent, more locally informed, more connected to services, and more connected to finance — and that the opportunity is not to become a policy company, but to turn policy direction into a consumer, homeowner, community, and market platform.

The full position paper is available at the following link: <https://beyondhome.com/>

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.

Cautionary Note Regarding Forward-Looking Statements

This press release and the accompanying position paper 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: the expected business implications of the 21st Century ROAD to Housing Act; plans and strategies for Bed Bath & Beyond, Neighborhood Intelligence, Beyond Home, Beyond Omni, and Beyond Home Services; and our industry, business strategy, plans, goals and expectations concerning our market position, future operations and other financial and

operating information and the timing of any of the foregoing. Forward-looking statements are neither promises nor guarantees, but involve known and unknown risks, uncertainties and other important factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements, including, but not limited to: uncertainties of the consummation of the proposed transaction with Fathom Holdings Inc.; and other important factors discussed under the caption “Risk Factors” in the Company’s Annual Report on Form 10-K for the fiscal year ended December 31, 2025 and Quarterly Report on Form 10-Q for the quarterly period ended March 31, 2026, as such factors may be updated from time to time in the Company’s subsequent filings with the SEC.

Investor Relations

ir@beyond.com

pr@beyond.com

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