



Acquisition of Bed Bath & Beyond Brand and Other Intellectual Property

**BED BATH &
BEYOND** |  **overstock**

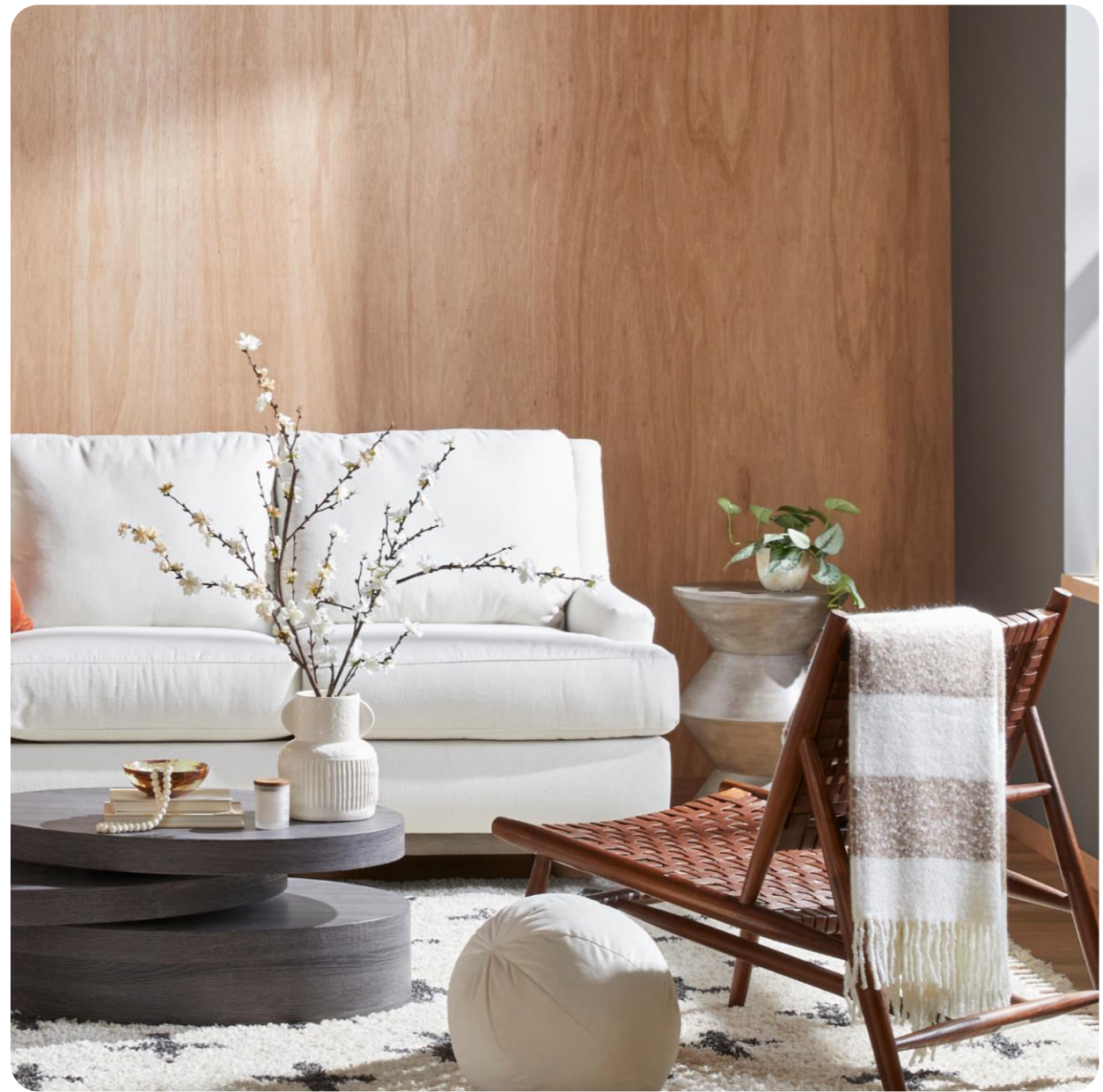
Forward-looking statements

The information presented herein may contain forward-looking statements within the meaning of the federal securities laws. Such forward-looking statements include all statements other than statements of historical fact, including forecasts of trends, market conditions, and other factors that will impact our results of operations. You should not place undue reliance on any forward-looking statements, which speak only as of the date they were made. We undertake no obligation to update any forward-looking statements as a result of any new information, future developments, or otherwise. Forward-looking statements are inherently difficult to predict. Accordingly, actual results could differ materially for a variety of reasons, including but not limited to, macroeconomic changes, including higher inflation and rising interest rates, and difficulties we may have with our fulfillment partners, supply chain, access to products, shipping costs, competition, attraction/retention of employees, search engine optimization results, and/or payment processors. Other risks and uncertainties include, among others, negative global economic consequences of global conflict, including the ongoing tensions between the United States and Russia, the United States and China, and other effects of the ongoing conflict in Ukraine, problems with our infrastructure, including cyber-attacks or data breaches affecting us, adverse tax, regulatory or legal developments, any further restrictions on the use of "cookies" or other tracking technologies, any negative business impacts associated with our evolving business practices including our exit from non-home categories, whether we will realize the anticipated benefits of our acquisition of certain assets from Bed Bath and Beyond, and whether our partnership with Pelion Venture Partners will be able to achieve its objectives. More information about factors that could potentially affect our financial results are included in our Form 10-K for the year ended December 31, 2022, which was filed with the SEC on February 24, 2023, our Form 10-Q for the quarter ended March 31, 2022, which was filed with the SEC on May 2, 2023, and in our subsequent filings with the SEC. The Form 10-K and our subsequent filings with the SEC identify important factors that could cause our actual results to differ materially from those contained in or contemplated by our projections, estimates, and other forward-looking statements.

Agenda

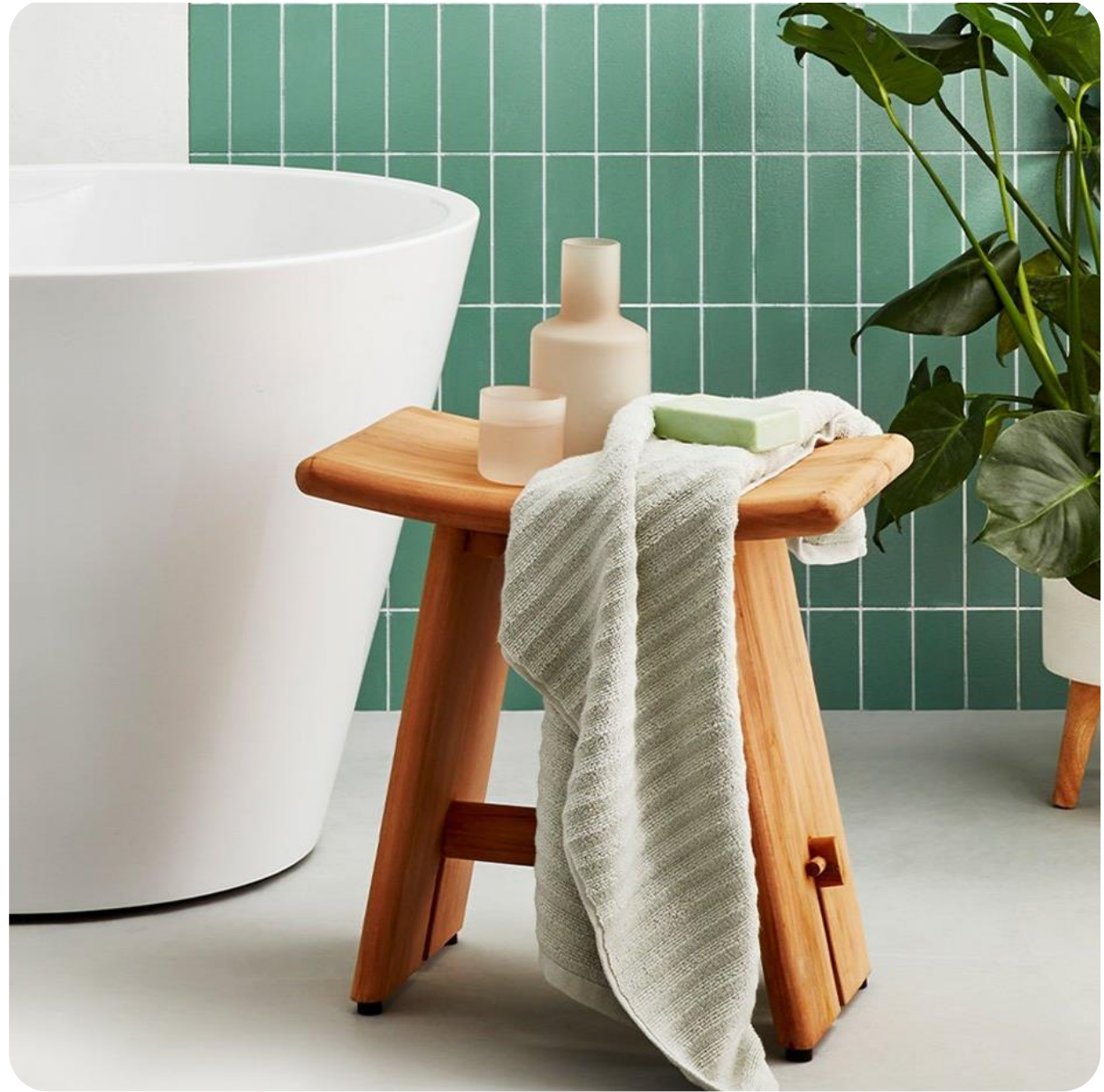
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1 CEO Remarks



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Transaction Overview



Bed Bath & Beyond Intellectual Property

Intellectual Property includes

- Customer and loyalty data
- United States and Canada website domains and mobile applications
- Vendor and SKU data
- Trademarks and private brands data

Transaction excludes

- Stores, inventory, warehouses, and other physical assets
- Intellectual Property related to other banners formerly operated by BBBY

\$21.5 million cash consideration

- Entirely funded with cash on hand

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Strategic Rationale



Recipe for Gaining Market Share

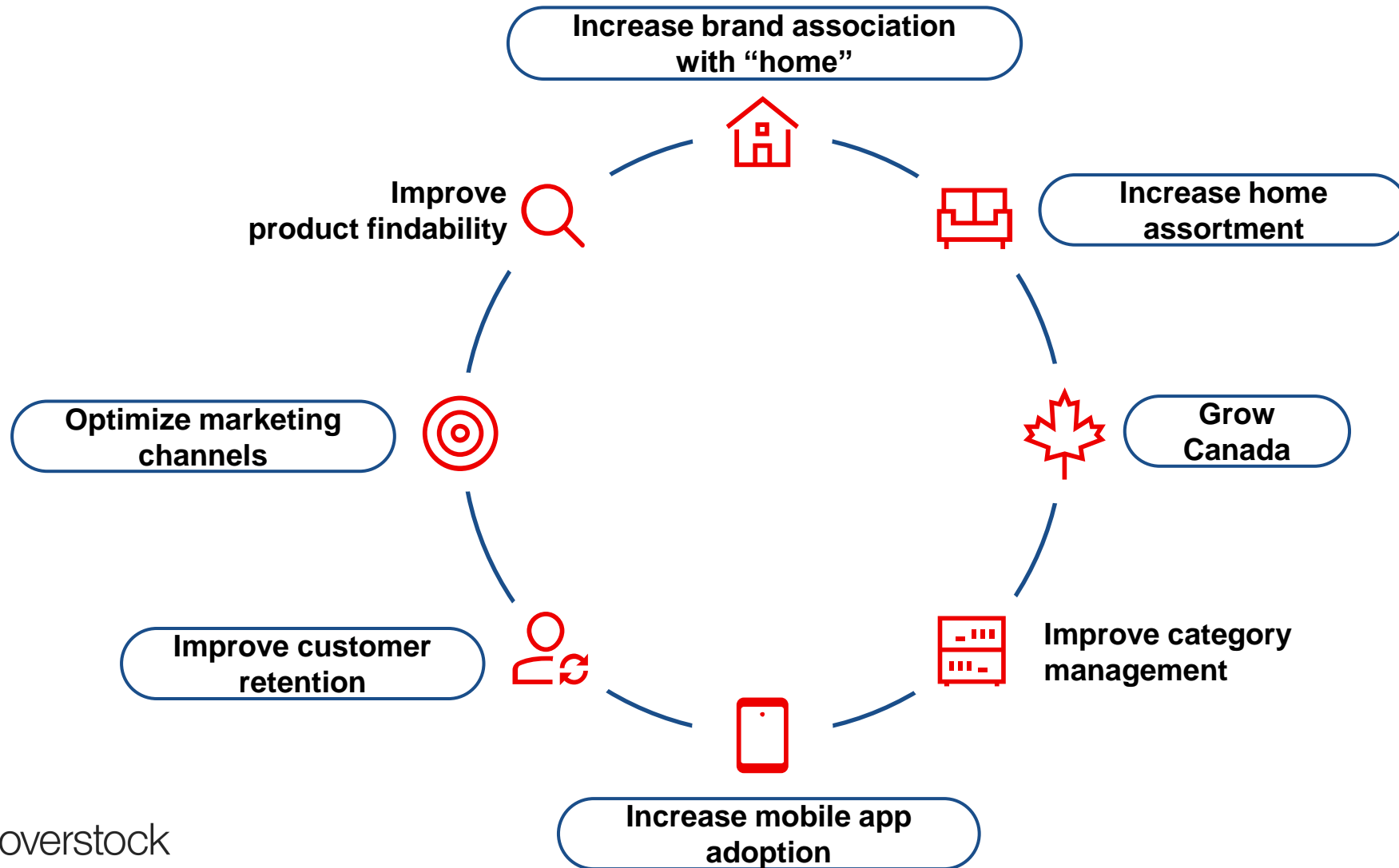
Bed Bath & Beyond (Well-known Brand)

- High unaided brand awareness - #5 of Top 25¹ retailers in the category
- High emotional connection to the brand²
- Exposure to more than 20 million active customers³
- Broader access to the younger demographic¹

Overstock (Advantageous Business Model)

- Asset-light and efficient operating team
- Smart value offering
- Wider assortment of furniture, rugs, indoor décor
- Growing recognition among vast partner base

Growth Flywheel



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Integration Plan



Timeline of Brand Integration

Phase 1 July

- Launch in Canada
- Prepare for launch in the US
- On-board key partners and new assortment
- Rebrand Club O loyalty program as Welcome Rewards

Phase 2 Aug & Sep

- Launch in the US
- Market new brand identity
- Continue to on-board key partners and new assortment
- Execute Labor Day weekend

Phase 3 Q4 2023 & Beyond

- Continue to build-out key assortment
- Transition to one-brand
- Evaluate opportunities for future growth

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Summary and Q&A



Questions?

To ask questions,
Access registration link on IR website
Email: ir@overstock.com

Thank you.

