

BED BATH & BEYOND
ANNUAL MEETING OF SHAREHOLDERS

July 14, 2020

RULES OF CONDUCT AND PROCEDURES

Welcome to the Annual Meeting of Shareholders (the “Annual Meeting”) of Bed Bath & Beyond Inc. (the “Company”). It is our desire to conduct a fair and informative Annual Meeting. Kindly observe the following Rules of Conduct and Procedures.

1. Because this is a meeting of our shareholders, only our shareholders may ask questions during the Annual Meeting. You need to have held shares as of the close of business on the record date of June 5, 2020 to vote or submit questions while participating in the virtual Annual Meeting. To vote or submit questions, please login as a Shareholder by entering the 16-digit control number you received with your proxy materials. If you have voted your shares prior to the start of the Annual Meeting, your vote has been received by the Company’s inspector of elections and there is no need to vote those shares during the Annual Meeting, unless you wish to revoke or change your vote.
2. We will adhere to the Agenda as we conduct the meeting.
3. Following adjournment of the formal business of the Annual Meeting, the Company will present a business update. At the conclusion of this presentation, the Company will respond to appropriate questions from Shareholders regarding the Company. Such questions may be submitted via the “Ask a Question” field provided on our meeting website page anytime during the Annual Meeting.
4. We will attempt to respond to as many questions as possible during the meeting. It will help us if questions are succinct and cover only one topic per question. Questions from multiple Shareholders on the same topic or that are otherwise related may be grouped, summarized and answered together.
5. We ask that you include your name and email address with your question submission. In the event we are not able to address your question during the meeting, we will follow up with you after the meeting. After the meeting, if you should have additional questions please contact our Investor Relations department at IR.bedbath.com.
6. The Company does not intend to address any questions that are, among other things:
 - irrelevant to the business of the Company or to the business of the Annual Meeting;
 - related to material non-public information of the Company;
 - related to personal grievances;
 - derogatory references to individuals or that are otherwise in bad taste;
 - repetitious statements already made by another Shareholder;
 - in furtherance of the Shareholder’s personal or business interests; or
 - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chair or Corporate Secretary in their reasonable judgment.
7. Recording of the Annual Meeting is prohibited. A webcast playback will be available at www.virtualshareholdermeeting.com/BBBY2020 24 hours after the completion of the meeting. This webcast link will also be available on the Company’s Investor Relations website.

Thank you for your cooperation