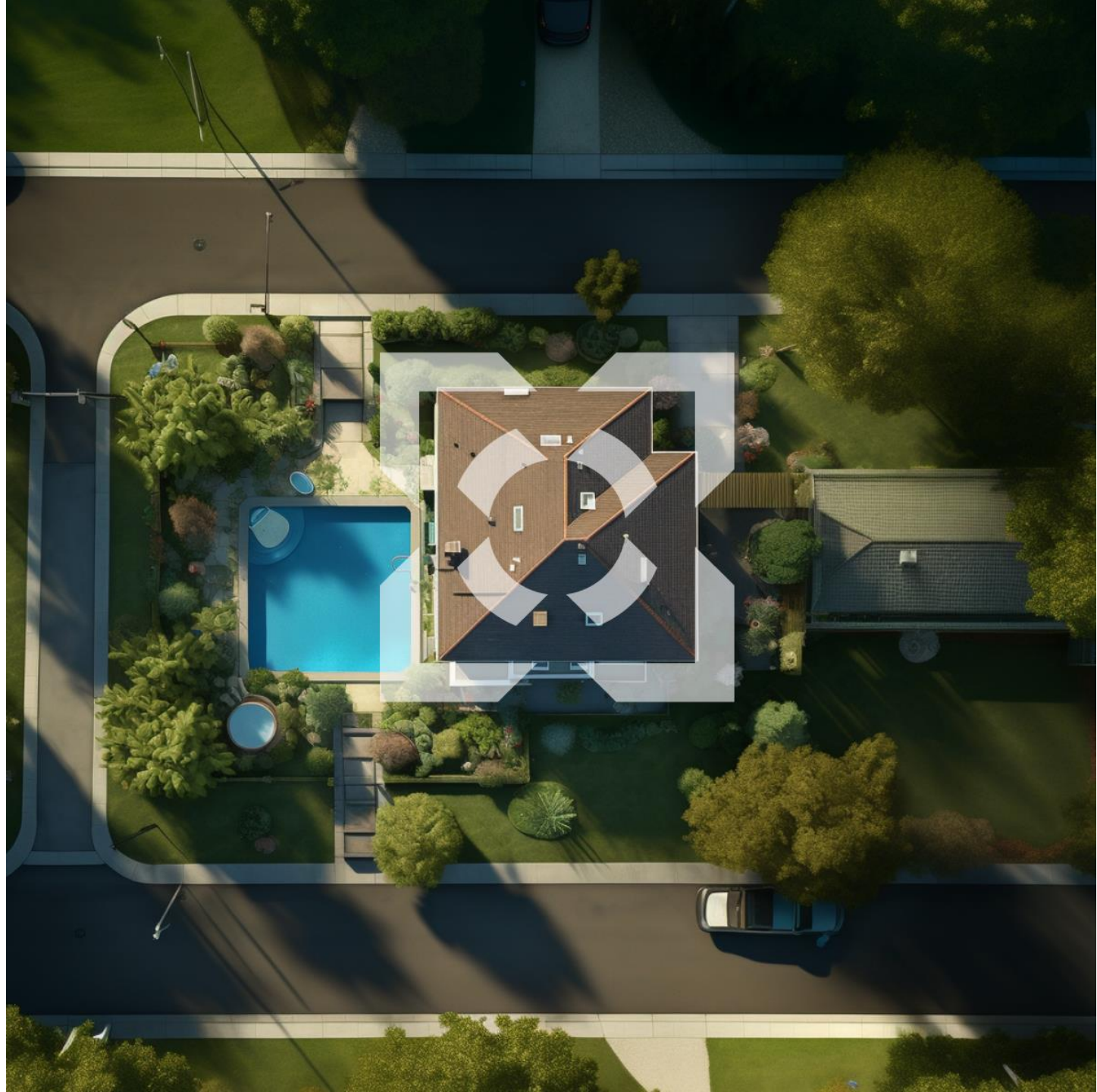




Investor Event

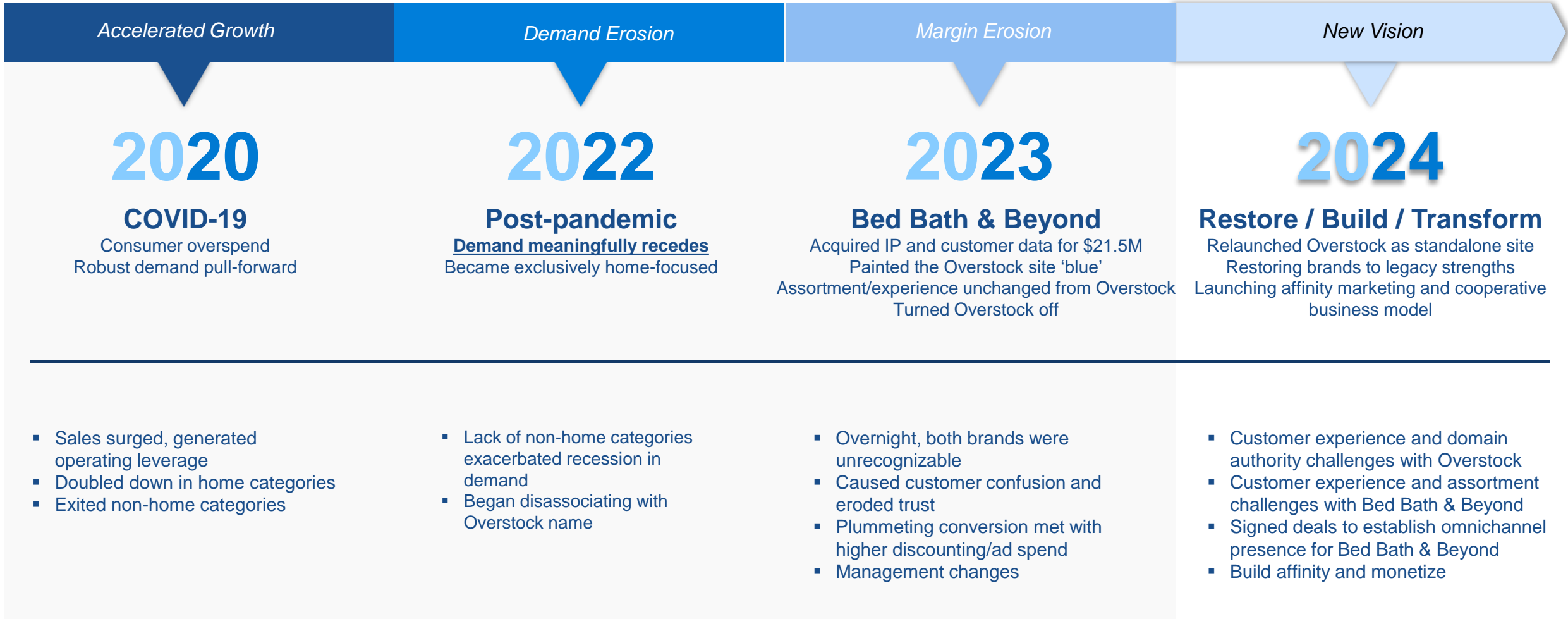
October 24, 2024



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 without limitation all statements other than statements of historical fact, including forecasts of our growth, business strategy, opportunities and results, core restoration, future strategic ventures, anticipated marketing efficiencies, expense reductions, price reductions, our path to profitability, future product and service offerings, our ability to monetize intellectual property and other assets, and the timing of any of the foregoing. 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. These forward-looking statements are inherently difficult to predict. Actual results could differ materially for a variety of known and unknown risks, uncertainties, and other important factors including but not limited to, difficulties we may have with our carriers, fulfillment partners, or SaaS/laaS providers, competition, macroeconomic changes, any difficulties with our supply chain, importation costs, access to products, shipping times and costs, impacts from our changed company name, use of our brands or the platforms on which they are offered, impacts from changes to our organizational structure, management, workforce or compensation structure, any difficulties with the attraction/retention of employees, search engine optimization results, and/or our ability to become profitable or generate positive cash flows, any problems with our infrastructure, including re-location or third-party maintenance of our computer and communication hardware, impairment of our websites or transaction systems, cyberattacks, data loss, or data breaches affecting us. Other risks and uncertainties include, among others, risks arising from our equity and other investments, including our lack of oversight, any restrictions on tracking technologies, adverse tax, regulatory or legal developments, litigation or claims against us, including those relating to intellectual property or compliance, any inability to effectively operate our warehouse or customer service operations, any failure to effectively utilize technological advancements, negative economic consequences of global conflict or politics including the presidential election, impacts from our decision to partially self-insure, any inability to protect our intellectual property, impacts from our evolving business practices, including strategic ventures, the expansion of our product and service offerings, and whether our partnership with Pelion Venture Partners will 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, 2023, filed with the SEC on February 23, 2024, in our Form 10-Q for the quarter ended June 30, 2024, filed with the SEC on July 31, 2024, and in our subsequent filings with the SEC. The Forms 10-K, 10-Q, 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.

Recognition and Restoration of Core + Building the Future



Overview of Today's Discussion

Restoration of Core Business

Sustainable, differentiated retailer

- 1. Marketing Efficiency**
- 2. Sales Growth**
- 3. Margin**
- 4. Disciplined Expense Management**

Build & Transform

World-class affinity platform

- 1. Commerce:**
Core & Partnerships
- 2. Affinity:**
Loyalty, Credit Card, Warranties, Shipping
Insurance, Home Services
- 3. Data:**
Modernized Tech & 'Data Lake' via enrichment
and segmentation
- 4. Monetization:**
IP, Technology, Licensing, Financial Services,
P&C Insurance, Mortgage/HELOC, Retail Media

Path to Profitability

Illustrative Environment

	3Q24 Actual	'Goal State'	Illustrative Environment			
			3Q24	Mid-cycle +10%	Mid-cycle +20% ¹	Mid-cycle Optimized
Net revenue	\$311.4M	<i>Conversion Δ 2YR avg</i>	\$371M	\$408M	\$445M	<i>Increased traffic</i> \$474M
Gross Margin <i>% of sales</i>	21.2%	<i>GM Δ 2YR avg</i>	25%	25%	25%	<i>+200 bps</i> 27%
Sales & Marketing <i>% of sales</i>	16.7%	<i>+50 bps vs pre-BB&B level</i>	12%	12%	12%	<i>100 bps efficiency</i> 11%
Tech + G&A	\$45.2M	<i>\$165M run-rate commitment</i>	\$41M	\$41M	\$41M	<i>\$1M reduction</i> \$40M
Adj EBITDA²	(\$31.9M)	<i>Breakeven</i>	+\$6M	+\$9M	+\$13M	+\$27M
Adj EBITDA² <i>% of sales</i>	(10.2%)	<i>LSD ▶ MSD margin profile</i>	~2%	~2%	~3%	~6%



1. 3Q22 Revenue of \$460M; Adj EBITDA of \$14.8M or 3% of Revenue
2. Non-GAAP financial metric



Restoration of Core Business

Areas of Key Focus

1. Marketing Efficiency



Increase ROAS

Focused ad spend using enriched customer data

2. Sales Growth



Maximize Traffic and Improve Conversion

Create frictionless site experience and product authority

3. Margin



Enhance Margin

Lower product costs and effective promotional campaigns

4. Expense Management



\$165M Annual G&A and Tech Run-Rate

Optimized structure for the future

Restoring the Core

1. Marketing Efficiency

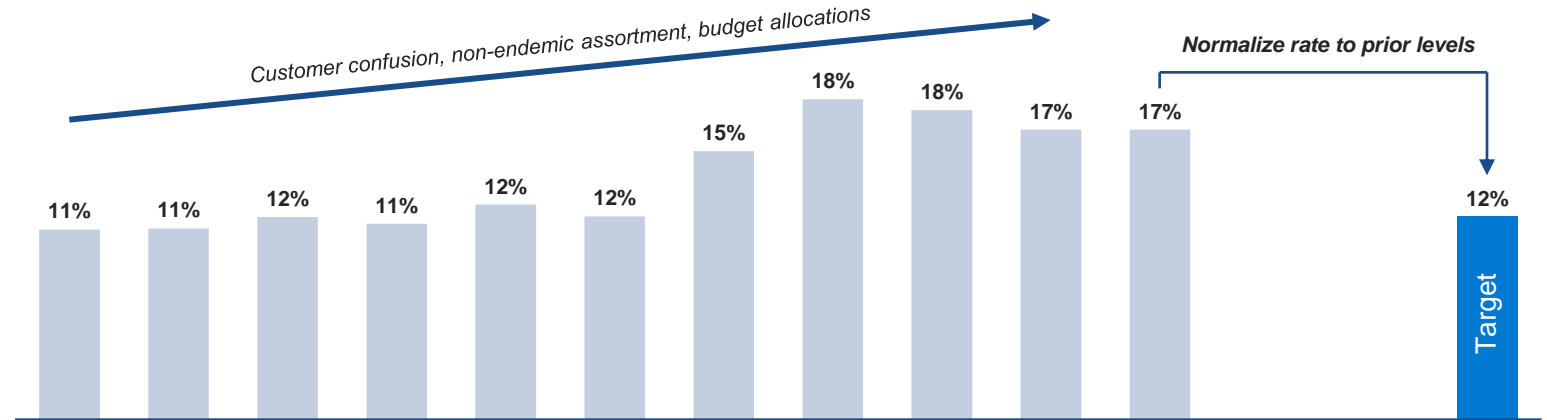
2. Sales Growth

3. Margin

4. Expense Management

Restoration of the Core Business

Sales & Marketing as % of Revenue



Challenges:

- Customer confusion
- Marketplace assortment & experience
- Inefficient spend in non-endemic categories

Solutions:

- Align with legacy brand proposition
- Curate assortment to key categories
- Shift spend to appropriate brand(s)



- Ad budget allocated to Bed Bath & Beyond
- Lack of domain authority
- Limited product feature capabilities

- Increased budget allocation
- Execute SEO strategy
- Launch sponsored product advertising



Restoring the Core

1. Marketing Efficiency

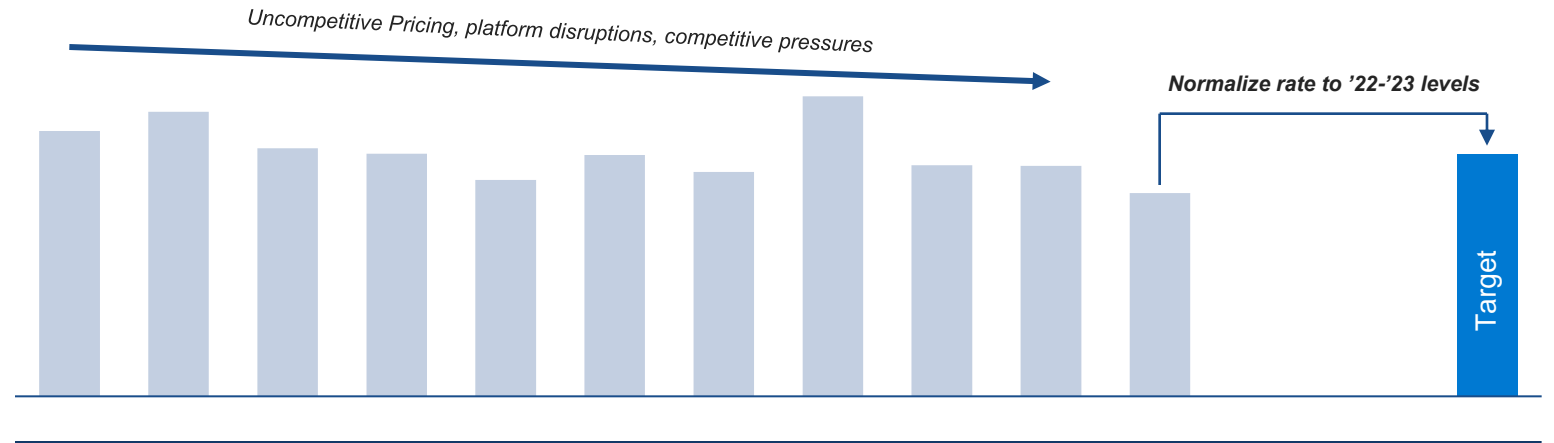
2. Sales Growth

3. Margin

4. Expense Management

Restoration of the Core Business

Conversion Rate¹



Challenges:

- Lack of 'known for' brands and products
- Mobile app headwinds
- Uncompetitive pricing

Solutions:

- Enhance national branded assortment
- Repaired and reactivated app promos
- Lowering product costs & price reductions



- Exited high frequency categories
- Below-average user experience
- Substandard email performance
- Missing out on liquidation

- Expanding legacy assortment
- Navigation and search improved
- Expanded page types and functionality
- Omni channel solutions from cooperative



Restoring the Core

1. Marketing Efficiency

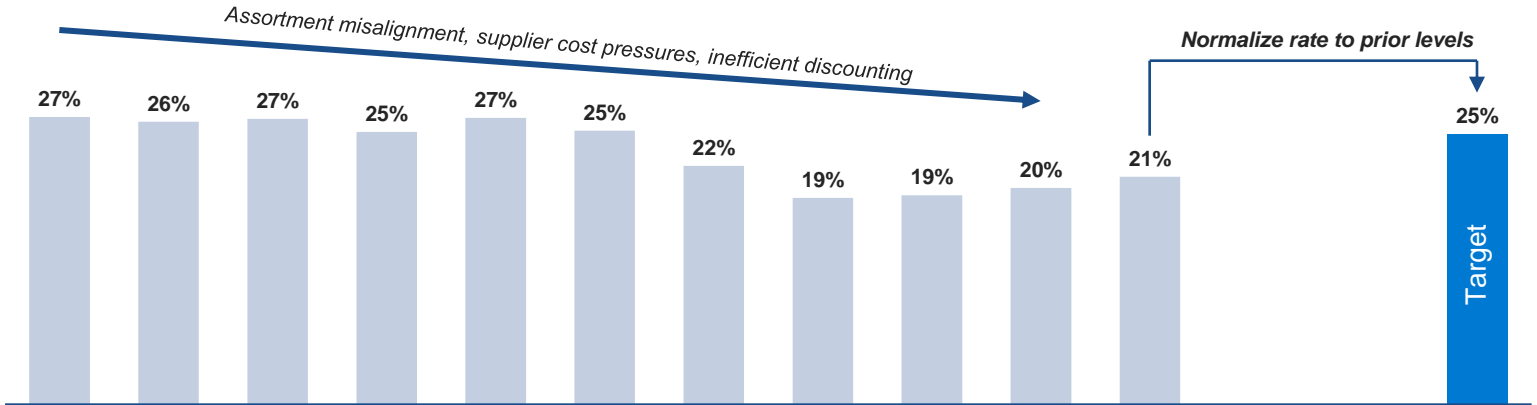
2. Sales Growth

3. Margin

4. Expense Management

Restoration of the Core Business

Gross Margin as % of Revenue



Challenges:

- Misaligned assortment
- Supplier freight expense headwinds
- Supplier costs based on asset light drop ship model
- Low traffic volume to higher margin assortment
- Disconnected from liquidation opportunities when shuttered

Solutions:

- Assortment and spend shift to Overstock
- 3PB program enhancements
- Omnichannel access to wholesale costs
- Beyond services launch and scale
- Scaling for meaningful positive impact
- Establishing liquidation expertise / leadership online



Restoring the Core

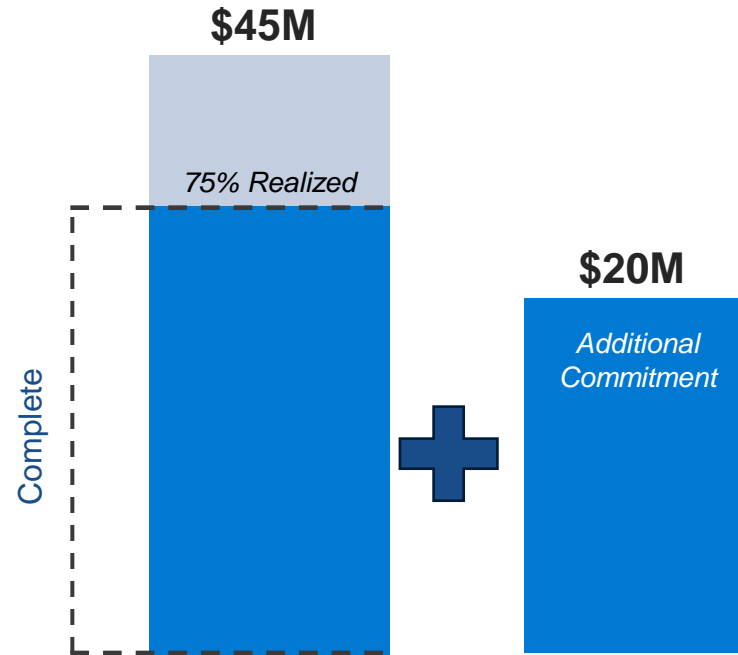
1. Marketing Efficiency

2. Sales Growth

3. Margin

4. Expense Management

G&A and Tech Expense



~\$165M

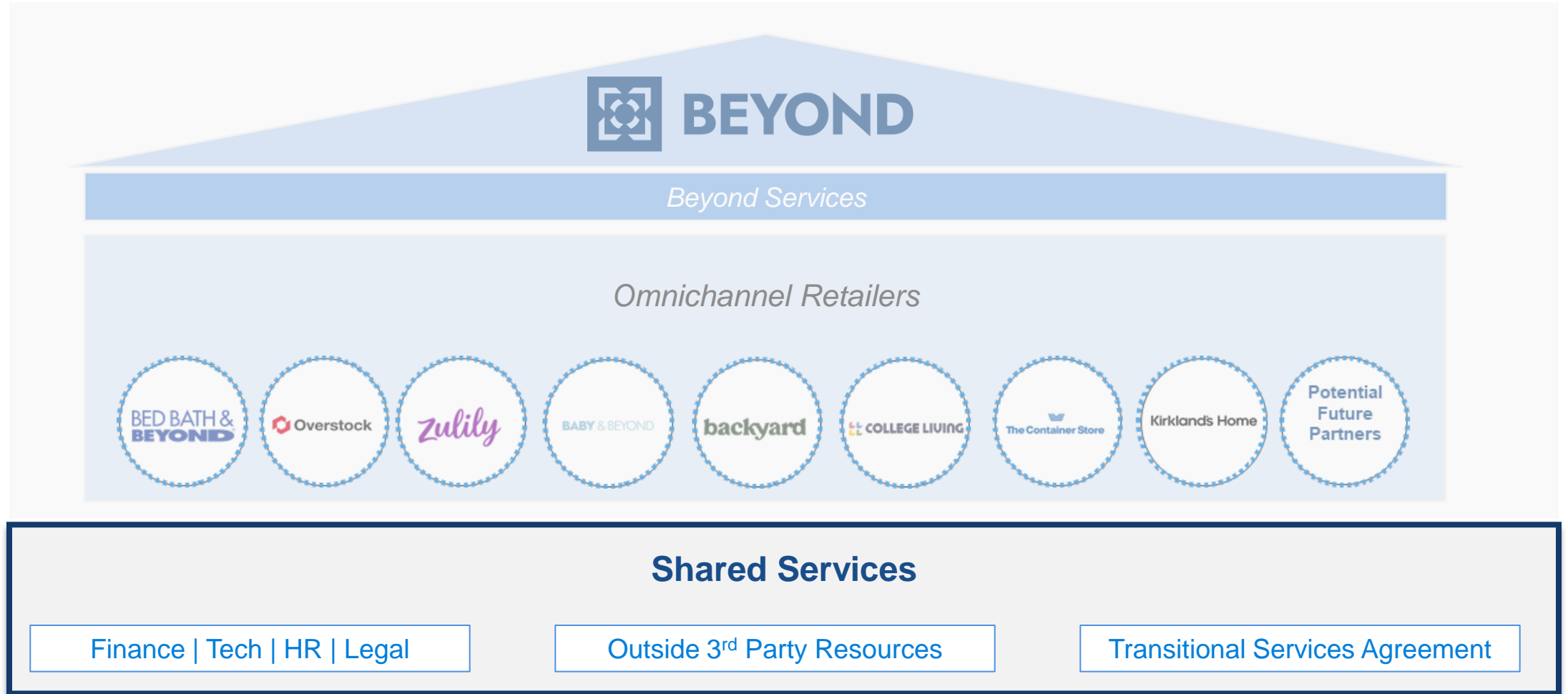
annual run-rate

- Realized by year-end
- Aligned to future state
- Gained Leverage

- ✓ Outsourced blockchain portfolio
- ✓ Reduced fixed headcount
- ✓ Sold Wamsutta brand

- ✓ Divested excess HQ capacity
- ✓ Eliminated long-term debt
- ✓ Acquired Zulily

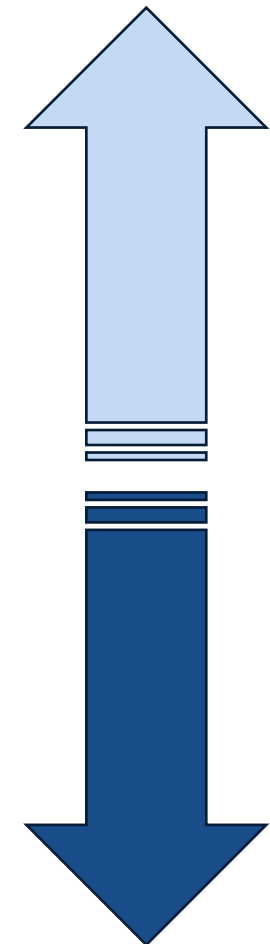
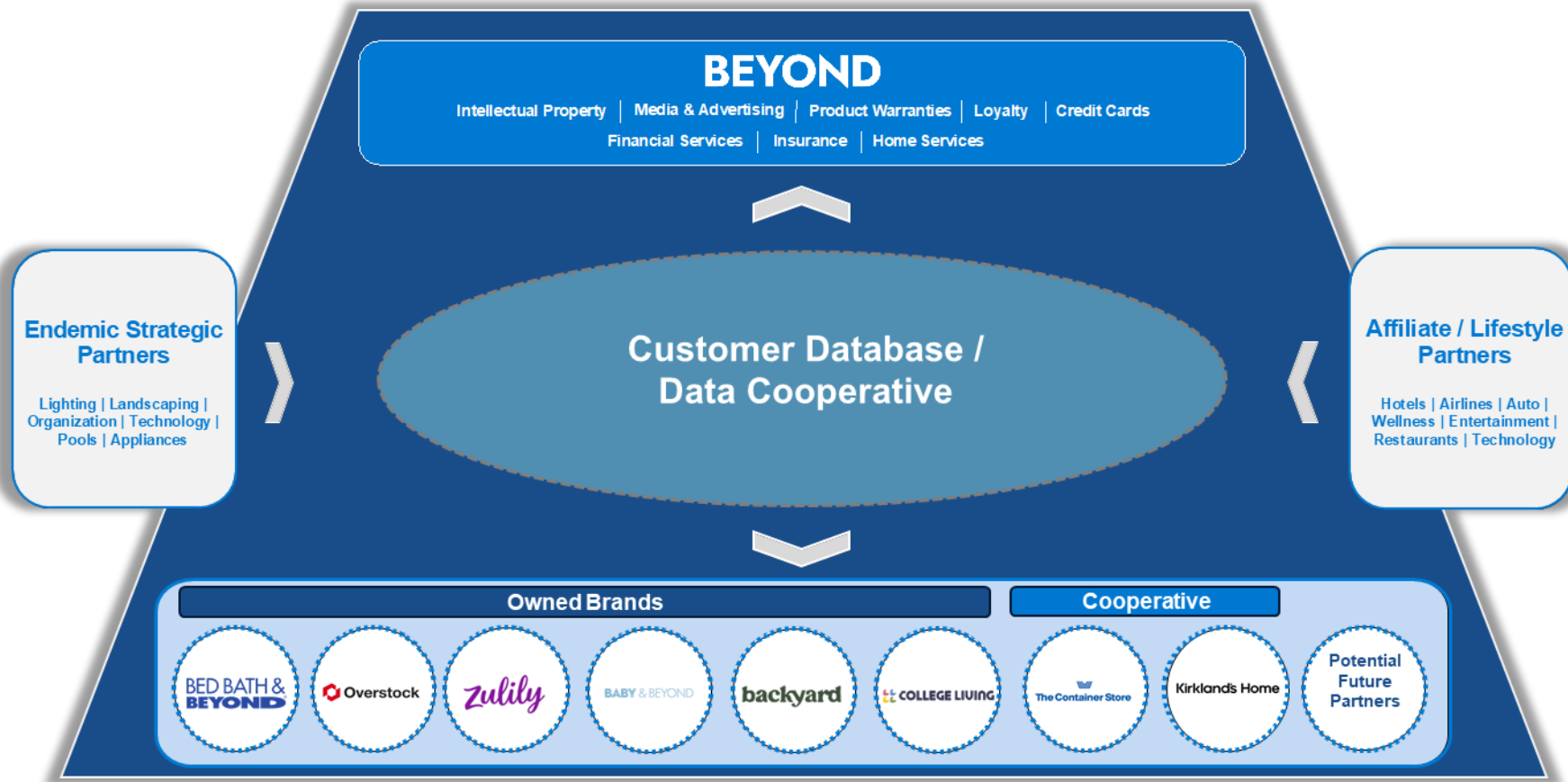
Establishing a Foundation for the Future



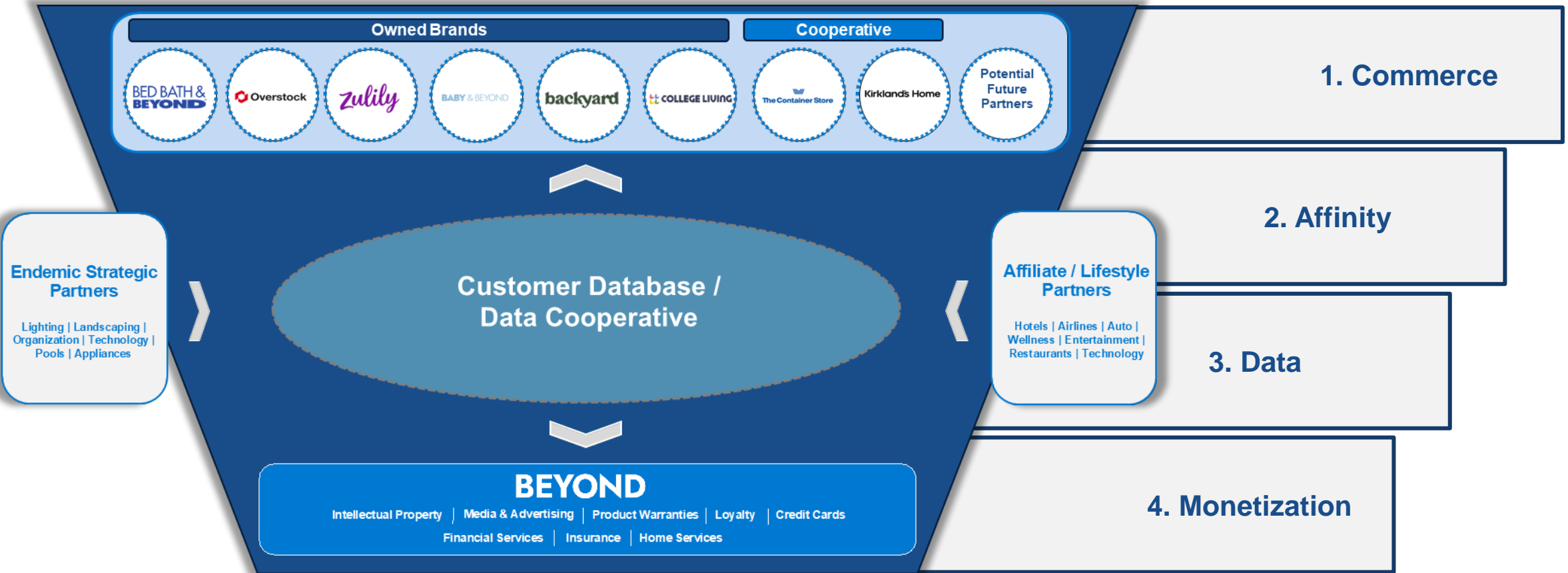


Build & Transform

BEYOND Strategy



BEYOND Strategy



Areas of Key Focus

1. Commerce:

Core & Partnerships



Increase Traffic and Transactions

Leverage retail brands to grow customers



2. Affinity:

Loyalty, Credit Card, Warranties, Shipping Insurance, Home Services

Build Loyalty and Enhance Margin

Expand affinity product offering at POS and Checkout



3. Data:

Modernized Tech & 'Data Lake' via enrichment and segmentation

Augment Cooperative

Enrich and segment expansive database



4. Monetization:

IP, Technology, Licensing, Financial Services, Mortgage/HELOC, P&C Insurance Retail Media

Maximize Revenue Streams

Leverage brand assets throughout Beyond ecosystem

Build & Transform

1. Commerce:
Core & Partnerships

2. Affinity:
Loyalty, Credit Card, Warranties, Shipping Insurance, Home Services

3. Data:
Modernized Tech & 'Data Lake' via enrichment and segmentation

4. Monetization:
IP, Technology, Licensing, Financial Services, Mortgage/HELOC, P&C Insurance, Retail Media

Build & Transform

- Customer Database
- Brand Licensing
- Real Estate

- Assembly & Installation
- General Contractor
- Home Services

- Home
- Rental
- Auto
- Shipping

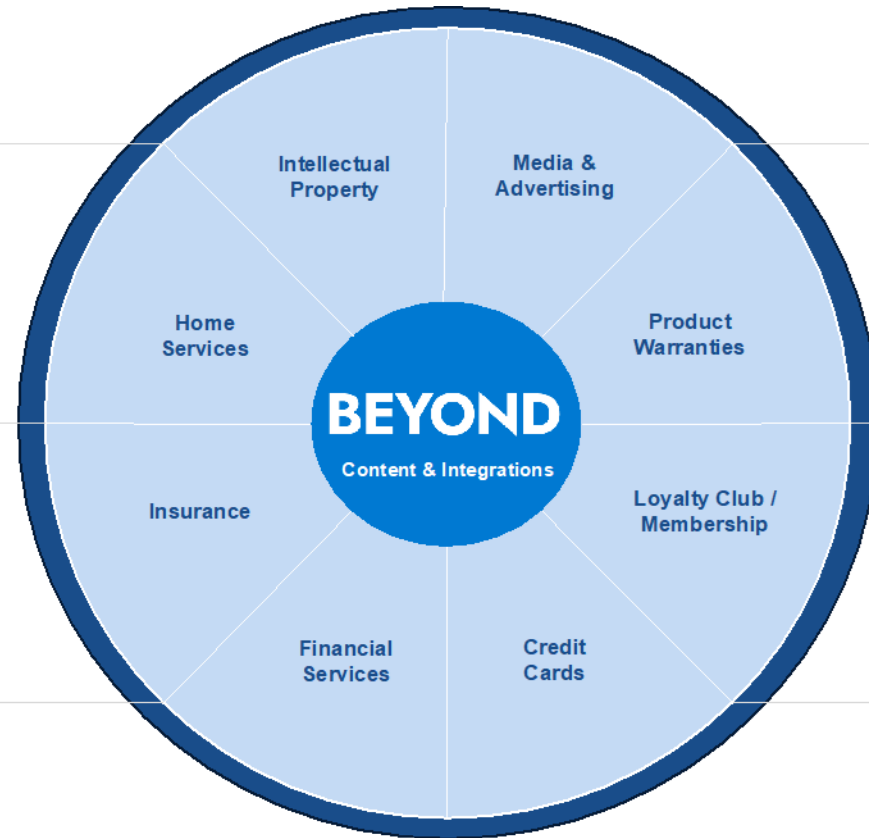
- Mortgages / HELOC
- Home Financing
- Consumer Financing

- Revenue Generation
- Personalized & Relevant
- Customer Insights

- Product Warranties
- Plan Optimization
- A/B Testing

- Paid Membership
- Tender-Neutral Loyalty
- Trade

- Co-Brand Credit Cards
- Private Label Credit Cards
- Payment Networks



Build & Transform

1. Commerce:
Core & Partnerships

2. Affinity:
Loyalty, Credit Card, Warranties, Shipping Insurance, Home Services

3. Data:
Modernized Tech & 'Data Lake' via enrichment and segmentation

4. Monetization:
IP, Technology, Licensing, Financial Services, Mortgage/HELOC, P&C Insurance, Retail Media



 **Loyalty**

- ▶ BEYOND+ global loyalty
- ▶ Compelling rewards & benefits
- ▶ Brands honor loyalty standards

 **Credit Card**

- ▶ Complimentary membership and leading rewards
- ▶ BEYOND credit card spans all brands
- ▶ Meaningful revenue stream

 **Warranties, Shipping Insurance, Home Services**

- ▶ Build trust & loyalty
- ▶ Enhance the customer experience
- ▶ High-margin, supplemental revenue streams

Build & Transform

Build & Transform

Transform technology platforms and operations to enable accelerated business growth across all brands and deliver exceptional customer and partner experience

1. Commerce:

Core & Partnerships

2. Affinity:

Loyalty, Credit Card, Warranties, Shipping Insurance, Home Services

3. Data:

Modernized Tech & 'Data Lake' via enrichment and segmentation

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Digital & Data Transformation

- **Composable Commerce**
 - Unify technology stack across brands
 - Drive multi-brand acceleration
 - Streamline and modernize platforms
- **Data platforms transformation**, data driven customer experience decisions
- **Multi-cloud and hybrid cloud architecture**

Growth & Innovation

- Gen Artificial Intelligence (AI) and Machine Learning (ML) based business solutions and customer engagement
- Emerging technology and innovation focus
- Partnerships with leading-edge software/tech vendors
- Scalable solutions to enable growth, new business models/partnerships

Technology Cost Optimization

- Engage 3rd party for IT contract re-negotiations
- Right-size Technology team structure
- Optimize IT processes

People – Tech Organization

- Talent acquisition and retention
- Centers of Excellence for AI/ML, QA, Development etc.
- Agile practices

Build & Transform

1. Commerce:

Core & Partnerships

2. Affinity:

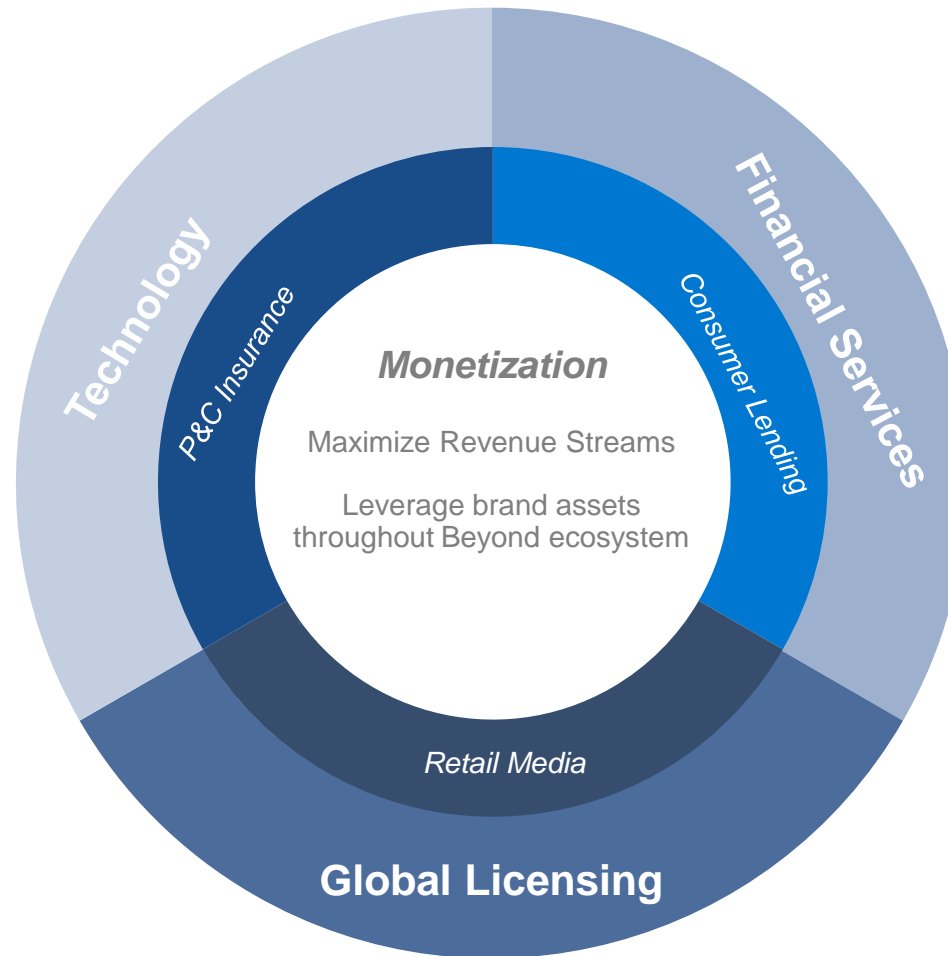
Loyalty, Credit Card, Warranties, Shipping Insurance, Home Services

3. Data:

Modernized Tech & 'Data Lake' via enrichment and segmentation

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Technology

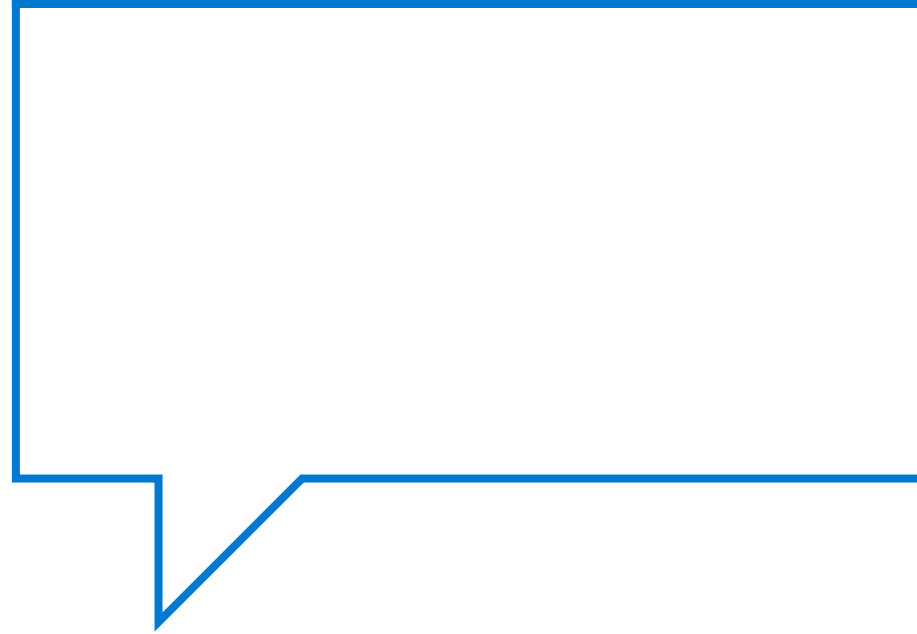
- ▶ Leverage infrastructure across BEYOND
- ▶ Consulting and support services
- ▶ Data monetization and personalization

Financial Services

- ▶ Comprehensive, tailored consumer solutions
- ▶ Single destination, meeting consumer needs
- ▶ Optimize customer data and increase CLV

Global Licensing

- ▶ Monetize IP and create beneficial brand touchpoints
- ▶ Product and Store
- ▶ e-concession and shop-in-shop model



Questions?



BEYOND