2013 Financial Highlights

Dollars in thousands, except per share, per store and per gross square foot data

REVENUES	2013	2012	2011
Net retail sales	\$ 373,173	\$ 374,553	\$ 387,041
Franchise fees	\$ 3,564	\$ 3,598	\$ 3,391
Commercial revenue	\$ 2,332	\$ 2,790	\$ 3,943
Total revenues	\$ 379,069	\$ 380,941	\$ 394,375
Net loss	\$ (2,112)	\$ (49,295)	\$ (17,062)
LOSS PER COMMON SHARE			
Basic	\$ (0.13)	\$ (3.02)	\$ (0.98)
Diluted	\$ (0.13)	\$ (3.02)	\$ (0.98)
OTHER FINANCIAL AND STORE DATA (1)			
Retail gross margin (dollars) (2)	\$ 153,477	\$ 145,687	\$ 154,468
Retail gross margin (percent) (2)	41.1%	38.9%	39.9%
Number of company-owned stores at end of period	323	351	356
North American average net retail sales per store	\$ 1,080	\$ 1,003	\$ 1,021
North American net retail sales per gross square foot	\$ 381	\$ 350	\$ 354

- $1. \ \ For description of this financial \ and \ store \ data, \ please \ see \ the \ fiscal \ 2014 \ Annual \ Report \ on \ Form \ 10-K.$
- 2. Retail gross margin represents net retail sales less cost of retail merchandise sold. Retail gross margin percentage represents retail gross margin divided by net retail sales.

TOTAL REVENUE Dollars in millions 2009 \$395.9 2010 \$401.5 2011 \$394.4 2012 \$380.9

Total revenue declined 0.5% with 28 fewer stores at year's end.

NUMBER OF COMPANY-OWNED STORES

At end of period

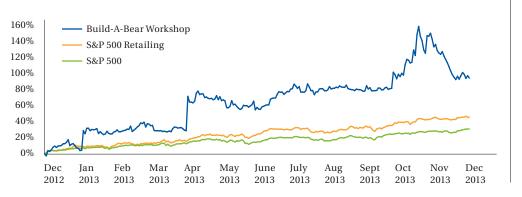
2013



As part of our real estate optimization we closed 37 stores in 2013 ending the year with 28 fewer stores.

STOCK PERFORMANCE

BBW vs. S&P 500 Retailing Index vs. S&P 500 Index for Fiscal Year 2013



BBW stock ended the fiscal year at \$7.74, +98% higher than the start of the year while the S&P 500 finished the year +31% and the S&P 500 Retailing finished +46% compared to the start of the year.

BUILD-A-BEAR WORKSHOP, INC. 2013 ANNUAL REPORT