



CORNER OFFICE

Q4 2009: Exceeded Growth Goals

Buffalo Wild Wings, Inc. (NASDAQ: BWLD), announced on February 11, financial results for the fourth quarter ended December 27, 2009.

Highlights for the fourth quarter versus the same period a year ago were:

- Total revenue increased 19.6% to \$145.0 million
 - Company-owned restaurant sales grew 19.5% to \$131.2 million
 - Same-store sales increased 2.6% at company-owned restaurants and 2.0% at franchised restaurants
- Net earnings increased 7.9% to \$8.3 million from \$7.7 million, and earnings per diluted share increased 7.0% to \$0.46 from \$0.43



Sally Smith, President and Chief Executive Officer, commented, "The fourth quarter capped off another successful year that exceeded all of our annual growth goals. Our fast-paced unit growth

throughout 2009 further established our position as a leader in the casual dining category as we opened 92 additional locations, a 16% increase in total units."

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CORNER OFFICE, cont. Smith Serves as Vice-Chair with National Restaurant Association®

In January, Buffalo Wild Wings President and CEO, Sally Smith, began her one-year term as Vice Chairman of the National Restaurant Association® (NRA®).

In her new role, Smith is a member of the NRA's Executive Committee, overseeing the strategic and financial direction of one of the largest industry associations in the United States. The NRA has more than 400,000 members, including members of state restaurant associations.

Smith's primary responsibilities will be participation in the four key NRA committees: Food and Healthy Living, Member Value, Sustainability and Social Responsibility, and Jobs and Careers.

In addition, she'll travel on behalf of the association for speaking engagements at state restaurant association meetings and events, as well as be the NRA's liaison to the American Hotel and Lodging Association®.

"At the NRA, we like to say that 'restaurants are the cornerstones of the community.' I'm looking forward to being an advocate for our industry, which continues to provide viable job and career opportunities for Americans, as well as provide inviting places for friends and families to gather and eat," says Smith.

NRA® News

- Congressional **health care reform will slow down in 2010** with the election of Sen. Brown of Massachusetts. Visit the NRA's restauranthealthcarereforminfo.com for the latest on the issue.
- The **2010 economic outlook** for the restaurant industry is flat to slow growth. "However, at Buffalo Wild Wings, we expect to continue to be an industry leader," says Smith.

- The NRA is preparing a position on sodium, the most recent **nutrient targeted for regulation**. New York City, which also led the movement to ban trans-fats in restaurant food, is calling for limits on the amount of sodium per serving.
- Restaurants can **save on operations costs** by implementing sustainable and recycling practices. Visit the NRA's conserve.restaurant.org for tips on energy and water conservation, sustainable construction, and recycling. Be sure to look for video success stories from restaurants that have successfully implemented the NRA's tips.

Tap the Power Why Team Members Say, "You Have to be Here®!"

Tap the Power draws hundreds of Buffalo Wild Wings Team Members together every year to join in the learning and fun. We asked Team Members

to share the "don't miss" activities they're excited about at our National Convention, to be held in Orlando, FL, March 1-4, 2010.

Sally Smith, President & CEO

"What I always look forward to the most is reconnecting – seeing old friends and meeting new ones. It's a great way to start off the year and get the Buffalo Wild Wings system aligned and working together as a team. The awards event is always a highlight for me because it's a chance to celebrate the accomplishments of our Franchisees and Company restaurants throughout the year. And I also enjoy the vendor show because it's one of the best ways that we can thank our vendors for their partnership."

"Tap the Power" cont. on next page

“Tap the Power” cont. from previous page

Bob Senkar, Franchisee

“How does golf sound?! No really, it’s the networking ability. The chance to get to see people that you only see once or twice a year and hear what works for them and what doesn’t. Also, the keynote speakers always bring something useful. We’re in the people business, whether its Guests or Team Members, and getting some new information or inspiration that you can take home and drive that people part of the business is good.”

Jason Curtis, Franchisee

“I look forward to spending the time with other Franchisees and operators, talking with them about best practices. The roundtables are also a good way to get involved and get updated, about legislation, employment, cost controls, marketing and other issues important to multi-unit operators.”

Chris Tepe, Franchise Operations Specialist

“I am presenting *The Renegade Server* with Tim Kirkland during breakouts, so I am really looking forward to that.”

Brad Essick, Director of Franchise Operations

“The biggest part is getting Franchise and Company operators together. Everyone speaks the same language and can exchange stories about what’s working or what isn’t. It’s really a meeting of the minds.”

Chris Ramsey, Divisional Director of Operations

“It’s about staying in touch with existing, long-term Franchisees and meeting new Franchisees. I like the buzz of sharing ideas and getting all that skill, experience and acumen in one room.”

FRANCHISE COMMUNITY **Be**

Your Own Boss: Work for BWW Front of the House (FOH) Team Members throughout the Buffalo Wild Wings system are making more money, just by being themselves. How? They’ve tapped into powerful philosophies that are part of a new system-wide introduction of *The Renegade Server*, and the results are phenomenal.

First introduced at our 2009 convention by its creator, Tim Kirkland, *The Renegade Server* empowers our FOH Team Members to think of themselves as small business owners who can increase their earnings and build their business by applying the book’s TIPS:

- Treat every Guest like a regular;
- Increase what is on the check;
- Personalize every experience, and;
- Stand out and make real connections.

All Franchisees and Company restaurants received a customized *Renegade Server* kit in December, with a copy of *The Renegade Server* book, new training materials and a “Train the Trainer” DVD.

“Restaurants that adopted the program are seeing measurable gains in sales, tips and Team Member satisfaction,” says our *Renegade* leader, Franchise Operations Specialist, Chris Tepe. “While it feels like a big departure from our scripted greetings and typical ‘restaurant speak,’ we believe it’s a great fit for Buffalo Wild Wings’ friendly, energetic, come-as-you-are atmosphere.”

Tepe will be traveling throughout the BWW system helping to teach managers and Wing Certified Trainers about how to apply the *Renegade* concepts and bring them to life in their restaurants; and everyone is encouraged to attend the breakouts Kirkland and he are presenting at Tap the Power in Orlando.

“Renegade” cont. on next page

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The ideas from Renegade have also been integrated into the new Team Member training materials, which will also be introduced at convention.

In the meantime, Renegade success stories are pouring in, and we’ve excerpted a few below. Tell your story, or submit one from your team to Renegade@buffalowildwings.com.

Renegade Stories

James May, GM, Galleria (Las Vegas)

“We held a Team meeting to go over the program together as a restaurant. We watched the video, did some Q&A, and talked about the roles everyone would play in making this a culture at Galleria.

“We have really focused in on the motto: Prompt service is expected and selling is the key to bigger tips and a happier Guest.

“Well, it seems to be working, the next week we were up over 9% in same-store sales. This is a far jump from earlier increases of .5% and .76%.

“I believe the Renegade program will not only push sales up, and make more money for the staff, but will also help keep my turnover to a minimum. In the long run, the retention of my Team will mean a restaurant full of regulars – and a restaurant full of regulars is a good thing.”

Kristin Hagen, AGM, Apple Valley, MN “With a little push from our fearless leader, General Manager Kevin Etheridge, our Renegade servers of the week, Mike Palmer and Michelle Meyer, have been selling our best appetizers on the menu – steamin’ hot wings!

“Michelle and Mike have found that, on average, tables have been ordering at least 12 to share. At a price point of \$8.49, about \$3.00 more than our highest selling finger appetizers, these servers are reaping the benefits! Over one lunch hour, Mike

and Michelle had over 25 orders combined that increased their tips by \$35.

(RIGHT) Here’s a good tip from Mike and Michelle: Become a Renegade.



“By using the principles taught in the Renegade class, these two were able to take a signature item and use it as a means to up-sell two aspects of the dining experience, with a single suggestion.”

Donna Hall, AGM, Lima, OH

“Our Servers were very interested in the concept of their section of the floor being ‘their own personal business’ and that they have total control over how much money they can make.

“They are using different methods of getting to know Guests’ names, treating all Guests like they are Regulars, writing personal notes of thanks on the checks, handing out candy, and getting more involved with the children.

“We have started a new contest where the MOD gives out a WOW card to a Server when they ‘catch’ them providing RENEGADE SERVICE. The Server is then entered into a monthly drawing for a chance to win a prize.

“Giving the extra effort has paid off for the majority of our Servers!”

Odd Couple Hits Chicago

Chicago Buffalo Wild Wings General Manager, Michael “LT” Almond, has hosted his share of celebrities. Actors John and Joan Cusack were both regulars for a time, likewise the guys from the band Filter.

So when a young man came in and requested a quiet table for disgraced former Illinois Gov. Rod Blagojevich after a radio interview that afternoon, Almond shrugged it off.



(RIGHT) Do you recognize these men? GM LT Almond poses with Chicago's odd couple, Rod Blagojevitch and Fabio.

“We don’t take reservations, but people will sometimes try to scam a table by claiming they’re saving it for a celebrity,” says Almond. “I didn’t think much of it, until another Guest overheard me talking with one of our Team Members and commented that Blagojevich was on the radio right then.”

Blagojevich and his assistant arrived a little later, along with an entourage of four including . . . could it be? . . . yes! It’s Fabio – the former cover model for Harlequin® romance novels and pitchman for I Can’t Believe It’s Not Butter®.

While no one knows how the odd couple hooked up, there were several sightings of the pair in Chicago last summer and fall, including an infamous appearance at a street party where Blagojevich kareoked the Elvis hit, “Treat Me Nice,” and introduced Fabio as a “fellow unemployed day laborer.” (Go ahead, Google® it!)

So what were Blagojevich and Fabio doing at BWW? “They came to watch a Dallas Cowboys®-Philadelphia Eagles® game,” says Almond. “They asked for privacy, but came in and worked the room. After the game, Blagojevich thanked me and said that if the Eagles go all the way to the Super Bowl®, they’ll come back and watch it here.” And we know how that turned out.

CORPORATE COMMUNITY

A Little Friendly Competition When Regional Managers Justin Banks and Jackson Harrimon were flying up to Minneapolis for a Field Leadership Team meeting this past January, they knew they “were headed into hostile territory,” says Banks. As fans of the Dallas Cowboys®, Banks and Harrimon were about to set foot in the land of the Purple Pride, right before the divisional playoff game.

“We decided we needed to go up to Minneapolis and show our true colors,” says Banks. “We thought we’d say it loud and proud.”

Arriving the night before, co-conspirators Banks and Harrimon went out to Target® and bought a cartful of silver and blue party decorations. They then persuaded a hotel employee – also a Cowboys fan – to let them into the hotel’s locked meeting room.

When the 100 or so RMs, Regional Training Managers, Franchise Consultants, Directors of Operations, Regional Marketing Managers and other Buffalo Wild Wings leaders, began arriving the next morning, they discovered a ballroom “that looked like it was decorated for a Cowboys pep rally,” laughs Banks.

“Competition” cont. on next page

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The pair had blown up dozens of balloons as table centerpieces, and festooned the ballroom with streamers and banners that trumpeted, “Go Cowboys!” They even bumper stickered several cars, including that of uber Minnesota Vikings® fan and Divisional Director of Operations, Todd Kronebusch.

“I’ll give those fellas credit, we were surprised,” deadpans Kronebusch. “When I saw what they’d done, I did not show any emotion. But I immediately started to stew inside.” He also started texting the Home Office Team, “How are we going to get back at these boys from Dallas?”

“No one, and I mean no one, comes into our house and pushes us around.”

Inspired by the infamous Coach Devine quote from the movie “Rudy,” Kronebusch quickly mobilized Vikings fans. The plan was to remove all but a couple of Cowboys trinkets and take over the ballroom with Minnesota purple and gold. They had less than 12 hours to pull it off.

Kronebusch brought in a Vikings welcome mat and Santa statue, others brought in jerseys and gear, an Adrian Peterson pop-out head, oversized “Go Vikes!” banners and mylar balloons.

“We also ran some game footage of the Vikings and a Fox Sports North® promo piece featuring Jared Allen spinning wings at one of our restaurants,” says Kronebusch.

Payback culminated with a home team coup: four Vikings cheerleaders dressed in warm-ups greeted and took pictures with attendees, and stayed to lead the group in a rousing version of the *Skol, Vikings* fight song.

Says Banks, “We thought that a little friendly competition like we have between our restaurants would liven things up.”

(RIGHT) Just desserts? Dallas RMs (L to R) Banks, Harrimon & Tommy Hamilton, “forced” to pose with Vikings® cheerleaders.



“We talked about it afterwards,” says Kronebusch. “The competition was all in a spirit of fun and everyone’s response was really awesome. It changed the tone of the meeting for the better – made it more exciting.”

At the next company meeting, though, you might just want to keep an eye on your bumper.

Newport News Introduces School Incentive Program

“Newport News, VA, is a military town,” says Esh Tisdale, Assistant Manager of the Buffalo Wild Wings location. “Military means families, and families means younger children.”

As a community-minded restaurant, Newport News set out to make connections with area schools. Tisdale started at Sedgefield Elementary, where his wife is a teacher. “I sat with the principal and asked her how we could help them. They’ve never had a corporate sponsor and I told her, ‘the sky’s the limit, anything you can think of we can do,’” says Tisdale.

“Wings & Jeans” cont. on next page

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The principal replied that as a public school that requires uniforms, the school sometimes allows kids to wear jeans as an incentive for meeting goals. Together, Tisdale and the principal decided that a special event would be an excellent incentive: each month, the classroom with the best overall attendance would get a “Wings & Jeans” party courtesy of BWW.



(LEFT) Sedgefield kindergartners at the first “Wings & Jeans” party.

The first Sedgefield classroom to win was a kindergarten class. Tisdale arrived with wings, balloons, crowns, coupons and a cake with “Congratulations” on it. “The kids loved the crowns the most,” Tisdale laughs.

The program is now in four Newport News elementary schools, and Tisdale has also created relationships with two area high schools. “Schools like our take-over nights, because it doesn’t cost them anything,” says Tisdale, who notes that what’s good for the schools is also good for BWW. “The schools really get out of it as much as they put into it, as much as \$300 at one event, and we see an increase of about 15% in sales on those nights.”

Love At First Bite in DeKalb? Plenty of first dates take place at Buffalo Wild Wings. Such was the case with Robert and Jessica, two Guests who were bit by the love bug over a plate of our signature wings.

So for Robert, it seemed a fitting place to take his relationship with Jessica to the next level 18 months later.

On Saturday, November 21, Robert entrusted a diamond engagement ring with DeKalb Server Jack Weatherspoon. Together they hatched a plan to surprise Jessica during an evening out at BWW to catch a UFC® match.

“It seemed everyone in the restaurant knew that Robert was proposing, except his girlfriend,” says General Manager, Joe Ross. Between rounds of the evening’s first UFC fight, Weatherspoon brought the ring out with our chocolate fudge cake.

“In front of a packed house, Robert slipped out of the booth, got down on one knee and proposed,” says Ross. “Jessica started crying and said, ‘YES!’ Thunderous applause broke out all over the restaurant. It was fantastic!”

HUMAN RESOURCES

New Team Members

- **RICHARD ENGELSTAD**, Payroll Specialist, Home Office. Engelstad comes to BWW from Ceridian®.
- **CATHY ODINOT**, Manager of Quality Assurance and Food Safety, Home Office. Odinot comes to BWW from the Minnesota Department of Health.

Promotions

- **KATHY BENNING**, to Executive Vice President, Global Marketing and Brand Development, Home Office. Benning joined BWW in 1997 as the Vice President of Marketing.
- **DAVE LANGEFELS**, to Vice President, Risk Management and Government Relations, Home Office. Langefels began consulting with BWW in 1995, and joined the company in 2007.

“Promotions” cont. on next page

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- **BRAD LAUGHNER**, to Vice President, Franchise Relations and Facilities, Home Office. Laughner joined BWW in 2002 as a Franchise Consultant.
- **KEVIN McCRADDEN**, to Vice President, Purchasing, Home Office. McCradden joined BWW in 2005.
- **MARCUS MONTGOMERY**, to Regional Manager, Atlanta Market. Montgomery joined BWW in 1999 as a Bartender.
- **JUDY SHOULAK**, Executive Vice President, Global Operations and Human Resources, Home Office. Shoulak joined BWW in 2001 as the Vice President of Human Resources.

Team Member Anniversaries

The following individuals are celebrating milestone anniversaries with Buffalo Wild Wings in January, February or March 2010.

Five Years

- Gustavo Alvarez-Huizar, Bellevue
- Joel Alvidrez, Sherman
- Bryan Arroyo, Penn Center
- Brittany Bell, Hickory
- Theodore Beuke, Valdosta
- Michael Boyd, Lee's Summit
- Christina Bullock, McKinney
- Rebecca Chadwick, East Calumet
- Frank Coleman, Skibo Road
- Jamie Coulson, Home Office
- Kenneth Crews, Home Office
- Justin Crouch, Todd Center
- James Crutcher, Northgate
- Katrina Curtis, Rhodes Ranch
- Bradley Dees, Dublin
- Katie Dill, Crystal
- Dean Gillespie, Whitehall
- Diana Gonzales, Superior
- Christine Hanna, East Calumet
- Dale Hartwig, Home Office
- Meghan Hejna, Coon Rapids

- Robert Hladik, Park Meadows
- Freddie Jackson, Lewisville
- Brett Johnsen, Longmont
- Louis Jones, Chandler
- Annette Kuchera, Lakewood
- Derrick Kujak, Plymouth
- Brian Lang, Blaine
- Ryan Lembke, Savage
- Clint Lockhart, Lakewood City Commons
- Nalee Lor, Hickory
- Kirk Lunsford, Irving
- Marlin, McClure, Valdosta
- Adrienne McDaniel, Columbus
- Kari Milander, Eau Claire
- Kyle Miller, Flamingo
- Thomas Minten, East Calumet
- Matthew Newman, Lakewood
- Marc Nordahl, Maplewood
- Darcie O'Konek, Home Office
- Aaron Pape, Blue Ash
- Jose Pech, Longmont
- Richard Phillips, Sherman
- Daniel Quandt, Home Office
- Keith Richters, Home Office
- Hanna Rosteck, West Chester
- Joan Schneider, Cold Spring
- Megan Schreiber, Wausau
- Jeffery Scott, Columbus
- Joyce Semmel, Coon Rapids
- Curtiss Smith, Westminster
- Rachel Sorensen, Maple
- Vincent Spiritosanto, Garner
- Rodney Spivey, Galleria
- Bradley Stephens, Irving
- Tricia, Strickland, Matthews
- Israel Verver, Grapevine
- Candace Walker, Owensboro
- Molly Wallace, Home Office
- Colin Ward, Elk River
- Stephanie Weidner, Millford
- Andrew Zeller, South Broadway

"Anniversaries" cont. on next page

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10 Years

- Billy Baird, South Broadway
- Roy Burson, Home Office
- Leah Fowler, Papillion
- Julius Ghee, Whitehall
- Chafe Gordon, Galleria
- Sarah Hackett, Blue Ash
- Dennis Langworthy, Apple Valley
- Shawn Murphy, 48th & L St.

MARKETING

The New Facebook® of Marketing

In January, Buffalo Wild Wings kicked off a year long strategy to refocus Guests’ attention on Boneless Thursdays®, one of our most popular marketing campaigns.

Central to the new “Weekends Start on Thursdays™ at Buffalo Wild Wings” campaign is BWW’s first Facebook® application. Designed as a weekly invitational, it challenges BWW’s one million Facebook fans to gather the most supporters for a Boneless Thursday gathering at their favorite BWW restaurant. Each week’s winner – 52 in all – will receive a prize of \$100 in BWW gift cards.

“Our core Guests are very active on Facebook. ‘Social Captains’ and ‘Sports Lovin’ Joes’ bring the same energy and draw the same crowds, on the world’s largest online social network, as they do to our restaurants,” says Jeremy Burke, BWW Brand Manager.

Facebook also reaches Guests all over the country, in markets large and small. In the first week of the Invitational, fan Ryan B. of Illinois, rallied 42 friends for his Boneless Thursdays event; Mandy D. of Minnesota won week two. Ryan and Mandy, and all other weekly winners, will be posted on the Invitational’s Hall of Fame.

BWW consistently shows “best of class” interaction with our Facebook fans, generating thousands of “Likes” and comments on posts about high-profile

games and special offers. “Our secret in the restaurant and online has always been to be genuine with our fans and Guests,” says Burke. “We love what they love – sports and hanging out with friends – so it’s natural for us to maintain that authentic voice on Facebook.”

Our Boneless Thursdays campaign continues offline, with lobby banners and Server t-shirts, both of which will be in use throughout 2010.

LTO Panel is a Grand “Slammer™”



You know what they say in the restaurant business – location, location, location. From February 15 – April 30, we’ll feature our crowd-pleasing Slammers™ in our high-profile Limited Time Offer menu panel.

Pulled Pork Slammers™, Cheeseburger Slammers™, and Steak Slammers™, will be featured alongside mojitos and, for the first time, a beverage partner – MillerCoors® MGD 64®.

“Grand Slammers™” cont. on next page

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“Our LTO panel has proved to be a successful sell strategy for Buffalo Wild Wings,” explains Jeremy Burke, BWW Brand Manager. “Sales of featured products always increase after being promoted in this valuable real estate.”

Our variety of Slammers™ offers a flavor to please everyone at the table, and, for Guests who can’t decide what they’re in the mood for, the size and quantity make them fun to share.

The promotion will get a boost from strong positioning on our website, as well, which draws 850,000 visitors a month.

Popular Commercial Concept Has Staying Power

BWW Forms “Overtime” Exclusive with CBS®

Our “Flash” TV commercial, which debuted last year and featured a Buffalo Wild Wings mole disrupting a close basketball game and sending it into overtime, scored big with our Guests.

Which is why we’re extending the concept this spring with a new spot called “Weatherman.” In it, a happy crowd at a BWW is cheering on a good game and doesn’t want the action to end. Our bartender picks up the phone and dials the local TV station, which breaks into the broadcast with an important announcement: a huge storm has come in! While the weatherman is pelted onscreen with golf balls, the crowd cheers and settles back in for the night at BWW.

BWW’s strategy for the new spot is to run it during our enhanced NCAA® basketball schedule on CBS® and the CBS College Sports Network®.

“CBS is the home of NCAA basketball and Buffalo Wild Wings will have spots in every CBS game from January through the championship game in April,” says Jeremy Burke, BWW Brand Manager. “In line with Buffalo Wild Wings being the place to be during overtime, we will have a spot in the first

commercial break during all overtime games on CBS and CBS College Sports along with a billboard stating, ‘Overtime is brought to you by Buffalo Wild Wings.’”

This exclusive overtime feature will air from January through the conference championships in March.

(RIGHT) Weatherman gets hosed in this storyboard.



Look for our new spot to run again in 2010, because, unlike our “Flash” spot, “Weatherman” isn’t connected to a particular sport, giving us greater flexibility to run it during any sport’s season.

More On Our Spring Media Strategy

“March is our number one priority for media and an exciting time for Buffalo Wild Wings,” says Jeremy Burke, BWW Brand Manager. “Our March promotion includes an exciting mix of sports, cable, digital media and radio.”

In addition to our “overtime” media strategy during the NCAA® championships, BWW will increase impressions among adults, ages 18 to 49, with an aggressive spring 2010 sports schedule. We will continue our presence on the ESPN® networks with a schedule running during March on ESPN, ESPN2®, ESPN News® and ESPN Radio®, along with a sports schedule running on the Versus® network, and WWE® on the USA® network.

“Spring Media Strategy” cont. on next page

SYSTEM-WIDE NEWSBYTES

Welcome Baby Buffalito!

Got News?

Send news tips to Robert Corde, rcorde@ampalgroup.com