```
                                    SCHEDULE 13E-3
    Rule 13e-3 Transaction Statement under Section 13(e) of the Securities
            Exchange Act of 1934
                    (Amendment No. 1)
                        ----------
                            DAVE & BUSTER'S, INC.
                (Name of Subject Company (issuer))
        D&B ACQUISITION SUB, INC. 
                    (Name of Filing Person (offeror))
                COMMON STOCK, PAR VALUE $0.01 PER SHARE
                    (including associated rights)
                    (Title of Class of Securities)
                    23833N104
                    (CUSIP Number of Class of Securities)
                        SIMON MOORE
                                    PRESIDENT
    D&B ACQUISITION SUB, INC.
                    C/O GIBSON, DUNN & CRUTCHER LLP
                        200 PARK AVENUE
                    NEW YORK, NY 10166
                        (212) 351-4000
(Name, Address and Telephone Number of Person Authorized to Receive Notices and Communications on Behalf of the Person(s) Filing Statement)
                    COPY TO:
                        E. MICHAEL GREANEY, ESQ.
                    SEAN P. GRIFFITHS, ESQ.
            GIBSON, DUNN & CRUTCHER LLP
                200 PARK AVENUE
                    NEW YORK, NY 10166
                        (212) 351-4000
                        ----------
This statement is filed in connection with (check the appropriate box):
    a. [X] The filing of solicitation materials or an information statement
        subject to Regulation 14A (sections 240.14a-1 through 240.14b-2),
        Regulation 14C (sections 240.14c-1 through 240.14c-101) or Rule 13e-3(c)
        (section 240.13e-3(c)) under the Securities Exchange Act of 1934 (the
        "Act").
    b. [ ] The filing of a registration statement under the Securities Act of
        1933.
    c. [ ] A tender offer.
    d. [ ] None of the above.
Check the following box if the soliciting materials or information statement
referred to in checking box (a) are preliminary copies:
Check the following box if the filing is a final amendment reporting the results
of the transaction:
    CALCULATION OF FILING FEE
```

\$ 193,919,970 \$ 17,848

* Estimated for purposes of calculating the amount of the filing fee only, based upon the sum of (a) the product of the $12,224,734$ shares of common stock to be acquired for cash and the merger consideration of $\$ 13.50$ per share, (b) the cumulative total of the difference between the merger consideration of $\$ 13.50$ per share and the exercise price per share of each of the $1,535,961$ shares of common stock subject to outstanding options in which the exercise price per share is less than the merger consideration per share, and (c) the market value of the $1,058,545$ shares of common stock, and 95,804 shares issuable under in-the-money options, which are all to be acquired in exchange from the registrant's continuing shareholders as determined in accordance with Regulation 0-11(a)(4) of the Securities Exchange Act of 1934.
[X] Check box if any part of the fee is offset as provided by Section 240.0-11(a) (2) and identify the filing with which the offsetting fee was previously paid. Identify the previous filing by registration statement number, or the form or schedule and the date of its filing.

| Amount Previously Paid: | $\$ 19,923.02$ | Filing Party: Dave \& Buster's, Inc. |
| :--- | :--- | :--- |
| Form or Registration No.: | Schedule 14-A | Date Filed: |

This Amendment No. 1 to Schedule $13 \mathrm{E}-3$ amends and supplements the Statement on Schedule 13E-3 filed with the Securities and Exchange Commission (the "SEC") on July 29, 2002 (as amended and supplemented, the "Schedule 13E-3"), by Dave \& Buster's, Inc., a Missouri Corporation ("D\&B"), D\&B Holdings I, Inc., a Delaware corporation ("D\&B Holdings") formed at the direction of Investcorp S.A. ("Investcorp"), Investcorp, a Luxembourg corporation, D\&B Acquisition Sub, Inc., a Missouri corporation ("D\&B Acquisition") and wholly owned subsidiary of D\&B Holdings, David O. Corriveau, James W. Corley, Walter S. Henrion, and William C. Hammett, Jr. This Schedule 13E-3 relates to the Agreement and Plan of Merger, dated May 30, 2002, as amended by the First Amendment to the Merger Agreement dated July 12, 2002 (the "Merger Agreement"), among D\&B, D\&B Holdings and D\&B Acquisition pursuant to which D\&B Acquisition will be merged (the "Merger") with and into D\&B, with D\&B as the surviving corporation.

Under the terms and subject to the conditions of the Merger Agreement, each outstanding share of common stock, par value $\$ 0.01$ per share, together with associated rights (the "Common Stock") will be converted into the right to receive $\$ 13.50$ in cash without interest thereon (the "Merger Consideration").

Concurrently with the filing of this Schedule 13E-3, D\&B is filing with the Securities and Exchange Commission (the "Commission") an Amendment No. 1 to the preliminary proxy statement (the "Proxy Statement") under Regulation 14A of the Securities Exchange Act of 1934, as amended, relating to the special meeting of shareholders of $D \& B$ at which the shareholders of $D \& B$ will consider and vote upon a proposal to approve and adopt the Merger Agreement. A copy of the Proxy Statement is filed herewith as Exhibit (a) (2), and a copy of the Merger Agreement is attached thereto as Appendix A.

The information in the Proxy Statement, including all appendices thereto, is expressly incorporated herein by reference in response to all items of this Schedule l3E-3. The Proxy Statement is in preliminary form and is subject to completion or amendment. Capitalized terms used but not defined in this statement shall have the meanings given to them in the Proxy Statement.

ITEM 16. EXHIBITS.
(a) (2) Amendment No. 1 to Preliminary Proxy Statement and form of Proxy Card under Regulation 14A, dated September 11, 2002.*
(c) (3) Report of Houlihan Lokey Howard \& Zukin dated May 30, 2002.

* Incorporated by reference to the Proxy Statement filed with

2

After due inquiry and to the best of my knowledge and belief, I certify
that the information set forth in this statement is true, complete and correct.

Dated: September 11, 2002

```
D\&B ACQUISITION SUB, INC.
By: /s/ Simon Moore
    -----------------------------
    Name: Simon Moore
    Title: President
D\&B HOLDINGS I, INC.
By: /s/ Simon Moore
    ----------------------------
    Name: Simon Moore
    Title: President
INVESTCORP S.A.
By: /s/ Gary Long
        -----------------------------
        Name: Gary Long
        Title: Authorized Executive
DAVE \& BUSTER'S, INC.
By: /s/ David O. Corriveau
        ----------------------------
        Name: David O. Corriveau
        Title: President
/s/ David O. Corriveau
---------------------------------
David O. Corriveau
/s/ James W. Corley
--------------------------------
James W. Corley
/s/ Walter S. Henrion
--------------------------------
Walter S. Henrion
/s/ William C. Hammett, Jr.
---------------------------------
William C. Hammett, Jr.
```

EXHIBIT
NUMBER
-------
(a) (2) Amendment No. 1 to Preliminary Proxy Statement and form of Proxy Card under Regulation 14A, dated September 11, 2002.*
(c) (3) Report of Houlihan Lokey Howard \& Zukin dated May 30, 2002.

* Incorporated by reference to the Proxy Statement filed with the Commission by D\&B on September 11, 2002.

DAVE \& BUSTER'S, INC.

PRESENTATION TO THE SPECIAL COMMITTEE OF THE BOARD OF DIRECTORS

May 30, 2002
HOULIHAN LOKEY HOWARD \& ZUKIN
Financial Advisors 1930 Century Park West Los Angeles, California 90067 (310) 553-8871 http://www.hlhz.com
[LOGO] Los Angeles o New York o Chicago o San Francisco o Washington, D.C. O Minneapolis o Dallas o Atlanta

DAVE \& BUSTER'S, INC.

TABLE OF CONTENTS


DAVE \& BUSTER'S, INC.

TABLE OF CONTENTS

```
EXHIBITS NUMBER
Entertainment Tier
```



```
    Operating Income Statement
    Balance Sheet Ratios.
    Cush and Working Capitics
    Cash and Working Capital.
    Market Performance Parameters
```




```
Restaurant Tier
    Valuation Multiples.
```



```
    Balance Sheet Ratios.
    Public Company Statistics.
    Cash and Working Capital..
```



```
    Comparable Volume and Trading
```

$\qquad$
Risk Analysis Rankings......................................................................................................................................... 8

DAVE \& BUSTER'S, INC.

EXECUTIVE SUMMARY

SCOPE OF ENGAGEMENT

```
o Dave & Buster's, Inc. (NYSE:DAB; "D&B," "Dave & Buster's" or the
    "Company") is considering entering into a purchase agreement pursuant
    to which Investcorp International Inc. ("Investcorp") would tender
    offer for all of the outstanding common stock of the Company at a
    purchase price of $12.00 per share (the "Tender"). In the event of the
    tendering of at least 80% of the Company's shares to Investcorp,
    Investcorp would effectuate a merger between Dave & Buster's and a
    newly created acquisition entity ("Newco"), with Newco being the
    surviving entity (the "Merger"), and Dave & Buster's current
    shareholders receiving $12.00 per share in exchange for their existing
    Dave & Buster's common stock. We further understand that certain
    management shareholders of Dave & Buster's, including the Company's
    founders, will reinvest approximately $12 million of their proceeds
    from the Tender into Newco. The Tender, the resulting Merger, and other
    related transactions disclosed to Houlihan Lokey are referred to
    collectively herein as the "Transaction."
O The Special Committee of the Board of Directors has requested that
    Houlihan Lokey render an opinion as to the fairness, from a financial
    point of view, of the consideration to be received by the public
    stockholders of the Company in connection with the possible
    Transaction. The Opinion does not address the Company's underlying
    business decision to effect the Transaction.
```

Houlihan Lokey Howard \& Zukin 1

DAVE \& BUSTER'S, INC.
EXECUTIVE SUMMARY

SUMMARY OF ANALYSIS COMPLETED

Houlihan Lokey assessed the Transaction as proposed by completing the following steps:

- Performed due diligence with the Company to gain an understanding of Dave \& Buster's operations and financial condition;
- Researched the restaurant, amusement, and gaming industries (with amusement and gaming industries collectively referred to herein as "entertainment");
- Analyzed the trading multiples of comparable, publicly-traded restaurant and entertainment companies;
- Researched selected recent acquisitions in the restaurant and entertainment industries;
- Studied stock price and volume of Dave \& Buster's as well as other comparable public restaurant and entertainment companies;
- Utilized generally accepted valuation methodologies to derive valuation indications for Dave \& Buster's;
- Analyzed the proposed Transaction and compared the consideration provided for in the proposed Transaction to the resulting indications of value and Dave \& Buster's current market capitalization; and

Conducted other research and analysis we deemed appropriate.

Houlihan Lokey Howard \& Zukin 2

DAVE \& BUSTER'S, INC.

## EXECUTIVE SUMMARY

SUMMARY OF DUE DILIGENCE

In connection with the Opinion, we have made such reviews, analyses and inquiries as we have deemed necessary and appropriate under the circumstances. Among other things, we have:

1. reviewed the Company's annual reports to shareholders and on Form 10-K for the three fiscal years ended approximately January 31, 2002 and a draft of the quarterly report on Form 10-Q for the quarter ended May 5, 2002, and Company-prepared internal financial statements for the five fiscal years ended approximately January 31, 2002 and interim draft financial statements for the three month period ended May 5, 2002, which the Company's management has identified as being the most current financial statements available;
2. reviewed copies of the Agreement and Plan of Merger dated May 23, 2002 by and between [Investcorp] and [Dave \& Busters];
3. met with and held discussions with certain members of the senior management of the Company to discuss the operations, financial condition, future prospects and projected operations and performance of the Company, and met with and held discussions with representatives of the Company's Special Committee bankers and counsel to discuss certain matters;
4. visited certain facilities and business offices of the Company;
5. reviewed forecasts and projections prepared by the Company's management with respect to the Company for the years ended January 31, 2003 through 2012;
6. reviewed the historical market prices and trading volume for the Company's publicly traded securities;
7. reviewed certain other publicly available financial data for certain companies that we deem comparable to the Company, and publicly available prices and premiums paid in other transactions that we considered similar to the Transaction;
8. reviewed various document relating to the Transaction including financing commitments and a form of Guarantee from Investcorp; and
9. conducted such other studies, analyses and inquiries as we have deemed appropriate.

DAVE \& BUSTER'S, INC.

## EXECUTIVE SUMMARY

## ASSUMPTIONS AND LIMITING CONDITIONS

We have relied upon and assumed, without independent verification, that the financial forecasts and projections provided to us, and our related discussions with management, have been reasonably prepared and reflect the best available estimates of the future financial condition of Dave \& Buster's (as of the dates of such forecasts and projections), and that there has been no material change in the assets, financial condition, results of operations, business or prospects of the Company since the date of the most recent financial statements made available to us.

We have not independently verified the accuracy and completeness of the information supplied to us with respect to Dave \& Buster's and do not assume any responsibility with respect to it. Management has stated that they have supplied us with all relevant information related to the Transaction. We have not made any physical inspection or independent appraisal of any of the properties or assets of Dave \& Buster's. Our opinion is necessarily based on business, economic, market and other conditions as they exist and can be evaluated by us at the date of this presentation.

Houlihan Lokey's Opinion is directed to the Board of Directors of the Company, and does not constitute recommendations to any stockholder of the Company or any other person. Houlihan Lokey's Opinion is delivered to each recipient subject to the conditions, scope of engagement, limitations and understandings set forth in this Opinion and our engagement letter. The Opinion does not address the Company's underlying business decision to effect the Transaction. The Opinion does not address any individual shareholder's decision to participate in any tender offer.

Houlihan Lokey Howard \& Zukin 4

SITUATION OVERVIEW

SITUATION OVERVIEW
DAVE \& BUSTER'S, INC.

## SITUATION OVERVIEW

The Board of Directors of Dave \& Buster's has been considering a variety of strategic alternatives for more than two years. A number of equity investors have approached the Company during that time. The Company is also exploring refinancing strategies to avoid the penalties associated with the November 2001 amendment to the current credit facility.

The Company has discussed several options over the last $21 / 2$ years, a timeline of which follows:

- Initial early-stage discussions with one potential investor in a going-private transaction approximately $21 / 2$ years ago instigated the formation of a Special Committee, but the discussions stopped due to constraints in the high-yield market.
$\circ$
In December 2000, Wellspring Equity discussed an offering of $\$ 11 /$ share, when the trading price was around \$8. A Special Committee was reformed, and the deal got very close, but was abandoned when the stock price increased. It is believed by all involved that speculation around the
transaction caused the increase.

Montgomery Securities was engaged to evaluate strategic alternatives; they made several informal management presentations, but none were deemed acceptable, and no further work was performed.

Wellspring continued to try to put together an acceptable deal in 2001 , but ceased their efforts after the September 11 attack.

Dave and Buster have had informal discussions with management at Chuck-E-Cheese and Landry's, but there were a number of management issues as well as differences in corporate culture. Furthermore, Dave and Buster have no interest in being a subsidiary of another company, and state that they and half of the current management team would leave if the company were sold to another restaurant company; however, the company has historically had low turnover in GM's, and is at the high end of the pay scale, according to management, so the alternatives for the GM's may not be overly attractive.

Houlihan Lokey Howard \& Zukin
6

DAVE \& BUSTER'S, INC.
SITUATION OVERVIEW

SITUATION OVERVIEW (CONTINUED)
o In late 2001, Chartwell Investments indicated an interest in potentially investing in the Company, when the stock price was trading in the range of $\$ 6-7 /$ share. In late February, representatives of Chartwell made a presentation to the Independent Committee on a potential buyout of the Company, with an implied offer in the range of $\$ 9.50$ to $\$ 10$ per share; the stock was then trading in the range of $\$ 8$ to $\$ 9$ per share; however, it began rising rapidly. The price reached \$10 per share shortly thereafter, and the Independent Committee rejected the offer. Again, suspicion of a transaction was credited for the increase in stock price. The price has primarily ranged between $\$ 10$ and $\$ 11$ per share since that time.
o Chartwell subsequently modified their offer to buy preferred stock in the Company, but the details of this offer were not finalized and the transaction was ultimately rejected by the Board of Directors.

On May 1, 2002, the Special Committee received an initial indication of interest from Investcorp International ("Investcorp") to acquire the outstanding capital stock of the Company at a price in the range of $\$ 11$ to $\$ 12$ per share. On May 23, 2002, the Special Committee received a proposal to purchase the Company at a price of $\$ 11.50$ per share.

- Representatives of the Special Committee continued negotiating with Investcorp resulting in an increased offer of $\$ 12.00$ per share. These negotiations also led to lowering the proposed break-up fee (from 3.5\% of the equity value to $3.0 \%$ of the equity value).

The current status of the proposal:

- Investcorp has proposed a public tender offer of $\$ 12.00$ in cash per share conditioned on the approval and acceptance by D\&B's board of directors.
- Reinvestment by certain members of $D \& B^{\prime} s$ management is required.
o The Company's Board of Directors has not yet responded to the offer.


## SITUATION OVERVIEW (CONTINUED)

Key factors that need to be considered as to the fairness of the Transaction:

- $D \& B$ is currently out of favor with its bank group, and will pay significant financial penalties beginning on May 31, 2002, on a semi-annual basis, until they can refinance the debt; it is our understanding that these penalties will reach $\$ 2$ million per year. The initial indications on the cost of newly refinanced debt are significantly higher than their current cost of debt (not including the semiannual penalties).
- The Company believes alternative financing will cost an additional 2\% $3 \%$.
- If the current bank group is refinanced out, \$2-3 million of deferred financing costs will be expensed immediately.
- The additional ongoing interest expense, paired with the unexpected write-off of deferred financing costs, would presumably greatly de-value the stock and inhibit further growth.

○

○

Dave \& Busters stock suffered a major devaluation in 1999 after missing the first quarter earnings release. Since that time DAB has not recovered in the eyes of the public markets. Other factors inhibiting a recovery are:

- Unique and capital intensive nature of the business model make it difficult to embrace;
- Negative same store sales are viewed negatively by the financial markets;
- Significant key employee risk exists; and
- The Company has no logical strategic suitor.

The stock price has historically been erratic, with significant unexplained volatility. Insiders believe that the price swings have been tied to contemplated transactions, but the public views it only as unusual fluctuations.

Houlihan Lokey Howard \& Zukin 8

SUMMARY CONCLUSIONS

DAVE \& BUSTER'S, INC.

## SUMMARY CONCLUSIONS

## SUMMARY OF METHODOLOGY

[^0]Houlihan Lokey examined the market evidence available for similar publicly traded companies.

- Houlihan Lokey's analysis led to two distinct sectors of the public markets: Restaurants and Entertainment Companies.
- D\&B has operational similarity to both sectors, but no clear comparability to either group.
- Ultimately Houlihan Lokey determined that D\&B was similar to the Restaurants in terms of margin performance but similar to Entertainment Companies with respect to invested capital.

Houlihan Lokey examined precedent transactions in both sectors.

- Houlihan Lokey's analysis yielded a reasonable sample of Restaurant transactions, but no meaningful transactions in the Entertainment area.

○
Houlihan Lokey prepared various discounted cash flow models.

- A base case model utilized management's most recent forecasted plan (the "Base Case Model"). This forecast contemplates building four incremental stores per year, with assumptions of adequate capital to support this growth.
- D\&B is currently seeking financing to replace their existing credit facility and the Company is out of favor with its current lenders. Accordingly, Houlihan Lokey determined that the Base Case growth plan funded solely by senior debt may be unachievable. To further consider a more capital constrained scenario, Houlihan Lokey, in connection with due diligence with D\&B management, prepared and evaluated a set of forecasts with one new location per year, funded through cash flow (the "One Store Growth Model").
- Company management indicated that all growth capital expenditures are currently suspended until resolution of the current offer or refinancing of debt, further supporting the lower growth of the One Store Growth Model.

Houlihan Lokey Howard \& Zukin 10

DAVE \& BUSTER'S, INC.
SUMMARY CONCLUSIONS

STRATEGIC ALTERNATIVES SUMMARY

STATUS QUO
Risks of continued low stock price, high
refinancing costs, and lack of credibility
in the public market
Given the Company's financial performance
and the capital markets overall, a leveraged
recapitalization would not provide any
additional capital to the Company (or its
shareholders).
Unlikely given poor financial performance
and lack of institutional coverage and
investors.
Poor results would likely result in dilution
to existing shareholders.
Unique business model and negative financial
characteristics combined with management's
lack of interest in merging with another

```
industry participant, make a strategic
merger or sale unlikely.
The only existing alternative that would
remove the Company from the pressure of the
public markets, meet the objectives of
management (which are key to MAXIMIZING
value, as there is "key man risk"), and fix
the Company's overly levered capital
structure and provide additional capital for
growth.
```

Houlihan Lokey Howard \& Zukin 11

DAVE \& BUSTER'S, INC.

## SUMMARY CONCLUSIONS

SUMMARY OF VALUATION INDICATIONS AND FAIRNESS CONCLUSIONS

|  | Current Share Price May 24 |  | $\begin{gathered} \text { Multip } \\ \text { LOW } \end{gathered}$ |  | Market Approach HIGH |  | LOW ${ }^{\text {Ba }}$ |  | $\begin{array}{r} \text { ase DCF } \\ \text { HIGH } \end{array}$ |  | One Store Low | Growth DCF HIGH | INVESTCORPOFFER |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Enterprise Value |  |  | 198.00 |  | 246.00 |  | 209.00 |  | 237.00 |  | 230.00 | 248.00 |  | 253.63 |
| Debt (1) |  |  | 88.17 |  | 88.17 |  | 88.17 |  | 88.17 |  | 88.17 | 88.17 |  | 88.17 |
| Fees |  |  | 2.50 |  | 2.50 |  | 2.50 |  | 2.50 |  | 2.50 | 2.50 |  | 2.50 |
| Cash (1) |  |  | 1.62 |  | 1.62 |  | 1.62 |  | 1.62 |  | 1.62 | 1.62 |  | 1.62 |
| Equity Value |  |  | 108.96 |  | 156.96 |  | 119.96 |  | 147.96 |  | 140.96 | 158.96 |  | 164.58 |
| Shares (2) |  |  | 12.971 |  | 12.971 |  | 12.971 |  | 12.971 |  | 12.971 | 12.971 |  | 12.971 |
| Options (3) |  |  | 0.9130 |  | 1.8697 |  | 1.7698 |  | 1.8223 |  | 1.8148 | 1.8697 |  | 1.8697 |
| Cash In |  |  | 5.78 |  | 13.51 |  | 12.44 |  | 12.98 |  | 12.90 | 13.51 |  | 13.51 |
| Implied Per Share Value | \$ 10.210 | \$ | 8.264 | \$ | 11.486 | \$ | 8.982 | \$ | 10.879 | \$ | 10.406 | 11.621 | \$ | 12.000 |

(1) As of $5 / 5 / 02$ financial statements per $D \& B$ Management
(2) Per D\&B Management
(3) Per 1/31/02 schedule of outstanding options

- The indications of value resulting from Houlihan Lokey's valuation approaches and the public market for D\&B's stock are below the consideration being offered by Investcorp in connection with the Transaction.
- The multiples and control premium implied by the Transaction are within the range of multiples exhibited by comparable transactions.
- Based upon the analyses set forth herein, it is Houlihan Lokey's opinion that the consideration to be provided to the public shareholders of the Company in connection with the Transaction is fair to them from a financial point of view.

MARKET TRADING ANALYSIS

HISTORICAL PRICE AND TRADING VOLUME

- The Company's stock volume and price has been historically volatile, but has become much more active over the last 180 days. The stock closed at $\$ 10.21$ on Friday, May 24,2002 , and has ranged in price from a low of $\$ 5.19$ per share on September 21,2001 up to a high of $\$ 11.40$ on March 21, 2002.
$\circ$
o When D\&B missed earnings the next quarter, the stock fell out of favor, lost investor credibility, and analyst coverage.

D\&B currently has little (1 analyst) analyst coverage.

DAVE \& BUSTER'S INC. (DAB)
May 23, 1997 - May 27, 2002 High: 28.13
U.S. Dollar

Low: 5.45
Last: 10.21
[GRAPH]

Houlihan Lokey Howard \& Zukin 14

DAVE \& BUSTER'S, INC.

MARKET TRADING ANALYSIS

HISTORICAL PRICE AND TRADING VOLUME - CONTINUED
o It is reasonable to presume that the value of the shares would be greatly and negatively impacted by the announcement of the Company's liquidity issues, refinancing at a $2 \%-3 \%$ higher cost of capital and the related $\$ 2$ - $\$ 3$ million in deferred financing write-offs.

- Based on recent trading data in the graph below, D\&B stock has enough sufficient trading activity to support the current valuation:
o The Historical Pricing and Volume Analysis indicates that current volume traded in $D \& B$ stock support $D \& B$ as an "efficiently traded" stock and thus the price may provide an accurate indication of value for the Company on a minority marketable basis.
o The public float is approximately 8.2 million shares, implying that the average basis in the stock over the last 90 to 180 days is less that $\$ 9.69$ per share.
- The proposed purchase price of $\$ 12.00$ per share represents a premium of $16.4 \%$ over the average price over the previous thirty days, and a premium of $23.8 .7 \%$ over the average price over the previous ninety days.

| (millions) | 30 Day(1) |  | 60 Day |  | 90 Day |  | 180 Day |  | 360 Day |  | 720 Day |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total Shares Traded |  | 1.58 |  | 5.70 |  | 7.59 |  | 14.00 |  | 22.29 |  | 63.43 |
| Average Price | \$ | 10.31 | \$ | 10.28 | \$ | 9.69 | \$ | 8.11 | \$ | 8.45 | \$ | 9.05 |

(1) Trading Days

Houlihan Lokey Howard \& Zukin 15

DAVE \& BUSTER'S, INC.

MARKET TRADING ANALYSIS

MARKET APPROACH

The market approach is based upon the multiples exhibited by comparably public companies. However, Dave \& Busters is not truly comparable to either publicly traded restaurants or entertainment companies. Therefore, the reliance on multiples from either sector is questionable. Nonetheless, Houlihan Lokey performed a market multiple valuation analysis of $D \& B$ based upon two peer groups. The comparative analysis and valuation indications are as follows:

## COMPANY FINANCIAL PERFORMANCE

(figures in millions)


DAVE \& BUSTER'S, INC.

MARKET TRADING ANALYSIS

MARKET APPROACH (CONTINUED)
COMPARATIVE PERFORMANCE STATISTICS
D\&B's margin performance is lower than both sets of comparable companies, yet more comparable to restaurants:

| LTM MARGINS |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  | ADJUSTED | ADJUSTED |
| GROSS | ADJUSTED | ADJUSTED | CASH | NET |
| PROFIT | EBITDA | EBIT | FLOW (1) | INCOME |


| DAVE \& BUSTERS INC | $12.06 \%$ | $13.25 \%$ | $5.21 \%$ | $10.06 \%$ | $2.02 \%$ |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| ENTERTAINMENT | Median | $34.40 \%$ | $22.62 \%$ | $16.56 \%$ | $13.24 \%$ | $6.94 \%$ |
|  | Mean | $31.81 \%$ | $23.88 \%$ | $15.47 \%$ | $13.47 \%$ | $5.06 \%$ |
| RESTAURANT | Median | $14.99 \%$ | $13.00 \%$ | $8.60 \%$ | $9.73 \%$ | $5.33 \%$ |
|  | Mean | $17.85 \%$ | $14.12 \%$ | $9.45 \%$ | $10.33 \%$ | $5.66 \%$ |

(1) Cash Flow = Net Income + Depreciation and Amortization

$$
\text { Houlihan Lokey Howard \& Zukin } 18
$$

DAVE \& BUSTER'S, INC.

MARKET TRADING ANALYSIS

MARKET APPROACH (CONTINUED)

○

```
D&B's earnings growth over the past several fiscal years has not been
on par with either sector of comparable companies, and particularly
lagged the restaurants:
```

|  | REVENUE | ADJUSTED EBITDA | ADJUSTED <br> EBIT | $\begin{aligned} & \text { NET } \\ & \text { INCOME } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| DAVE \& BUSTERS INC | 20.36\% | 11.62\% | 1.94\% | -12.47\% |
| ENTERTAINMENT | 6.22\% | 3.02\% | 3.67\% | $31.52 \%$ |
|  | 16.86\% | 12.94\% | 15.49\% | 25.65\% |
| RESTAURANT | 15.00\% | 20.68\% | 22.40\% | 25.31\% |
|  | 18.97\% | 23.27\% | 22.56\% | 28.01\% |

DAVE \& BUSTER'S INC.

MARKET TRADING ANALYSIS

MARKET APPROACH (CONTINUED)

- D\&B's return on equity and return on assets is significantly below both groups of peers. Despite these low returns, $D \& B$ trades in a comparable range to its peers when compared on a free cash flow multiple (EBITDA-Capex):

|  |  | $\begin{aligned} & \text { EV / LTM } \\ & \text { (EBITDA-CAPEX) } \end{aligned}$ | $\begin{gathered} \text { NET INCOME } \\ \text { ROA } \end{gathered}$ | $\begin{gathered} \text { NET INCOME } \\ \text { ROE } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: |
| DAVE \& BUSTERS INC |  | 27.69x | 2.4\% | 4.5\% |
| ENTERTAINMENT | Median | 16.21x | 5.4\% | 19.1\% |
|  | Mean | 19.20x | 6.3\% | 20.7\% |
| RESTAURANT | Median | $31.85 x$ | 10.0\% | 12.5\% |
|  | Mean | 28.42x | 9.1\% | 12.1\% |

- While D\&B's leverage is very similar to the entertainment companies, it is considerably more leveraged than the restaurants:

| LEVERAGE |  |  |  |
| :---: | :---: | :---: | :---: |
| DEBT/ <br> EBITDA | $\begin{gathered} \text { DEBT/ } \\ \text { MVE (1) } \end{gathered}$ | $\begin{gathered} \text { DEBT / } \\ \text { EV } \end{gathered}$ | INTEREST COVERAGE (2) |
| ------ |  |  |  |
| 1.81x | 0.66 x | 40.1\% | 6.5 x |
| 4.11x | 0.93 x | 49.84\% | 2.5x |
| 3.75 x | 0.91 x | 42.26\% | 3.2x |
| 0.15 x | 0.02 x | 1.59\% | 27.0x |
| $0.73 x$ | $0.07 x$ | 6.48\% | 37.8 x |

MARKET APPROACH (CONTINUED)

- The poor performance of $D \& B$ relative to other public restaurant and gaming companies is reflected in the public markets by relatively low trading multiples.

(1) Net of Cash

MARKET TRADING ANALYSIS
MARKET APPROACH (CONTINUED)

## SUMMARY

o Houlihan Lokey's analysis indicated that $D \& B$ was in fact a hybrid of the two groups. The Company has the profitability of a Restaurant, while having capital needs similar to a Gaming Company. Furthermore, the continued high maintenance capital expenditures of the Company to keep gaming equipment current further inhibits cash flow. High new store costs, combined with negative same store sales growth differentiates them from either peer group.

- An examination of the multiples for $D \& B$, both as traded and with the implied purchase price, versus both industries shows that $D \& B$ trades at or below the companies in both sectors. The most meaningful multiple, due to the significant capital expenditure requirements of $D \& B$, is the EV/EBITDA-CapEx multiple.
- The Company has exhibited significantly lower performance compared to both groups of comparable companies related to its growth, the return on assets and return on equity. Coupled with its significant leverage, the public markets have valued its shares below either group of peers.
o Houlihan Lokey's market multiple approach utilizes the low end of the range of multiples exhibited by the both sets of public peer groups. The conclusions are as follows:

SUMMARY


DAVE \& BUSTER'S, INC.
COMPARABLE TRANSACTION APPROACH

COMPARABLE TRANSACTION APPROACH
o The relevant M\&A data included recent transactions in the restaurant industry. There were no relevant transactions in the entertainment industry.

|  | RELEVANT LTM TRANSACTION MULTIPLES |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | REVENUE | EBITDA | EBITDA- <br> CAPEX | EBIT | ASSETS |
| Mean | 0.64 x | 6.05 x | 9.27x | 11.11x | 0.93 x |
| Median | 0.66 x | 6.61x | 11.79x | 13.85x | 0.95 x |
| DAB (5/23/02) | 0.59x | 4.50x | 27.30x | 11.30x | 0.73 x |
| Proposed Transaction | 0.69x | 5.21x | 31.92x | 13.25x | 0.85 x |
| Premium to Current Price | 17\% | 16\% | 17\% | 17\% | 16\% |

The implied multiples from the Proposed Transaction appear to be relatively in line with or slightly below other recent transactions in the restaurant industry. Transaction multiples for the Company would generally be expected to be lower than other comparable restaurant transactions because of:

- the significant continuing capital expenditures required by the stores;
- the relatively poorer growth, ROE and ROA of the Company; and
- the significant leverage required to maintain growth.

COMPARABLE TRANSACTIONS APPROACH (CONTINUED)

```
The control premiums analyzed from these transactions consist of a number
    of synergistic as well as distressed acquisitions. The appropriate control
    premium for D&B would be expected to be relatively low, due to the
    following factors:
    - more recent transactions in the restaurant industry appear to be
        occurring at lower multiples;
    - the relatively poor historical performance of the Company in terms of
        earnings, ROE and ROA;
    - the significant CapEx required to continue to grow the business;
    - the current financial pressures related to D&B's debt and cash needs;
    - the lack of a logical strategic acquirer;
    - significant key employee risk;
    - unique business model; and
    - any premium paid would be paid in equity capital, as the company is
    fully leveraged.
```

DAVE \& BUSTER'S, INC.

COMPARABLE TRANSACTION APPROACH

COMPARABLE TRANSACTION CONTROL PREMIUMS:

| ANNOUNCED | TARGET | TICKER | ACQUIROR | OFFER PRICE/ SHARE | PRICE 5-DAYS PRIOR | PREMIUM OR DISCOUNT |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 5/21/02 | Morton's Restaurant Group | MRG | High River LP | \$13.50 | \$15.50 | -12.90\%* |
| 4/2/02 | Lone Star Steakhouse and | STAR | Bruckmann, Rosser, |  |  |  |
| 3/27/02 | Saloon Inc. (2) ${ }_{\text {Morton's Restaurant Group }}^{\text {M }}$ | MRG | Sherrill \& Co. Castle Harlan | $\$ 20.50$ $\$ 12.60$ | \$20.60 $\$ 10.60$ | $-0.49 \% *$ $18.87 \%$ |
| 2/24/02 | Shoneys Inc. | SHOY | Starwood Funds | \$ 0.36 | \$ 0.32 | 14.29\% |
| 11/19/01 | Santa Barbara Restaurant Group | SBRG | CKE Restaurant Group Inc. | \$ 7.85 | \$ 2.31 | 239.83\%* |
| 10/23/01 | Interfoods of America Inc. | IFDA | Interfoods of America Inc. | \$ 1.45 | \$ 0.66 | 120.53\%* |
| 7/31/01 | Mexican Restaurants Inc. | CASA | Wyndcrest Holdings Inc. | \$ 5.00 | \$ 2.91 | 71.82\% |
| 4/2/01 | Panchos Mexican Buffet Inc. | PAMX | Private Investor Group | \$ 4.60 | \$ 3.00 | 53.33\% |
| 2/15/01 | VICORP Restaurants Inc. | VRES | Goldner Hawn Johnson \& Morrison | \$25.65 | \$19.06 | 34.56\% |
| 11/16/00 | Il Fornaio America Corp | ILFO | Vruckmann Rosser Sherrill \& Co. | \$14.00 | \$ 9.69 | 44.52\% |
| 10/6/00 | Taco Cabana Inc. | taco | Carrols Corp. | \$ 9.04 | \$ 4.31 | 109.62\%* |
| 8/11/00 | BEX Hospitality Group Inc. | BEX | Hospitality Concepts LLC | \$ 2.25 | \$ 1.75 | 28.57\% |
| 6/5/00 | Buffets Inc. | восв | Caxton-Iseman Capital Inc. | \$13.85 | \$10.88 | 27.36\% |
| 3/19/99 | Rock Bottom Restaurants Inc. | BREW | Private Group | \$10.00 | \$ 8.50 | 17.65\% |
| Low |  |  |  |  |  | 14.29\% |
| High |  |  |  |  |  | 71.82\% |
| Median |  |  |  |  |  | 28.57\% |
| Mean |  |  |  |  |  | 34.55\% |

## Footnotes:

(1) Transaction study based on announced transactions with announcement dates between $2 / 27 / 99$ and 5/23/02 for which purchase price Target companies multiples were available were considered. were required to have SIC codes of 5800, 5810, or 5812. Sources
(2) Negotiations terminated on 5/7/02

* Excluded from the range
- The control premiums indicated in the Transaction are within the range exhibited by the comparable transactions set forth above.

DAVE \& BUSTER'S, INC.
DISCOUNTED CASH FLOW APPROACH

DISCOUNTED CASH FLOW APPROACH

- Houlihan Lokey performed various Discounted Cash Flow analyses: A "Base Case Management Analysis" utilized the Company's forecasts that reflect opening four stores per year. This Base Case analysis requires additional capital. A second, less capital intensive projection, the "One New Store Model" reflects only one new store per year, and relies on internal cash flow for such expansion.
- A blended discount rate was derived using the WACC of the restaurant and gaming industries. A company risk premium of $2 \%$ and projection risk premium of $2 \%$ was assigned to the discount rate used for the Base Case Management Analysis. In contrast, the One New Store Model has a 1\% projection risk premium and a $3 \%$ overall risk premium.
- As much of the costs in expansion and maintenance of the stores is fixed, both analyses are considered to be valuations on a control basis.

Houlihan Lokey Howard \& Zukin

DAVE \& BUSTER'S, INC.
DISCOUNTED CASH FLOW APPROACH

DISCOUNTED CASH FLOW METHODOLOGY - BASE CASE MODEL

| (\$ in millions) |  | 9 months |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| For the Year Ending January 31, |  | 1/31/03 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
| Net Sales |  | 288.355 | 415.493 | 463.401 | 518.615 | 551.620 | 598.052 | 643.052 | 688.052 | 747.077 |
| Operating Income (EBIT) |  | 13.865 | 27.730 | 33.663 | 43.730 | 41.439 | 45.804 | 49.922 | 55.752 | 68.516 |
| (-) Taxes@ | 40.0\% | 5.546 | 11.092 | 13.465 | 17.492 | 16.576 | 18.322 | 19.969 | 22.301 | 27.406 |
| Debt Free Net Income |  | 8.319 | 16.638 | 20.198 | 26.238 | 24.863 | 27.482 | 29.953 | 33.451 | 41.110 |
| (+) Depreciation/Amortization |  | 25.296 | 32.437 | 36.154 | 39.128 | 42.930 | 47.209 | 50.920 | 52.885 | 55.144 |
| $(-)$ Capital Expenditures (a) |  | 32.670 | 57.100 | 57.934 | 60.198 | 62.476 | 64.768 | 67.074 | 69.396 | 71.733 |
| $(-)$ Inc. in Working Capital [b] |  | (4.343) | (0.145) | 0.101 | 0.101 | 0.102 | 0.102 | 0.101 | 0.102 | 0.101 |
| Debt Free Cash Flow (DFCF) |  | 5.288 | (7.881) | (1.683) | 5.067 | 5.215 | 9.822 | 13.698 | 16.838 | 24.419 |
| Periods (c) |  | 0.375 | 1.250 | 2.250 | 3.250 | 4.250 | 5.250 | 6.250 | 7.250 | 8.250 |
| Discount Factor | 13.00\% |  |  |  |  |  |  |  |  |  |

[^1]For the Year Ending January 31, 20112012 Terminal
---------------------------------

| Net Sales | 775.770 | 822.203 | 822.203 |
| :---: | :---: | :---: | :---: |
| Operating Income (EBIT) | 64.677 | 69.333 | 69.333 |
| (-) Taxes@ | 25.871 | 27.733 | 27.733 |
| Debt Free Net Income | 38.806 | 41.600 | 41.600 |
| (+) Depreciation/Amortization | 58.222 | 62.034 | 62.034 |
| (-) Capital Expenditures(a) | 74.088 | 76.460 | 76.460 |
| (-) Inc. in Working Capital [b] | 0.102 | 0.102 | 0.102 |
| Debt Free Cash Flow (DFCF) | 22.838 | 27.071 | 27.071 |
| Periods (c) | 9.250 | 10.250 | 10.750 |
| Discount Factor |  |  |  |


|  | Present value of debt free cash flows |  |  |  |  |  |  |  |  |  |  | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 12.50\% | 5.060 | (6.802) | (1.291) | 3.455 | 3.161 | 5.292 | 6.561 | 7.169 | 9.241 | 7.682 | 8.095 | 47.624 |
| 12.75\% | 5.056 | (6.783) | (1.285) | 3.430 | 3.132 | 5.231 | 6.470 | 7.054 | 9.073 | 7.526 | 7.913 | 46.818 |
| 13.00\% | 5.051 | (6.764) | (1.278) | 3.406 | 3.102 | 5.170 | 6.381 | 6.942 | 8.909 | 7.374 | 7.735 | 46.029 |
| 13.25\% | 5.047 | (6.745) | (1.272) | 3.381 | 3.073 | 5.111 | 6.294 | 6.832 | 8.748 | 7.224 | 7.562 | 45.255 |
| 13.50\% | 5.043 | (6.727) | (1.266) | 3.357 | 3.045 | 5.052 | 6.208 | 6.723 | 8.590 | 7.079 | 7.393 | 44.497 |

TERMINAL VALUE CALCULATION

|  | TERMINAL YEAR EBITDA MULTIPLE |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 4.50 x | 4.75 x | 5.00 x | $5.25 x$ | 5.50 x |
| 12.50\% | 591.152 | 623.993 | 656.835 | 689.677 | 722.519 |
| 12.75\% | 591.152 | 623.993 | 656.835 | 689.677 | 722.519 |
| 13.00\% | 591.152 | 623.993 | 656.835 | 689.677 | 722.519 |
| 13.25\% | 591.152 | 623.993 | 656.835 | 689.677 | 722.519 |
| 13.50\% | 591.152 | 623.993 | 656.835 | 689.677 | 722.519 |


|  |  | ERMINAL | AR EBITD | MULTIPLE |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 4.50 x | $4.75 x$ | 5.00 x | $5.25 x$ | 5.50 x |
| 12.50\% | 166.651 | 175.910 | 185.168 | 194.427 | 203.685 |
| 12.75\% | 162.722 | 171.762 | 180.802 | 189.842 | 198.882 |
| 13.00\% | 158.893 | 167.721 | 176.548 | 185.375 | 194.203 |
| 13.25\% | 155.163 | 163.783 | 172.403 | 181.023 | 189.644 |
| 13.50\% | 151.528 | 159.946 | 168.365 | 176.783 | 185.201 |


|  | INDICATED ENTERPRISE VALUE |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | TERMINAL YEAR EBITDA MULTIPLE |  |  |  |  |
|  | 4.50 x | 4.75 x | 5.00 x | 5.25 x | 5.50 x |
| 12.50\% | 214.275 | 223.533 | 232.792 | 242.050 | 251.309 |
| 12.75\% | 209.540 | 218.580 | 227.620 | 236.660 | 245.700 |
| 13.00\% | 204.922 | 213.749 | 222.577 | 231.404 | 240.232 |


| $13.25 \%$ | 200.418 | 209.038 | 217.659 | 226.279 | 234.899 |
| :--- | :--- | :--- | :--- | :--- | :--- |
| $13.50 \%$ | 196.025 | 204.444 | 212.862 | 221.280 | 229.698 |


|  | TERMINAL YEAR EBITDA MULTIPLE |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 4.50 x | 4.75 x | 5.00 x | $5.25 x$ | 5.50 x |
| 12.50\% | 126.106 | 135.364 | 144.623 | 153.881 | 163.140 |
| 12.75\% | 121.371 | 130.411 | 139.451 | 148.491 | 157.531 |
| $13.00 \%$ | 116.753 | 125.580 | 134.408 | 143.235 | 152.063 |
| 13.25\% | 112.249 | 120.869 | 129.490 | 138.110 | 146.730 |
| 13.50\% | 107.856 | 116.275 | 124.693 | 133.111 | 141.529 |

(a) Unusually high capital expenditures budgeted in 2002 due to higher cost of Islandia store (New York) plus CIP for store opening in 1Q 2003
(b) Assumes mid-year convention
(c) Allocated from working capital assumptions provided by the Company

Houlihan Lokey Howard \& Zukin

DAVE \& BUSTER'S, INC.
DISCOUNTED CASH FLOW APPROACH

DISCOUNTED CASH FLOW METHODOLOGY - ONE STORE MODEL

| (\$ in millions) <br> For the Year Ending January 31, | months <br> (1/31/03 | 2003 | 2004 | 2005 | 2006 | 2007 |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |


Periods [c]
8.250
9.250
10.250
10.750
Discount Factor

|  | present value of debt free cash flows |  |  |  |  |  |  |  |  |  |  | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 11.50\% | 12.430 | 16.401 | 15.506 | 16.115 | 13.136 | 12.500 | 11.665 | 10.525 | 10.679 | 8.643 | 8.020 | 135.619 |
| 11.75\% | 12.419 | 16.355 | 15.428 | 15.998 | 13.012 | 12.354 | 11.503 | 10.355 | 10.483 | 8.466 | 7.838 | 134.211 |
| 12.00\% | 12.409 | 16.309 | 15.351 | 15.883 | 12.889 | 12.209 | 11.343 | 10.189 | 10.292 | 8.293 | 7.660 | 132.826 |
| 12.25\% | 12.399 | 16.264 | 15.274 | 15.768 | 12.767 | 12.067 | 11.186 | 10.026 | 10.104 | 8.123 | 7.487 | 131.465 |
| 12.50\% | 12.388 | 16.219 | 15.198 | 15.654 | 12.647 | 11.927 | 11.032 | 9.865 | 9.920 | 7.958 | 7.318 | 130.127 |

TERMINAL VALUE CALCULATION

|  | TERMINAL YEAR EBITDA MULTIPLE |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 4.50x | 4.75 x | 5.00 x | 5.25 x | 5.50 x |
| 11.50\% | 322.131 | 340.027 | 357.923 | 375.819 | 393.716 |
| 11.75\% | 322.131 | 340.027 | 357.923 | 375.819 | 393.716 |
| 12.00\% | 322.131 | 340.027 | 357.923 | 375.819 | 393.716 |
| 12.25\% | 322.131 | 340.027 | 357.923 | 375.819 | 393.716 |
| 12.50\% | 322.131 | 340.027 | 357.923 | 375.819 | 393.716 |


|  |  | EESENT VA | O OF TER | NAL VAL |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | ERMINAL | AR EBITD | MULTIPL |  |
|  | 4.50 x | 4.75 x | 5.00 x | $5.25 x$ | 5.50 x |
| 11.50\% | 99.960 | 105.514 | 111.067 | 116.620 | 122.174 |
| $11.75 \%$ | 97.582 | 103.004 | 108.425 | 113.846 | 119.267 |
| $12.00 \%$ | 95.266 | 100.559 | 105.851 | 111.144 | 116.436 |
| 12.25\% | 93.010 | 98.177 | 103.344 | 108.512 | 113.679 |
| 12.50\% | 90.812 | 95.857 | 100.902 | 105.947 | 110.992 |

INDICATED ENTERPRISE VALUE

|  | TERMINAL YEAR EBITDA MULTIPLE |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 4.50x | 4.75 x | 5.00 x | 5.25 x | 5.50 x |
| 11.50\% | 235.579 | 241.132 | 246.686 | 252.239 | 257.792 |
| 11.75\% | 231.793 | 237.214 | 242.636 | 248.057 | 253.478 |
| 12.00\% | 228.093 | 233.385 | 238.678 | 243.970 | 249.263 |
| 12.25\% | 224.475 | 229.642 | 234.810 | 239.977 | 245.144 |
| 12.50\% | 220.939 | 225.984 | 231.029 | 236.074 | 241.119 |

INDICATED EQUITY VALUE TERMINAL YEAR EBITDA MULTIPLE

| TERMINAL YEAR EBITDA MULTIPLE |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| 4.50x | 4.75 x | 5.00 x | 5.25 x | 5.50 x |
| 147.410 | 152.963 | 158.517 | 164.070 | 169.623 |


| $11.75 \%$ | 143.624 | 149.045 | 154.467 | 159.888 | 165.309 |
| :--- | :--- | :--- | :--- | :--- | :--- |
| $12.00 \%$ | 139.924 | 145.216 | 150.509 | 155.801 | 161.094 |
| $12.25 \%$ | 136.306 | 141.473 | 146.641 | 151.808 | 156.975 |
| $12.50 \%$ | 132.770 | 137.815 | 142.860 | 147.905 | 152.950 |

[a] Maintenance Capex plus one new store opening per year
[b] Allocated from working capital assumptions provided by the Company
[c] Assumes mid-year convention

DISCOUNTED CASH FLOW APPROACH

DISCOUNTED CASH FLOW APPROACH (CONTINUED)

- The indicated values from both analyses reflect transaction multiples below the multiples of the proposed Transaction, and approximate the current public market price, indicating that the market has fully valued expectations going forward.

|  | RELEVANT IMPLIED LTM TRANSACTION MULTIPLES |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | REVENUE | EBITDA | EBITDACAPEX | EBIT | ASSETS |
| DCF-Four Stores | 0.61 x | 4.60 x | 28.00x | 11.60x | 0.75 x |
| DCF-One Store | 0.65 x | 4.90 x | 30.00 x | 12.50x | 0.80 x |
| Public (5/23/02) | $0.59 x$ | 4.50 x | 27.30x | 11.30 x | $0.73 x$ |
| Proposed Transaction | 0.69 x | 5.21 x | 31.92x | $13.25 x$ | 0.85 x |

o It is key to note that the internally funded growth variant of the one Store Model analysis actually yielded a greater present value than the variant proposed by management.

DAVE \& BUSTER'S, INC.
STRATEGIC ALTERNATIVES

During the course of diligence and analysis Houlihan Lokey made the following observations regarding the available strategic alternatives:

STATUS QUO / DEBT REFINANCING
o D\&B's poor financial performance has resulted in significant risk of default on its bank debt. Any status quo scenario must include refinancing D\&B's debt in order to avoid significant fees. However, any refinancing would likely be at significantly higher rates and some cost to the company.

- The Company's current capital constraints, even with a successful
refinancing, would allow for at most one new store per year. This limited new store growth limits the Company's overall top line and EBITDA growth prospects.
after new store openings, and inflationary growth (at best) for seasoned stores all further inhibit overall growth prospects. Accordingly, the business model has questionable appeal in a public market that demands consistent quarter over quarter growth and same store sales growth.

The stock has been out of favor since the Company missed two quarters of earnings estimates in 1999. Analysts abandoned the stock leaving the Company with no coverage and a very low multiple of EBITDA. As such, the prospects for price recovery depend not only on strong financial results and consistency but also on regaining the confidence of the institutional analyst and investor community.

- In sum, there is no catalyst absent a transaction that will fuel price growth. Conversely, the Company faces limited capital for growth, default risk, cost pressure resulting from higher debt costs, and lack of confidence from the investment community.

Houlihan Lokey Howard \& Zukin 34
DAVE \& BUSTER'S, INC.

STRATEGIC ALTERNATIVES

## LEVERAGED RECAPITALIZATION

- Tight credit markets overall, and the recent failures of several high profile "themed restaurants" (Planet Hollywood, Rainforest Cafe) that have scarred the lending community, make a highly levered transaction unlikely.
o D\&B's poor performance and already highly levered capital structure would prohibit any recapitalization (as a public company) that involves increased leverage.


## SECONDARY OFFERING

o Secondary offerings are typically priced at a discount to market. The Company's poor financial results and current market price would result in very low pricing and therefore dilution to shareholders.
o (As in the case of the Status Quo) High capital requirements, negative same store sales after new store openings, and inflationary growth (at best) for seasoned stores all further inhibit overall growth prospects. Accordingly, the business model has questionable appeal in a public market that demands consistent quarter over quarter growth and same store sales growth.
o Further, the Company's lack of institutional coverage would limit interest from Wall Street with respect to underwriting a secondary offering.
o However, the Company could use the proceeds of a secondary offering to repay bank debt and invest in new stores, potentially providing a larger base for growth and more new stores to spur top line and EBITDA growth.

Houlihan Lokey Howard \& Zukin 35
DAVE \& BUSTER'S, INC.

## STRATEGIC ALTERNATIVES

## PIPE (PRIVATE PLACEMENT OF PUBLIC EQUITY)

- PIPE's are frequently (though not always) priced at a discount to market. The Company's poor financial results and current market price may result in very low pricing and therefore dilution to shareholders.
o However, the Company could use the proceeds of a PIPE to repay bank debt and invest in new stores, potentially providing a larger base for growth and more new stores to spur top line and EBITDA growth.

STRATEGIC MERGER OR SALE (STOCK OR CASH FOR SHAREHOLDERS)

The Company's unique business model is not familiar to other restaurant or entertainment companies, creating management expertise hurdles in attracting merger partners.

- The unique business model also prevents significant consolidation cost savings that would be typical of a strategic merger.
$\circ$
The Company's high capital costs and negative same store sales for new stores in incompatible with many public merger partners, further limiting potential interest from strategic partners.
$\circ$
Dave and Buster have expressed a strong lack of desire in becoming a "division of another company." Yet the management requirements of D\&B's unique concept position Dave and Buster as "key men" who would need to actively participate in the Company after any merger or sale.
o However, D\&B's relatively low trading multiple (measured by EBITDA) does present an opportunity for an accretive investment.

Houlihan Lokey Howard \& Zukin 36
DAVE \& BUSTER'S, INC.
STRATEGIC ALTERNATIVES

GOING PRIVATE / SALE TO FINANCIAL BUYER

- A going private transaction would allow the company to avoid the pressure of earnings growth and same store sales growth that are demanded by a public market.
o (As in the Leveraged Recapitalization) Tight credit markets will likely limit the ability of a potential buyer to use significant leverage to fund an acquisition. However, lenders may view the sponsorship of a credible financial buyer favorably.
- Though the uniqueness of the business model dictates that management participate after any going private transaction, management may have more interest in participating in a going private transaction sponsored by a financial buyer (relative to a merger with a strategic partner).
o Financial buyers may view the Company's relatively high cost structure as an opportunity to create EBITDA growth. Financial buyers may exert pressure on costs that public ownership does not provide.
o The Company's poor track record as a public company may cloud the possible exit strategies available to any financial buyers. However, going private provides an opportunity to distance the Company from the current market conditions and time an exit when the Company's performance and market conditions are more favorable.

Houlihan Lokey Howard \& Zukin 37

SUPPORTING MATERIAL

DAVE \& BUSTER'S, INC.

## SUPPORTING MATERIAL

DESCRIPTION OF COMPARABLE COMPANIES - RESTAURANTS
CEC ENTERTAINMENT INC. CEC Entertainment, Inc. is engaged in the family
restaurant/entertainment center business. The Company owns and operates Chuck E. Cheese's restaurants in 39 states and Canada. As of February 11, 2002, CEC operated 353 Chuck E. Cheese's Pizza restaurants. In addition, as of February 11, 2002, franchisees of the Company operated 52 Chuck E. Cheese's restaurants. CEC and its franchisees operate in a total of 46 states. Chuck E. Cheese's
restaurants offer a variety of pizza, a salad bar, sandwiches, appetizers, and desserts and feature musical and comic entertainment by life size, computer controlled robotic characters, family oriented games, rides and arcade-style activities.

TOTAL ENTERTAINMENT INC. Total Entertainment Restaurant Corp. owns and operates 47 entertainment restaurant locations under the Fox and Hound English Pub \& Grille and Fox and Hound Smokehouse \& Tavern (Fox and Hound) tradenames, as well as the Bailey's Sports Grille, Bailey's Pub \& Grille and Bailey's Smokehouse \& Tavern (Bailey's) tradenames. The Company's entertainment concepts combine a full menu, full-service bar, audio and video systems for sports entertainment, pocket billiards and other interactive games, which provide a late-night dining and entertainment alternative. Both the Fox and Hound and Bailey's locations encompass Total's multi-dimensional concept, and serve both larger urban and smaller regional markets.

CHAMPPS ENTERTAINMENT INC. Champps Entertainment, Inc. is engaged in owning and operating Champps Americana restaurants. The Company also franchises Champps Americana restaurants. The Champps Americana concept offers a wide selection of appetizers, soups, salads, entrees including chicken, beef, fish, pasta, as well as bi-weekly "specials," sandwiches, burgers and desserts in 41 restaurants. Selections reflect a variety of ethnic and regional cuisines and traditional favorites. An important part of the Champps dining experience is the entertainment. Patrons may watch one of several sporting events being broadcast, or listen to a variety of music played by the disc jockey.

Houlihan Lokey Howard \& Zukin 39
DAVE \& BUSTER'S, INC.
SUPPORTING MATERIAL

DESCRIPTION OF COMPARABLE COMPANIES - RESTAURANTS (CONTINUED)
OUTBACK STEAKHOUSE INC. Outback Steakhouse, Inc., formerly Multi-Venture
Partners Inc., operates full-service restaurants under the Outback Steakhouse, Carrabba's Italian Grill, Fleming's Prime Steakhouse \& Wine Bar, Roy's and Bonefish Grill brand names. Outback Steakhouse's menu includes seared steaks, as well as prime rib, barbecued ribs, pork chops, chicken, seafood and pasta; Carrabba's Italian Grill's menu includes pasta, chicken, seafood and wood-fired pizza; Fleming's Prime Steakhouse and Wine Bar's menu features prime cuts of beef, fresh seafood, pork, veal and chicken entrees; Roy's menu offers Hawaiian-fusion cuisine, and Bonefish Grill menu offers fresh oak-grilled fish and other seafood. As of December 31, 2001, the Company operated 667 domestic and 72 international Outback Steakhouse, 103 Carraba's Italian Grill, 11 Flemings Prime Steakhouse, 12 Roy's and four Bonefish Grill restaurants. In addition, Outback owned one Lee Roy Selmon's and one Zazarac restaurant under development.
P. F. CHANG'S CHINA BISTRO INC. P.F. Chang's China Bistro owns and operates 65 full-service, or Bistro, restaurants as of December 30, 2001 that feature a blend of traditional Chinese cuisine and American hospitality in a sophisticated, contemporary bistro setting. The Company's restaurants offer intensely flavored, highly memorable culinary creations, prepared from fresh ingredients, including premium herbs and spices imported directly from China. The Company's menu is focused on select dishes created to capture the distinct flavors and styles of the five major culinary regions of China: Canton, Hunan, Mongolia, Shanghai and Szechwan. P.F. Chang's also owned and operated five limited-service, or Pei Wei, restaurants as of December 30, 2001. The Company has developed Pei Wei Asian Diner, a new concept that caters to a quicker, more casual dining experience as compared to P.F. Chang's China Bistro.

LONE STAR STEAKHOUSE \& SALOON INC. Lone Star Steakhouse \& Saloon, Inc. owned and operated 249 mid-priced, full service, casual dining restaurants located in the United States, which operate under the trade name Lone Star Steakhouse \& Saloon or Lone Star Cafe (Lone Star or Lone Star Steakhouse \& Saloon), and 20 upscale steakhouse restaurants, five operating as Del Frisco's Double Eagle Steak House (Del Frisco's) restaurants and 15 operating as Sullivan's Steakhouse (Sullivan's) restaurants. In addition, a licensee operates three Lone Star restaurants in California and a licensee operates a Del Frisco's restaurant in Orlando, Florida. Internationally, the Company operates 25 Lone Star Steakhouse \& Saloon restaurants in Australia. In addition, a licensee operates a Lone Star

SUPPORTING MATERIAL

DESCRIPTION OF COMPARABLE COMPANIES - RESTAURANTS (CONTINUED)

LANDRY'S RESTAURANTS INC. Landry's Restaurants, Inc., formerly known as Landry's Seafood Restaurants Inc., is principally engaged in the ownership and operation of full-service, casual dining restaurants primarily under the names Joe's Crab Shack, Landry's Seafood House, The Crab House and Rainforest Cafe. The Company operates 188 full service restaurants including 105 Joe's Crab Shack restaurants, 41 Landry's Seafood House division restaurants, 27 Rainforest Cafe restaurants, 15 Crab House restaurants and three limited menu take-out service restaurants. The Company's seafood restaurants feature a wide variety of broiled, grilled and fried seafood items, including red snapper, shrimp, crawfish, crab and lump crabmeat, lobster, oysters, scallops, flounder and other traditional seafood items, many with a choice of seasonings, stuffings and toppings. Along with several inventive items, the Rainforest Cafe menu offers traditional American fare, including beef, chicken and seafood.

CALIFORNIA PIZZA KITCHEN INC. California Pizza Kitchen, Inc. is a casual dining restaurant chain with a particular focus on the premium pizza segment. As of March 11, 2002, California Pizza Kitchen owned, licensed or franchised 130 restaurants in 25 states, the District of Columbia and four foreign countries, of which 101 were Company-owned and 29 operated under franchise or license arrangements.

BRINKER INTERNATIONAL INC. Brinker International Inc. is principally engaged in the ownership, operation, development and franchising of the Chili's Grill \& Bar, Romano's Macaroni Grill, On The Border Mexican Grill \& Cantina, Cozymel's Coastal Mexican Grill, Maggiano's Little Italy, Corner Bakery Cafe, and Big Bowl restaurant concepts. In addition, Brinker International is involved in the ownership, and has been involved in the development, of the Eatzi's Market and Bakery concept.

Houlihan Lokey Howard \& Zukin 41
DAVE \& BUSTER'S, INC.

## SUPPORTING MATERIAL

## DESCRIPTION OF COMPARABLE COMPANIES - ENTERTAINMENT

CEDAR FAIR, L.P. Cedar Fair, L.P. is a publicly traded limited partnership managed by Cedar Fair Management Company. The Company owns and operates six amusement parks that are family-oriented, with recreational facilities for people of all ages, and provides rides and entertainment. The Company also owns and operates separate-gated water parks near San Diego and in Palm Springs, California. All principal rides and attractions at the parks are owned and operated by the Company and its affiliated companies. The Company also operates a seven-acre indoor amusement park. These parks are Cedar Point, located on Lake Erie between Cleveland and Toledo in Sandusky, Ohio; Knott's Berry Farm, located near Los Angeles in Buena Park, California; Dorney Park \& Wildwater Kingdom (Dorney Park), located near Allentown in South Whitehall Township, Pennsylvania; Valleyfair, located near Minneapolis/St. Paul in Shakopee, Minnesota; Worlds of Fun in Kansas City, Missouri; and Michigan's Adventure near Muskegon, Michigan.

SIX FLAGS INC. Six Flags, Inc. is a worldwide regional theme park operator. As of December 31, 2001, the Company operated 37 parks that had an attendance of approximately 46.6 million in that year. The parks are located in the United States, Canada, Europe and Mexico. Six Flags' theme parks serve each of the 10 largest metropolitan areas in the United States. The Company estimates that approximately two-thirds of the population of the continental United States live within a $150-\mathrm{mile}$ radius of one of its parks. The Company is also managing the construction of a theme park in Spain, which it expects to open in April 2002.

ISLE OF CAPRIS CASINOS INC. Isle of Capri Casinos Inc. is a developer, owner and operator of branded gaming and related lodging and entertainment facilities. The Company owns and operates 12 gaming facilities located in Lake Charles and Bossier City, Louisiana; Biloxi, Vicksburg, Tunica, Natchez and Lula, Mississippi; Bettendorf, Marquette, and Davenport, Iowa; Kansas City, Missouri; and Las Vegas, Nevada. The Company also owns a $57 \%$ interest in and operates a casino and hotel facility in Black Hawk, Colorado. The gaming facilities in Lake Charles, Bossier City, Biloxi, Vicksburg, Tunica, Natchez, Lula, Kansas City, Marquette, Bettendorf and Black Hawk operate under the name "Isle of Capri" and feature the Company's tropical island theme. The gaming facility in Davenport, Iowa operates under the name "Rhythm City." The gaming facility in Las Vegas, Nevada operates under the "Lady Luck" name. In addition, the Company owns and operates a pari-mutuel harness racing facility in Pompano Beach, Florida.

Houlihan Lokey Howard \& Zukin 42
DAVE \& BUSTER'S, INC.

## SUPPORTING MATERIAL

DESCRIPTION OF COMPARABLE COMPANIES - ENTERTAINMENT (CONTINUED)

BOWL AMERICA INC. Bowl America Incorporated operates bowling centers. The Company commenced business with one bowling center in 1958, and, as of September 1, 2001, the Company and its wholly owned subsidiaries operated 21 bowling centers comprised of 12 in the greater metropolitan area of Washington, D.C., two in the greater metropolitan area of Baltimore, Maryland, one in Orlando, Florida, three in the greater metropolitan area of Jacksonville, Florida and three in the greater metropolitan area of Richmond, Virginia. These 21 bowling centers contain a total of 820 lanes.

STATION CASINOS INC. Station Casinos, Inc. is a gaming company that owns and operates eight distinctly themed hotel/casino properties and two smaller casino properties throughout the Las Vegas metropolitan area. The Company owns and operates Palace Station Hotel \& Casino, Boulder Station Hotel \& Casino, Texas Station Gambling Hall \& Hotel, Sunset Station Hotel \& Casino, Santa Fe Station Hotel \& Casino, Fiesta Rancho Casino Hotel, Fiesta Henderson Casino Hotel and Wild Wild West Gambling Hall \& Hotel. The Company also owns a 50\% interest in Green Valley Ranch Station Casino and Barley's Casino \& Brewing Company.

AMERISTAR CASINOS INC. Ameristar Casinos, Inc. is a multi-jurisdictional developer, owner and operator of casinos and related hotel and entertainment facilities in local markets. The Company owns six properties in five markets located in Missouri, Iowa, Mississippi and Nevada, catering to customers primarily residing within a $100-\mathrm{mile}$ radius of its properties. Ameristar's properties include Ameristar Kansas City, Ameristar St. Charles and Ameristar Vicksburg, as well as Cactus Petes Resort Casino and The Horseshu Hotel \& Casino (the Jackpot properties). All of the Company's properties include table games, such as blackjack, craps and roulette. In addition, Ameristar Kansas City, Ameristar St. Charles, Ameristar Vicksburg and Cactus Petes offer poker, and the Jackpot properties offer keno and sports book wagering.

Houlihan Lokey Howard \& Zukin 43
DAVE \& BUSTER'S, INC.

SUPPORTING MATERIAL

DESCRIPTION OF COMPARABLE COMPANIES - ENTERTAINMENT (CONTINUED)
MTR GAMING GROUP INC. MTR Gaming Group Inc. owns and operates the Mountaineer Racetrack \& Gaming Resort (Mountaineer Park) in Chester, West Virginia, the Ramada Inn and Speedway Casino (the Speedway Property) in North Las Vegas, Nevada, and the Ramada Inn (the Reno Property) in Reno, Nevada, through wholly owned subsidiaries. Mountaineer Park operates approximately 2,500 gaming machines, of which 1,744 are coin drop machines; the Speedway Property operates approximately 400 slot machines, eight blackjack tables, a craps table and one roulette wheel, and the Reno Property has an 8,000-square-foot area that was used for gaming, as well as a 7,900-square-foot convention facility housed in a separate building.

AZTAR CORP. Aztar Corporation is an experienced developer and operator of casinos. Aztar operates riverboat casinos in Caruthersville, Missouri, and Evansville, Indiana. The Company also operates in major domestic gaming markets with casino hotel facilities in Atlantic City, New Jersey, and Las Vegas and Laughlin, Nevada. Each of the Company's casinos is designed and operated to serve the unique demographics of its particular market. The Company's properties include Casino Aztar Evansville (Indiana), Casino Aztar Caruthersville (Missouri), Tropicana Casino and Resort (New Jersey), Tropicana Resort and Casino (Nevada) and Ramada Express Hotel and Casino (Nevada).
(figures in millions)

|  | EV | EV / EBITDA |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 3-YR AVG. | FYE | LTM | NFY |
| Cedar Fair -Lp (1) | \$ 1,644.732 | 10.8 x | 11.7x | 11.5x | 9.0x |
| Six Flags Inc (2) | \$ 4,614.606 | 12.6x | 12.1x | 12.1x | 10.3x |
| Isle Of Capris Casinos Inc (3) | \$ 1,687.542 | 10.2x | 7.4x | 7.2x | 6.8 x |
| Bowl America Inc -Cl A (4) | \$ 49.131 | 6.9 x | 7.2x | 7.3 x | NA |
| Station Casinos Inc (5) | \$ 2,177.683 | 8.9 x | 9.9x | 9.6x | 8.9x |
| Amc Entertainment Inc (6) | \$ 835.959 | 8.4x | 8.1 x | 6.3x | 4.8x |
| Ameristar Casinos Inc (7) | \$ 1,405.339 | 15.3x | 8.7x | 8.3x | 7.4x |
| Mtr Gaming Group Inc (8) | \$ 542.425 | 17.2x | 12.8x | 12.3x | 8.6x |
| Aztar Corp (9) | \$ 1,312.933 | 8.1x | 7.3x | 7.1 x | 6.6 x |
| Low |  | 6.9 x | 7.2x | 6.3x | 4.8x |
| High |  | 17.2x | 12.8x | 12.3x | 10.3x |
| Median |  | 10.2 x | 8.7x | 8.3x | 8.0x |
| Mean |  | 10.9x | 9.5x | 9.1x | 7.8 x |


|  | EV / EBIT |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | EV | 3-YR AVG. | FYE | LTM | NFY |
| Cedar Fair -Lp (1) | \$ | 1,644.732 | 14.6x | 16.7x | 16.5x | 11.7 x |
| Six Flags Inc (2) | \$ | 4,614.606 | 25.7 x | 27.0x | 25.0x | 18.4x |
| Isle Of Capris Casinos Inc (3) | \$ | 1,687.542 | 15.0x | 10.9x | 10.8x | 9.8x |
| Bowl America Inc -Cl A (4) | \$ | 49.131 | 9.7 x | 10.0x | 10.0x | NA |


| Station Casinos Inc (5) | \$ | 2,177.683 | 12.7x | 15.2x | 14.7 x | 13.1x |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Amc Entertainment Inc (6) | \$ | 835.959 | NMF | NMF | 26.3x | 11.3x |
| Ameristar Casinos Inc (7) | \$ | 1,405.339 | 24.1x | 12.2x | 11.4x | 9.7x |
| Mtr Gaming Group Inc (8) | \$ | 542.425 | 22.0x | 16.3x | 15.9x | 10.2x |
| Aztar Corp (9) | \$ | 1,312.933 | 12.1x | 10.3x | 10.0x | 8.9x |
| Low |  |  | 9.7x | 10.0x | 10.0x | 8.9x |
| High |  |  | 25.7x | 27.0x | 26.3x | 18.4x |
| Median |  |  | 14.8x | 13.7x | 14.7x | 10.7 x |
| Mean |  |  | 17.0x | 14.8 x | 15.6x | 11.6 x |


|  | EV |  | EV / REVENUE |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | $3-Y R$ AVG. | FYE | LTM | NFY |
| Cedar Fair -Lp (1) | \$ | 1,644.732 | 3.55x | 3.45x | 3.42x | NA |
| Six Flags Inc (2) |  | 4,614.606 | 4.65 x | 4.41x | 4.35 x | NA |
| Isle Of Capris Casinos Inc |  | 1,687.542 | 2.38x | 1.72x | 1.59x | NA |
| Bowl America Inc -Cl A (4) |  | 49.131 | 1.72x | 1.67x | 1.66x | NA |
| Station Casinos Inc (5) |  | 2,177.683 | 2.36x | 2.59x | 2.61 x | NA |
| Amc Entertainment Inc (6) |  | 835.959 | 0.74 x | 0.69x | 0.65 x | NA |
| Ameristar Casinos Inc (7) |  | 1,405.339 | 3.36x | 2.24x | 2.18x | NA |
| Mtr Gaming Group Inc (8) |  | 542.425 | 3.24x | 2.48x | 2.37x | NA |
| Aztar Corp (9) |  | 1,312.933 | 1.58x | 1.55x | 1.55x | NA |
| Low |  |  | 0.74 x | 0.69x | 0.65 x | NA |
| High |  |  | 4.65 x | 4.41x | 4.35 x | NA |
| Median |  |  | 2.38x | 2.24x | 2.18 x | NA |
| Mean |  |  | 2.62x | 2.31x | 2.26x | NA |



## Footnotes:

(1) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(2) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(3) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(4) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(5) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin
build-up method.
(6) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(7) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(8) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(9) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(10) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(11) Based on the midpoint of the Selected Range of Minority Enterprise Values derived from the market multiple methodology.

Houlihan Lokey Howard \& Zukin 47
Dave \& Buster's, Inc.

Exhibits - Entertainment Tier

VALUATION MULTIPLES (CONTINUED)
(figures in millions)

|  | MVE |  | PRICE / EARNINGS |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | $3-Y R$ AVG. | FYE | LTM | NFY |
| Cedar Fair -Lp (1) | \$ | 1,194.568 | 15.8x | 20.6x | 20.7x | 17.0x |
| Six Flags Inc (2) |  | 1,543.681 | NMF | NMF | NMF | NMF |
| Isle Of Capris Casinos Inc (3) |  | 720.471 | 29.5x | 23.6x | 20.5x | 13.2x |
| Bowl America Inc -Cl A (4) |  | 61.049 | 16.0x | 15.8x | 16.6x | NA |
| Station Casinos Inc (5) |  | 1,049.135 | 21.6x | 36.1x | 33.4x | 25.6x |
| Amc Entertainment Inc (6) |  | 353.255 | NMF | NMF | NMF | NMF |
| Ameristar Casinos Inc (7) |  | 750.702 | NMF | 22.6x | 16.8x | 13.9x |
| Mtr Gaming Group Inc (8) |  | 464.405 | 33.9x | 24.4x | 23.6x | 15.7x |
| Aztar Corp (9) |  | 807.285 | 18.5x | 14.1x | 13.6x | 12.7x |
| Low |  |  | 15.8x | 14.1x | 13.6x | 12.7x |
| High |  |  | 33.9x | 36.1x | 33.4x | 25.6x |
| Median |  |  | 20.0x | 22.6x | 20.5x | 14.8x |
| Mean |  |  | 22.6 x | 22.5x | 20.7x | 16.4x |


|  | MVE | PRICE / CASH FLOW |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 3-YR AVG. | FYE | LTM | NFY |
| Cedar Fair -Lp (1) | \$1,194.568 | 10.4 x | 11.9x | 11.9x | 10.6x |
| Six Flags Inc (2) | 1,543.681 | 10.8 x | 10.4x | 11.0x | 8.7x |
| Isle Of Capris Casinos Inc (3) | 720.471 | 9.3x | 6.9 x | 6.4 x | 5.5 x |
| Bowl America Inc -Cl A (4) | 61.049 | 10.3 x | 10.5x | 11.2x | NA |
| Station Casinos Inc (5) | 1,049.135 | 8.7 x | 10.0x | 9.6x | 8.8x |
| Amc Entertainment Inc (6) | 353.255 | 5.4 x | 5.5 x | 5.8 x | 4.1x |
| Ameristar Casinos Inc (7) | 750.702 | 16.3x | 9.3x | 8.3x | 7.5x |
| Mtr Gaming Group Inc (8) | 464.405 | 22.6x | 16.5x | 15.6x | 11.7x |
| Aztar Corp (9) | 807.285 | 8.2x | 7.3 x | 7.2x | 6.9 x |


| Low | 5.4x | 5. 5 x | 5.8 x | 4.1x |
| :---: | :---: | :---: | :---: | :---: |
| High | 22.6x | 16.5x | 15.6x | 11.7x |
| Median | 10.3x | 10.0x | 9.6 x | 8.1x |
| Mean | 11.4 x | 9.8 x | 9.7 x | 8.0x |


|  | MVE |  | PRICE / NET BOOK VALUE |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | 3-YR AVG. | FYE | LTM | NFY |
| Cedar Fair -Lp (1) | \$ | 1,194.568 | 3.74 x | 4.02 x | 4.88x | NA |
| Six Flags Inc (2) |  | 1,543.681 | 5.04x | 6.88 x | 1.27x | NA |
| Isle Of Capris Casinos Inc (3) |  | 720.471 | NMF | NMF | NMF | NA |
| Bowl America Inc -Cl A (4) |  | 61.049 | 1.78x | 1.87x | 1.83x | NA |
| Station Casinos Inc (5) |  | 1,049.135 | 8.11x | NA | 12.74x | NA |
| Amc Entertainment Inc (6) |  | 353.255 | 14.43x | NMF | 2.18x | NA |
| Ameristar Casinos Inc (7) |  | 750.702 | NMF | 10.13x | 8.09x | NA |
| Mtr Gaming Group Inc (8) |  | 464.405 | 19.51x | NA | 6.16x | NA |
| Aztar Corp (9) |  | 807.285 | 1.86x | 1.78 x | 1.88 x | NA |
| Low |  |  | 1.78x | 1.78x | 1.27x | NA |
| High |  |  | 19.51x | 10.13x | 12.74x | NA |
| Median |  |  | 5.04x | 4.02x | 3.53x | NA |
| Mean |  |  | 7.78x | 4.94x | 4.88 x | NA |

## Footnotes:

(1) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(2) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(3) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(4) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(5) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(6) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(7) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(8) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(9) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(10) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(11) Based on the midpoint of the Selected Range of Minority Enterprise Values derived from the market multiple methodology.

$$
\text { Houlihan Lokey Howard \& Zukin } 48
$$

Dave \& Buster's, Inc.

Exhibits - Entertainment Tier

OPERATING INCOME STATEMENT
(figures in millions)

| LTM OPERATING INDICATIONS |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| GROSS | ADJUSTED | ADJUSTED | ADJUSTED | CASH |


|  | REVENUE |  | PROFIT |  | EBITDA |  | EBIT |  | FLOW |  | INCOME |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Cedar Fair - Lp | \$ | 481.3 | \$ | 160.6 | \$ | 142.5 | \$ | 99.8 | \$ | 100.4 | \$ | 57.7 |
| Six Flags Inc |  | 060.0 | \$ | 364.7 | \$ | 382.7 | \$ | 184.6 | \$ | 140.9 | \$ | (57.2) |
| Isle Of Capris Casinos Inc |  | 061.4 | \$ | 429.3 | \$ | 233.7 | \$ | 156.5 | \$ | 112.3 | \$ | 35.1 |
| Bowl America Inc -Cl A | \$ | 29.6 | \$ | 6.3 | \$ | 6.7 | \$ | 4.9 | \$ | 5.5 | \$ | 3.7 |
| Station Casinos Inc | \$ | 834.6 | \$ | 346.1 | \$ | 226.2 | \$ | 147.7 | \$ | 109.8 | \$ | 31.4 |
| Amc Entertainment Inc |  | 292.5 | \$ | 84.9 | \$ | 132.2 | \$ | 31.8 | \$ | 60.5 | \$ | (39.9) |
| Ameristar Casinos Inc | \$ | 644.8 | \$ | 266.2 | \$ | 168.9 | \$ | 123.5 | \$ | 90.1 | \$ | 44.7 |
| Mtr Gaming Group Inc | \$ | 229.2 | \$ | 73.1 | \$ | 44.2 | \$ | 34.1 | \$ | 29.8 | \$ | 19.7 |
| Aztar Corp | \$ | 847.1 | \$ | 302.4 | \$ | 184.3 | \$ | 131.6 | \$ | 112.2 | \$ | 59.5 |
| Low | \$ | 29.6 | \$ | 6.3 | \$ | 6.7 | \$ | 4.9 | \$ | 5.5 | \$ | (57.2) |
| High |  | 292.5 | \$ | 429.3 | \$ | 382.7 | \$ | 184.6 | \$ | 140.9 | \$ | 59.5 |
| Median | \$ | 834.6 | \$ | 266.2 | \$ | 168.9 | \$ | 123.5 | \$ | 100.4 | \$ | 31.4 |
| Mean | \$ | 720.1 | \$ | 225.9 | \$ | 169.1 | \$ | 101.6 | \$ | 84.6 | \$ | 17.2 |


|  | LTM MARGINS |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | GROSS <br> PROFIT | ADJUSTED EBITDA | ADJUSTED <br> EBIT | ADJUSTED CASH FLOW | $\begin{aligned} & \text { ADJUSTED } \\ & \text { NET } \\ & \text { INCOME } \end{aligned}$ |
| Cedar Fair -Lp | $33.4 \%$ | 29.6\% | 20.7\% | 20.9\% | 12.0\% |
| Six Flags Inc | 34.4\% | 36.1\% | 17.4\% | 13.3\% | -5.4\% |
| Isle Of Capris Casinos Inc | 40.5\% | 22.0\% | 14.7\% | 10.6\% | 3.3\% |
| Bowl America Inc -Cl A | 21.1\% | 22.6\% | 16.6\% | 18.5\% | 12.4\% |
| Station Casinos Inc | 41.5\% | 27.1\% | 17.7\% | 13.2\% | 3.8\% |
| Amc Entertainment Inc | 6.6\% | 10.2\% | 2.5\% | 4.7\% | -3.1\% |
| Ameristar Casinos Inc | 41.3\% | 26.2\% | 19.2\% | 14.0\% | 6.9\% |
| Mtr Gaming Group Inc | 31.9\% | 19.3\% | 14.9\% | 13.0\% | 8.6\% |
| Aztar Corp | 35.7\% | 21.8\% | 15.5\% | 13.2\% | 7.0\% |
| Low | 6.6\% | 10.2\% | 2.5\% | 4.7\% | -5.4\% |
| High | 41.5\% | 36.1\% | 20.7\% | 20.9\% | 12.4\% |
| Median | 34.4\% | 22.6\% | 16.6\% | 13.2\% | 6.9\% |
| Mean | 31.8\% | 23.9\% | 15.5\% | 13.5\% | 5.1\% |


|  | 2-YEAR COMPOUND ANNUAL GROWTH RATES |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | REVENUE | ADJUSTED EBITDA | ADJUSTED <br> EBIT | ADJUSTED <br> NET <br> INCOME |
| Cedar Fair -Lp | 4.4\% | -3.6\% | -8.1\% | -17.9\% |
| Six Flags Inc | 6.2\% | 5.9\% | -2.0\% | NMF |
| Isle Of Capris Casinos Inc | $46.7 \%$ | $46.4 \%$ | $50.5 \%$ | $55.3 \%$ |


| Bowl America Inc -Cl A | 3.3\% | $0.1 \%$ | 3.7\% | $7.7 \%$ |
| :---: | :---: | :---: | :---: | :---: |
| Station Casinos Inc | -5.6\% | -4.4\% | -7. $2 \%$ | -19.3\% |
| Amc Entertainment Inc | 8.8\% | $0.1 \%$ | NMF | NMF |
| Ameristar Casinos Inc | $46.2 \%$ | 79.0\% | 112.0\% | 1174.3\% |
| Mtr Gaming Group Inc | 38.8\% | 45.9\% | 49.4\% | 64.9\% |
| Aztar Corp | 3.0\% | 13.1\% | 22.1\% | $63.1 \%$ |
| Low | -5.6\% | -4.4\% | -8.1\% | -19.3\% |
| High | $46.7 \%$ | 46.4\% | 50.5\% | $64.9 \%$ |
| Median | 6.2\% | 3.0\% | 3.7\% | 31.5\% |
| Mean | 16.9\% | 12.9\% | 15.5\% | $25.6 \%$ |

Footnotes:

* Excluded from the Range

Source: Compustat
NA - Not Available
NMF - Not Meaningful Figure
LTM - Latest Twelve Months
EBIT - Earnings Before Interest and Taxes
EBITDA - Earnings Before Interest, Taxes, Depreciation and Amortization

DAVE \& BUSTER'S, INC.
EXHIBITS - ENTERTAINMENT TIER

BALANCE SHEET RATIOS
(figures in millions)



|  | EBITDA |  | MVE (1) | EV |  | Coverage (2) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Cedar Fair -Lp | 3.2 | x | $37.9 \%$ | 0.3 | x | 5.9 x |
| Six Flags Inc | 7.5 | x | 185.6\% | 0.6 | x | 1.7 x |
| Isle Of Capris Casinos Inc | 4.4 |  | 143.6\% | 0.6 | x | 2.5 x |
| Bowl America Inc -Cl A | 0.0 |  | $0.0 \%$ | 0.0 | x | NMF |
| Station Casinos Inc | 5.3 |  | $113.7 \%$ | 0.5 | x | 2.3 x |
| Amc Entertainment Inc | 4.1 |  | $154.0 \%$ | 0.7 | x | 2.1 x |
| Ameristar Casinos Inc | 4.1 |  | 93.3\% | 0.5 | x | 3.1 x |
| Mtr Gaming Group Inc | 2.0 | x | 19.1\% | 0.2 | x | 12.3 x* |
| Aztar Corp | 3.1 |  | 70.4\% | 0.4 | x | 4.9 x |
| Low | 0.0 |  | 0.0\% | 0.0 | x | 1.7 x |
| High | 7.5 |  | 185.6\% | 0.7 | x | 5.9 x |
| Median | 4.1 |  | 93.3\% | 0.5 | X | 2.5 x |
| Mean | 3.7 |  | 90.9\% | 0.4 | x | 3.2 x |

## Footnotes:

* Excluded from the Range Source: Compustat
NA - Not Available
NMF - Not Meaningful Figure
EV - Enterprise Value
MVE - Market Value of Equity
EBIT - Earnings Before Interest and Taxes
EBITDA - Earnings Before Interest, Taxes, Depreciation and Amortization
ROA - Return on Assets
ROE - Return on Equity
A/R - Accounts Receivable
A/P - Accounts Payable
(1) Represents Total Interest-Bearing Debt to Market Value of Equity.
(2) Represents EBITDA to Net Interest Expense.

EXHIBITS - ENTERTAINMENT TIER

COMPARABLE COMPANY MARKET ANALYSIS
(figures in millions, except per share values)


| plus: Preferred Stock Redemption/Market/Liq. Value | 0.000 | 279.148 | 0.000 |  | 0.000 | 0.000 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| less: Converted Preferred | 0.000 | 0.000 | 0.000 |  | 0.000 | 0.000 |
| less: Cash \& Cash Equivalents (book) | 2.669 | 72.700 | 76.836 |  | 11.918 | 64.762 |
| plus: Minority Interest in Subsidiaries | 0.000 | 0.000 | 9.092 |  | 0.000 | 0.000 |
| Enterprise Value | \$1,644.732 | \$4,614.606 | \$1,687.542 | \$ | 49.131 | \$2,177.683 |


|  |  | AMC |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | RTAINMENT |  | ERISTAR |  | R GAMING |  |  |
|  |  | INC | CAS | inos Inc |  | OUP INC |  | TAR CORP |
| GENERAL MARKET INFORMATION |  |  |  |  |  |  |  |  |
| Ticker Symbol |  | AEN |  | ASCA |  | MNTG |  | AZR |
| Exchange |  | AMEX |  | NASDAQ |  | NASDAQ |  | NYSE |
| Fiscal Year End |  | 03/2001 |  | 12/2001 |  | 12/2001 |  | 12/2001 |
| Latest Financial Information |  | 12/2001 |  | 03/31/02 |  | 03/02/02 |  | 03/2002 |
| Closing Price as of Valuation Date | \$ | 15.05 | \$ | 27.64 | \$ | 15.98 | \$ | 20.54 |
| 20-Day Average Stock Price | \$ | 14.70 | \$ | 29.20 | \$ | 16.61 | \$ | 21.82 |
| 52 Week Price Range |  |  |  |  |  |  |  |  |
| High | \$ | 15.90 | \$ | 33.94 | \$ | 17.82 | \$ | 25.90 |
| Low | \$ | 8.05 | \$ | 8.88 | \$ | 7.19 | \$ | 9.75 |
| 52 Week Return |  | 81.5\% |  | 188.5\% |  | 55.1\% |  | $43.0 \%$ |
| MARKET VALUATION INFORMATION |  |  |  |  |  |  |  |  |
| Fully Diluted Shares |  | 23.472 |  | 27.160 |  | 29.062 |  | 39.303 |
| Closing Price as of Valuation Date | \$ | 15.05 | \$ | 27.64 | \$ | 15.98 | \$ | 20.54 |
| Market Value of Equity (MVE) | \$ | 353.255 | \$ | 750.702 | \$ | 464.405 | \$ | 807.285 |
| plus: Total Debt (book) |  | 543.925 |  | 700.489 |  | 88.802 |  | 568.409 |
| less: Converted Debt |  | 12.965 |  | 0.000 |  | 0.000 |  | 0.000 |
| plus: Preferred Stock Redemption/Market/Liq. Value |  | 0.172 |  | 0.000 |  | 0.000 |  | 0.000 |
| less: Converted Preferred |  | 0.000 |  | 0.000 |  | 0.000 |  | 0.000 |
| less: Cash \& Cash Equivalents (book) |  | 48.428 |  | 45.852 |  | 10.782 |  | 62.761 |
| plus: Minority Interest in Subsidiaries |  | 0.000 |  | 0.000 |  | 0.000 |  | 0.000 |
| Enterprise Value | \$ | 835.959 |  | ,405.339 | \$ | 542.425 |  | 312.933 |

Houlihan Lokey Howard \& Zukin 51
DAVE AND BUSTER'S, INC.

EXHIBITS -- ENTERTAINMENT TIER

CASH AND WORKING CAPITAL
(figures in millions)



| Mtr Gaming Group Inc | \$ | 11.6 | \$ | 4.3 | \$ | (1.9) | \$ | 218.4 | 5. 3 \% | 2.0\% | -0.9\% | 378.3\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Aztar Corp | \$ | 92.1 | \$ | 43.3 | \$ | (47.4) | \$ | 849.5 | 10.8\% | 5.1\% | -5.6\% | 660.6\% |
| Median |  |  |  |  |  |  |  |  | 6.6\% | 0.5\% | -6.9\% | 378.3\% |
| Mean |  |  |  |  |  |  |  |  | 8.1\% | 0.0\% | -6.3\% | 983.0\% |

Footnotes:

* Excluded from the Range
(1) Net Debt-Free Working Capital equals current assets less cash less current liabilities less current debt.
(2) One Month Operating Expense equals LTM operating expenses divided by twelve.

DAVE \& BUSTER'S INC.

Exhibits - Entertainment Tier

MARKET PERFORMANCE PARAMETERS
(figures in millions)


|  | $\begin{gathered} \text { EV / } \\ \text { (EBITDA - CAPEX) } \end{gathered}$ |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  | EV/EBIT | EV/REVENUE |
|  | LTM | NFY | LTM | LTM |
| Cedar Fair-Lp | 19.0x | 12.9x | 16.5 x | 3.42x |
| Six Flags Inc | 18.7x | 14.7 x | 25.0x | $4.35 x$ |
| Isle Of Capris Casinos Inc | 13.8 x | 12.2x | 10.8 x | $1.59 x$ |
| Bowl America Inc-Cl A | 9.4 x | NA | 10.0x | 1.66 x |
| Station Casinos Inc | $44.5 x$ | 32.4 x | $14.7 x$ | 2.61 x |


| Amc Entertainment Inc | 1,122.2x | 19.4x | 26.3x | $0.65 x$ |
| :---: | :---: | :---: | :---: | :---: |
| Ameristar Casinos Inc | $-2,745.3 x$ | 66.0 x | 11.4x | 2.18 x |
| Mtr Gaming Group Inc | -39.0x | 106.5x | 15.9x | 2.37 x |
| Aztar Corp | 9.8 x | 8.8x | 10.0x | 1.55x |
| Low | $===$ $9.4 x$ | $==$ 8.8 x | $===$ 10.0 x | $===$ $0.65 x$ |
| High | 44.5 x | 32.4 x | 26.3x | 4.35x |
| Median | 16.2x | 13.8 x | 14.7x | 2.18 x |
| Mean | 19.2x | 16.7 x | 15.6x | 2.26 x |
| Dave \& Busters Inc | 27.7 x | 9.1 x | 11.5 x | 0.60 x |

Footnotes:

* Excluded from the Range

Source: Compustat
NA - Not Available
NMF - Not Meaningful Figure
LTM - Latest Twelve Months
EV - Enterprise Value
EBIT - Earnings Before Interest and Taxes
EBITDA - Earnings Before Interest, Taxes, Depreciation and Amortization P/E - Price to Earnings

Houlihan Lokey Howard \& Zukin

DAVE \& BUSTER'S INC.

Exhibits - Entertainment Tier

COMPARABLE VOLUME AND TRADING STATISTICS

Houlihan Lokey Howard \& Zukin

DAVE \& BUSTER'S INC.
Exhibits - Entertainment Tier

RISK ANALYSIS RANKINGS

SIZE
(Revenue, millions)

| Amc Entertainment Inc | $\$ 1,292.5$ |
| :--- | ---: |
| Isle Of Capris Casinos Inc | $\$ 1,061.4$ |
| Six Flags Inc | $\$ 1,060.0$ |
| Aztar Corp | $\$ 94.1$ |
| Station Casinos Inc | $\$ 34.6$ |
| Ameristar Casinos Inc | $\$ 4.8$ |
| Cedar Fair -Lp | 64.8 |
| Mtr Gaming Group Inc | $\$ 81.3$ |
| Bowl America Inc -Cl A | $\$ 22.2$ |

Six Flags Inc
Station Casinos Inc
Isle Of Capris Casinos Inc
Cedar Fair -Lp
Ameristar Casinos Inc Aztar Corp
Amc Entertainment Inc
Mtr Gaming Group Inc
Bowl America Inc -Cl A

| Isle Of Capris Casinos Inc | $46.7 \%$ |
| :--- | ---: |
| Ameristar Casinos Inc | $46.2 \%$ |
| Mtr Gaming Group Inc | $38.8 \%$ |
| Amc Entertainment Inc | $8.8 \%$ |
| Six Flags Inc | $6.2 \%$ |
| Cedar Fair -Lp | $4.4 \%$ |
| Bowl America Inc -Cl A | $3.3 \%$ |
| Aztar Corp | $3.0 \%$ |
| Station Casinos Inc | $-5.6 \%$ |

Ameristar Casinos Inc
Isle Of Capris Casinos Inc
Mtr Gaming Group Inc
Amc Entertainment Inc
Six Flags Inc
Bowl America Inc -Cl A
Cedar Fair -Lp
Aztar Corp
Station Casinos Inc

Cedar Fair -Lp NA
Six Flags Inc
Bowl America Inc -Cl A
Station Casinos Inc
Amc Entertainment Inc
Ameristar Casinos Inc
Mtr Gaming Group Inc
Aztar Corp
PROJECTED GROWTH
(1-Year Revenue)

HISTORICAL GROWTH (2-Year EBITDA)
$\$ 4,614.6$
\$2,177.7
\$1,687.5
\$1,644.7
\$1,405.3
$\$ 1,312.9$
$\$ 836.0$
\$ 542.4
\$ 49.1

## HISTORICAL GROWTH

(2-Year Revenue)

## HISTORICAL GROWTH

(1-Year Revenue)
46.7\%
46.2\%
38.8\%
8.8\%
6.2\%
$3.3 \%$
3. $0 \%$
$-5.6 \%$
87.6\%
43. 5\%
$28.4 \%$
4.1\%
3.9\%

1. $7 \%$
$0.9 \%$
$0.2 \%$
$-15.4 \%$
Aztar Corp
Six Flags Inc
Amc Entertainment Inc
Bowl America Inc -Cl A
Cedar Fair -Lp
Station Casinos Inc
Ameristar Casinos Inc
Isle Of Capris Casinos Inc
Mtr Gaming Group Inc
Amc Entertainment Inc
Aztar Corp
Six Flags Inc
Bowl America Inc -Cl A
Cedar Fair -Lp
Station Casinos Inc

| Bowl America Inc -Cl A | NA |
| :--- | ---: |
| Amc Entertainment Inc | $69.8 \%$ |
| Mtr Gaming Group Inc | $49.2 \%$ |
| Cedar Fair -Lp | $30.2 \%$ |
| Six Flags Inc | $18.1 \%$ |
| Ameristar Casinos Inc | $17.5 \%$ |
| Station Casinos Inc | $11.6 \%$ |
| Aztar Corp | $10.5 \%$ |
| Isle Of Capris Casinos Inc | $8.7 \%$ |


| Bowl America Inc -Cl A | NA |
| :--- | ---: |
| Ameristar Casinos Inc | $16.5 \%$ |
| Isle Of Capris Casinos Inc | $16.0 \%$ |
| Station Casinos Inc | $15.0 \%$ |
| Mtr Gaming Group Inc | $15.0 \%$ |
| Aztar Corp | $12.5 \%$ |
| Six Flags Inc | $12.0 \%$ |
| Amc Entertainment Inc | $9.5 \%$ |
| Cedar Fair -Lp | $8.0 \%$ |

PROFITABILITY (EBIT to Revenue)

| Cedar Fair -Lp | $20.7 \%$ |
| :--- | :---: |
| Ameristar Casinos Inc | $19.2 \%$ |
| Station Casinos Inc | $17.7 \%$ |
| Six Flags Inc | $17.4 \%$ |
| Bowl America Inc -Cl A | $16.6 \%$ |
| Aztar Corp | $15.5 \%$ |
| Mtr Gaming Group Inc | $14.9 \%$ |
| Isle Of Capris Casinos Inc | $14.7 \%$ |
| Amc Entertainment Inc | $2.5 \%$ |

Six Flags Inc
Cedar Fair -Lp
Casinos Inc
Ameristar Casinos Inc
Bowl America Inc -Cl A
Isle Of Capris Casinos Inc
Aztar Corp
Mtr Gaming Group Inc
Amc Entertainment Inc
$36.1 \%$
$29.6 \%$
$27.1 \%$
$26.2 \%$
$22.6 \%$
$22.0 \%$
$21.8 \%$
$19.3 \%$
$10.2 \%$

RELATIVE DEPRECIATION
(Depreciation to EBITDA)

| Amc Entertainment Inc | $75.9 \%$ |
| :--- | :--- |
| Six Flags Inc |  |
| Station Casinos Inc | $51.8 \%$ |
| Isle Of Capris Casinos Inc | $34.7 \%$ |
| Cedar Fair -Lp | $33.0 \%$ |
| Aztar Corp | $30.0 \%$ |
| Ameristar Casinos Inc | $28.6 \%$ |
| Bowl America Inc -Cl A | $26.9 \%$ |
| Mtr Gaming Group Inc | $26.9 \%$ |

INTERNAL INVESTMENT
(Capital Expenditures to Revenue)

| Ameristar Casinos Inc | $26.3 \%$ |
| :--- | :--- |
| Mtr Gaming Group Inc | $25.4 \%$ |
| Station Casinos Inc | $21.2 \%$ |
| Six Flags Inc | $12.8 \%$ |
| Cedar Fair -Lp | $1.8 \%$ |
| Isle Of Capris Casinos Inc | $6 \%$ |
| Amc Entertainment Inc | $10.5 \%$ |
| Aztar Corp | $10.2 \%$ |
| Bowl America Inc $-C l$ A | $5.9 \%$ |
| $.0 \%$ |  |

LIQUIDITY
(Current Ratio)

| Bowl America Inc - Cl A | 3.0 |
| :--- | ---: |
| Mtr Gaming Group Inc | 1.1 |
| Aztar Corp | 1.1 |
| Station Casinos Inc | 1.0 |
| Six Flags Inc | 0.8 |
| Ameristar Casinos Inc | 0.7 |
| Isle Of Capris Casinos Inc | 0.6 |
| Amc Entertainment Inc | 0.5 |
| Cedar Fair - Lp | 0.4 |

LEVERAGE
(Debt to EV)

| Amc Entertainment Inc | $65.1 \%$ |
| :--- | :--- |
| Six Flags Inc |  |
| Isle Of Capris Casinos Inc | $62.1 \%$ |
| Station Casinos Inc | $61.3 \%$ |
| Ameristar Casinos Inc | $54.8 \%$ |
| Aztar Corp | $49.8 \%$ |
| Cedar Fair -Lp | $43.3 \%$ |
| $.5 \%$ |  |

Mtr Gaming Group Inc
Bowl America Inc -Cl A


|  | EV | EV / Revenue |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 3-YR AVG. | FYE | LTM | NFY |
| Dave \& Busters Inc (1) | \$ 219.997 | $0.70 x$ | 0.61 x | 0.60x | NA |
| Cec Entertainment Inc (2) | 1,357.486 | 2.70x | 2.42x | 2.38x | NA |
| Total Entmt Restaurant Corp (3) | 130.420 | 2.14 x | 1.84 x | 1.70x | NA |
| Champps Entmt Inc (4) | 185.065 | 1.68x | 1.39x | 1.24 x | NA |
| Outback Steakhouse Inc (5) | 2,997.170 | 1.58x | 1.41x | 1.41x | NA |
| P F Changs China Bistro Inc (6) | 980.582 | $4.16 x$ | 3.08 x | 2.85x | NA |
| Lone Star Steakhouse Saloon (7) | 435.880 | 0.74 x | 0.73 x | 0.72 x | NA |
| Landrys Restaurants Inc (8) | 878.506 | 1.54 x | 1.18 x | 1.15x | NA |
| California Pizza Kitchen Inc (9) | 420.049 | 1.97x | 1.69x | 1.60x | NA |
| Brinker Intl Inc (10) | 3,931.841 | 1.81x | 1.59x | 1.39x | NA |
| Low |  | 0.74 x | 0.73 x | 0.72 x | NA |
| High |  | $4.16 x$ | 3.08 x | 2.85 x | NA |
| Median |  | 1.81x | 1.59x | 1.41x | NA |
| Mean |  | 2.04 x | 1.70 x | 1.60x | NA |


| Dave \& Busters Inc (1) | \$ 219.997 | 9.91x | 11.17 x | 11.49x | 10.75 x |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Cec Entertainment Inc (2) | \$1,357.486 | 14.8x | 12.7x | 12.4 x | 10.9 x |
| Total Entmt Restaurant Corp (3) | \$ 130.420 | 32.2 x | 19.1 x | 16.8 x | 11.4 x |
| Champps Entmt Inc (4) | \$ 185.065 | NMF | 24.2 x | 31.1 x | NA |
| Outback Steakhouse Inc (5) | \$2,997.170 | 12.5x | 12.3x | 12.3x | 13.6x |
| P F Changs China Bistro Inc (6) | \$ 980.582 | NMF | 33.9 x | 31.4 x | 39.1 x |
| Lone Star Steakhouse Saloon (7) | \$ 435.880 | 11.9x | 11.0 x | 8.8 x | 6.8 x |
| Landrys Restaurants Inc (8) | \$ 878.506 | 24.4x | 18.2 x | 17.2x | 11.5 x |
| California Pizza Kitchen Inc (9) | \$ 420.049 | 24.9x | 21.3x | 20.5 x | 15.9x |
| Brinker Intl Inc (10) | \$3,931.841 | 20.3x | 17.0x | 16.1 x | 11.9 x |
| Low |  | 11.9 x | 11.0 x | 8.8 x | 6.8 x |
| High |  | 32.2x | 33.9 x | 31.4 x | $39.1 \times$ |
| Median |  | 20.3x | 18.2 x | 16.8 x | 11.7 x |
| Mean |  | 20.1x | 18.9 x | 18.5 x | 15.1x |

Dave \& Busters Inc (1)
Cec Entertainment Inc (2)
Total Entmt Restaurant Corp (3)
Champps Entmt Inc (4)
Outback Steakhouse Inc (5)
P F Changs China Bistro Inc (6)
Lone Star Steakhouse Saloon (7)
Landrys Restaurants Inc (8)
California Pizza Kitchen Inc (9)
Brinker Intl Inc (10)

|  | EV / TOTAL ASSETS (NET OF CASH) |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| EV | 3-YR AVG. | FYE | LTM | NFY |
| -- | -------- | --- | --- | --- |
| \$ 219.997 | 0.76 x | 0.72 x | 0.74 x | NA |
| \$1,357.486 | 3.51 x | 2.98 x | 2.92 x | NA |
| \$ 130.420 | 3.30 x | 3.12 x | 2.81x | NA |
| \$ 185.065 | $2.93 x$ | 2.39x | $2.16 x$ | NA |
| \$2,997.170 | 3.27 x | 2.72 x | 2.72x | NA |
| \$ 980.582 | NMF | NMF | NMF | NA |
| \$ 435.880 | 0.95 x | 1.01x | 1.00x | NA |
| \$ 878.506 | 1.49 x | 1.33x | $1.25 x$ | NA |
| \$ 420.049 | 3.95 x | 3.35 x | 3.23x | NA |
| \$3,931.841 | 3.23 x | 2.75 x | $2.26 x$ | NA |
|  | 0.95 x | 1.01x | 1.00x | NA |
|  | 3.95 x | 3.35 x | $3.23 x$ | NA |
|  | 3.25 x | 2.74 x | 2.49 x | NA |
|  | $2.83 x$ | 2.46 x | $2.29 x$ | NA |

Footnotes:
(1) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(2) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(3) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(4) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(5) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(6) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(7) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(8) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(9) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(10) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(11) Based on the midpoint of the Selected Range of Minority Enterprise Values derived from the market multiple methodology.

DAVE \& BUSTER'S, INC.

Exhibits - Restaurant Tier
VALUATION MULTIPLES (CONTINUED)
(figures in millions)


Dave \& Busters Inc (1)
Cec Entertainment Inc (2)
Total Entmt Restaurant Corp (3)
Champps Entmt Inc (4)
Outback Steakhouse Inc (5)

|  | PRICE / NET BOOK VALUE |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| MVE | 3-YR AVG. | FYE | LTM | NFY |
| \$ 133.452 | $0.87 x$ | 0.82 x | 0.80x | NA |
| 1,348.367 | 4.81x | 4.00 x | 3.64x | NA |
| 118.505 | 6.39x | 5.78 x | 5.29x | NA |
| 171.014 | 5.48 x | 4.32 x | 3.91x | NA |
| 3,061.879 | 4.16 x | 3.61x | 3.61x | NA |
| 1,010.094 | 11.86x | 7.88x | 7.54x | NA |
| 537.926 | 1.25 x | 1.25x | 1.21x | NA |
| 712.333 | 1.89x | 1.82x | 1.78 x | NA |
| 440.376 | $6.70 x$ | 3.86x | 3.70x | NA |
| 3,473.548 | 5.11 x | 4.56 x | 4.67x | NA |
|  | 1.25 x | 1.25x | 1.21x | NA |
|  | 11.86x | 7.88 x | 7.54x | NA |
|  | 5.11 x | 4.00 x | $3.70 x$ | NA |

High
Median
Mean

|  | PRICE / CASH FLOW |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | MVE | $3-Y R$ AVG. | FYE | LTM | NFY |
| Dave \& Busters Inc (1) | 133.45 x | 3.85x | 3.68x | 3.62x | 3.2 x |
| Cec Entertainment Inc (2) | 1,348.367 | 15.5x | 13.7x | 13.4 x | 12.4 x |
| Total Entmt Restaurant Corp (3) | 118.505 | 18.2x | 15.3x | 13.8x | 11.2x |
| Champps Entmt Inc (4) | 171.014 | 22.1x | 8.7x | 16.6x | NA |
| Outback Steakhouse Inc (5) | 3,061.879 | 15.8 x | 14.8x | 14.8 x | 13.2x |
| P F Changs China Bistro Inc (6) | 1,010.094 | NMF | 37.9x | 35.2x | 31.2 x |
| Lone Star Steakhouse Saloon (7) | 537.926 | 9.3x | 9.0x | 8.5x | 7.7 x |
| Landrys Restaurants Inc (8) | 712.333 | 14.0x | 11.1x | 10.5 x | 9.0 x |
| California Pizza Kitchen Inc (9) | 440.376 | 25.9x | 17.5x | 16.7 x | 15.4x |


| Brinker Intl Inc (10) | 3,473.548 | 16.7 x | 14.1x | 12.6x | 11.0 x |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Low |  | 9.3 x | $8.7 x$ | 8.5 x | 7.7x |
| High |  | 25.9x | 37.9 x | 35.2 x | 31.2 x |
| Median |  | 16.2x | 14.1x | 13.8x | 11.8 x |
| Mean |  | 17.2x | 15.8x | 15.8x | 13.9x |

Footnotes:
(1) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(2) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(3) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(4) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(5) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(6) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(7) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(8) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(9) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(10) Projected financial figures are based on the Houlihan Lokey Howard \& Zukin build-up method.
(11) Based on the midpoint of the Selected Range of Minority Enterprise Values derived from the market multiple methodology.

* Excluded from range

Exhibits - Restaurant Tier

OPERATING INCOME STATEMENT
(figures in millions)

|  |  |  |  |  | M | PERAT | IN | ICATI |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Revenue |  | $\begin{aligned} & \text { GROSS } \\ & \text { PROFIT } \end{aligned}$ |  | $\begin{gathered} \text { ADJUSTED } \\ \text { EBITDA } \end{gathered}$ |  | ADJUSTED EBIT |  | ADJUSTED <br> CASH <br> FLOW |  | ADJUSTED NET INCOME |  |
| Dave \& Busters Inc | \$ | 367.0 | \$ | 44.3 | \$ | 48.6 | \$ | 19.1 | \$ | 36.9 | \$ | 7.4 |
| Cec Entertainment Inc | \$ | 571.5 | \$ | 280.9 | \$ | 144.4 | \$ | 109.1 | \$ | 100.7 | \$ | 65.5 |
| Total Entmt Restaurant Corp | \$ | 76.6 | \$ | 11.5 | \$ | 11.9 | \$ | 7.8 | \$ | 8.6 | \$ | 4.5 |
| Champps Entmt Inc | \$ | 149.7 | \$ | 16.5 | \$ | 12.4 | \$ | 5.9 | \$ | 10.3 | \$ | 3.8 |
| Outback Steakhouse Inc |  | ,127.1 | \$ | 323.5 | \$ | 312.1 | \$ | 243.1 | \$ | 206.6 | \$ | 37.6 |


| P F Changs China Bistro Inc | \$ | 343.9 | \$ | 53.9 | \$ | 43.1 | \$ | 31.2 | \$ | 28.7 | \$ | 16.8 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Lone Star Steakhouse Saloon | \$ | 603.1 | \$ | 88.8 | \$ | 80.7 | \$ | 49.6 | \$ | 63.3 | \$ | 32.1 |
| Landrys Restaurants Inc | \$ | 762.9 | \$ | 92.4 | \$ | 89.5 | \$ | 51.1 | \$ | 67.8 | \$ | 29.4 |
| California Pizza Kitchen Inc | \$ | 262.5 | \$ | 39.7 | \$ | 33.2 | \$ | 20.5 | \$ | 26.4 | \$ | 13.6 |
| Brinker Intl Inc |  | 837.8 | \$ | 359.0 | \$ | 369.0 | \$ | 244.1 | \$ | 276.2 | \$ | 151.3 |
| Low | \$ | 76.6 | \$ | 11.5 | \$ | 11.9 | \$ | 5.9 | \$ | 8.6 | \$ | 3.8 |
| High |  | 837.8 | \$ | 359.0 | \$ | 369.0 | \$ | 244.1 | \$ | 276.2 | \$ | 151.3 |
| Median | \$ | 571.5 | \$ | 88.8 | \$ | 80.7 | \$ | 49.6 | \$ | 63.3 | \$ | 29.4 |
| Mean | \$ | 859.4 | \$ | 140.7 | \$ | 121.8 | \$ | 84.7 | \$ | 87.6 | \$ | 50.5 |


|  | LTM MARGINS |  |  |  |  | 2-year compound annual growth rates |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  | ADJUSted | ADJUSted |  |  |  | ADJUSTED |
|  | GROSS | ADJUSTED | ADJUSted | CASH | NET |  | ADJUSTED | ADJUSTED | NET |
|  | PROFIT | EBITDA | EBIT | FLOW | InCOME | Revenue | EBITDA | EBIT | Income |
|  | ----- | -- | ---- | ---- | ---- | ------- | ------ | ---- | -- |
| Dave \& Busters Inc | 12.1\% | 13.3\% | 5.2\% | 10.1\% | 2.0\% | 20.4\% | 11.6\% | 1.9\% | -12.5\% |
| Cec Entertainment Inc | 49.2\% | 25.3\% | 19.1\% | 17.6\% | 11.5\% | 12.9\% | 15.9\% | 19.9\% | 20.4\% |
| Total Entmt Restaurant Corp | 15.0\% | 15.6\% | 10.2\% | 11.2\% | 5.8\% | 12.6\% | 38.7\% | 105.5\% | 56.0\% |
| Champps Entmt Inc | 11.0\% | 8.3\% | 4.0\% | 6.9\% | 2.5\% | 22.9\% | NMF | NMF | NMF |
| Outback Steakhouse Inc | 15.2\% | 14.7\% | 11.4\% | 9.7\% | 6.5\% | 13.7\% | 5.9\% | 3.5\% | 4.1\% |
| P F Changs China Bistro Inc | 15.7\% | 12.5\% | 9.1\% | 8.4\% | 4.9\% | 44.2\% | 59.0\% | 63.4\% | 60.9\% |
| Lone Star Steakhouse Saloon | 14.7\% | 13.4\% | 8.2\% | 10.5\% | 5.3\% | 1.0\% | -4.9\% | -6.4\% | -1.0\% |
| Landrys Restaurants Inc | 12.1\% | 11.7\% | 6.7\% | 8.9\% | 3.9\% | 30.4\% | 30.2\% | $31.0 \%$ | 25.3\% |
| California Pizza Kitchen Inc | 15.1\% | 12.7\% | 7.8\% | 10.0\% | 5.2\% | 17.9\% | 22.8\% | 24.2\% | 268.9\% |
| Brinker Intl Inc | 12.6\% | 13.0\% | 8.6\% | 9.7\% | 5.3\% | 15.0\% | 18.5\% | 22.4\% | 30.5\% |
| Low | 11.0\% | 8.3\% | 4.0\% | 6.9\% | 2.5\% | 1.0\% | -4.9\% | -6.4\% | -1.0\% |
| High | 49.2\% | 25.3\% | 19.1\% | 17.6\% | 11.5\% | 44.2\% | 59.0\% | 63.4\% | 60.9\% |
| Median | 15.0\% | 13.0\% | 8.6\% | 9.7\% | $5.3 \frac{8}{8}$ | 15.0\% | 20.7\% | 22.4\% | 25.3\% |
| Mean | 17.8\% | 14.1\% | 9.5\% | 10.3\% | 5.78 | 19.0\% | 23.3\% | 22.6\% | 28.0\% |

Footnotes:

* Excluded from the Range

Source: Compustat
NA - Not Available
NMF - Not Meaningful Figure
LTM - Latest Twelve Months
EBIT - Earnings Before Interest and Taxes
EBITDA - Earnings Before Interest, Taxes, Depreciation and Amortization

$$
\text { Houlihan Lokey Howard \& Zukin } 59
$$

DAVE \& BUSTER'S, INC.

Exhibits - Restaurant Tier

BALANCE SHEET RATIOS
(figures in millions)

|  |  |  | NET | NET |  |  |  | NET |  | OTHER |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | total | Income | Income | CURRENT | QUICK | A/P |  | WORKING | LT |
|  |  | ASSETS | ROA | Roe | RAtio | RATIO | DAYS |  | CAPITAL | LIAB/EV |
| Dave \& Busters Inc | \$ | 298.998 | 2.4\% | 4.5\% | 1.0 | 0.0 | 14.1 |  | 3.458 | 7.2\% |
| Cec Entertainment Inc | \$ | 476.975 | 14.8\% | 19.3\% | 0.7 | 0.4 | 65.4 |  | (28.119) | 2.4\% |


| Total Entmt Restaurant Corp | \$ | 47.313 | 10.0\% | 16.8\% | 0.4 | 0.1 | 15.6 | \$ | (5.505) | $0.1 \%$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Champps Entmt Inc | \$ | 93.919 | $4.4 \%$ | $7.6 \%$ | 1.2 | 0.8 | 11.2 | \$ | (2.613) | $5.8 \%$ |
| Outback Steakhouse Inc |  | , 237.748 | 12.2\% | 15.2\% | 1.1 | 0.8 | 8.5 |  | $106.875)$ | 1.6\% |
| P F Changs China Bistro Inc | \$ | 178.948 | $10.4 \%$ | 12.5\% | 1.7 | 1.5 | 5.5 | \$ | (18.099) | $0.4 \%$ |
| Lone Star Steakhouse Saloon | \$ | 536.538 | $6.3 \%$ | $0.3 \%$ | 2.3 | 2.0 | 10.9 | \$ | (33.177) | $1.7 \%$ |
| Landrys Restaurants Inc | \$ | 722.982 | 4. 2 \% | $7.6 \%$ | 0.8 | 0.3 | 21.2 | \$ | (47.558) | $2.6 \%$ |
| California Pizza Kitchen Inc | \$ | 150.377 | 10.0\% | 12.4\% | 1.0 | 0.8 | 5.8 | \$ | (21.513) | $0.5 \%$ |
| Brinker Intl Inc | \$1,764.938 |  | 9.8\% | $16.9 \%$ | 0.5 | 0.2 | 16.8 | \$(153.206) |  | 1. $8 \%$ |
| Low | \$ | 47.313 | 4.2\% | $0.3 \%$ | 0.4 | 0.1 | 5.5 | \$(153.206) |  | $0.1 \%$ |
| High |  | , 764.938 | $14.8 \%$ | 19.3\% | 2.3 | 2.0 | 65.4 | \$ | (2.613) | 5. $8 \%$ |
| Median | \$ | 476.975 | 10.0\% | 12.5\% | 1.0 | 0.8 | 11.2 | \$ | (28.119) | 1. $7 \%$ |
| Mean | \$ | 578.860 | 9.1\% | 12.1\% | 1.1 | 0.8 | 17.9 | \$ | (46.296) | 1.9\% |


|  | LEVERAGE |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{array}{r} \text { DEBT/ } \\ \text { EBITDA } \end{array}$ | DEBT/ <br> MVE (1) | $\begin{aligned} & \text { DEBT/ } \\ & \text { EV } \end{aligned}$ | INTEREST COVERAGE (2) |
| Dave \& Busters Inc | 1.8 x | 66.1\% | 0.4 x | 6.5 x |
| Cec Entertainment Inc | 0.1 x | $1.6 \%$ | 0.0 x | 106.8 x |
| Total Entmt Restaurant Corp | 1.1 x | 10.8\% | 0.1 x | 16.7 x |
| Champps Entmt Inc | 1.8 x | 13.1\% | 0.1 x | 28.5 x |
| Outback Steakhouse Inc | 0.1 x | $0.9 \%$ | 0.0 x | NMF |
| P F Changs China Bistro Inc | 0.1 x | $0.4 \%$ | 0.0 x | NMF |
| Lone Star Steakhouse Saloon | 0.0 x | 0.0\% | 0.0 x | NMF |
| Landrys Restaurants Inc | 2.1 x | 26.1\% | 0.2 x | 10.3 x |
| California Pizza Kitchen Inc | 0.0 x | 0.0\% | 0.0 x | NMF |
| Brinker Intl Inc | 1.3 x | 13.9\% | 0.1 x | 27.0 x |
| Low | 0.0 x | 0.0\% | 0.0 x | 10.3 x |
| High | 2.1 x | $26.1 \%$ | 0.2 x | 106.8 x |
| Median | 0.1 x | $1.6 \%$ | 0.0 x | 27.0 x |
| Mean | 0.7 x | $7.4 \%$ | 0.1 x | 37.8 x |

Footnotes:

* Excluded from the Range

Source: Compustat
NA - Not Available
NMF - Not Meaningful Figure
EV - Enterprise Value
MVE - Market Value of Equity
EBIT - Earnings Before Interest and Taxes
EBITDA - Earnings Before Interest, Taxes, Depreciation and Amortization
ROA - Return on Assets
ROE - Return on Equity
A/R - Accounts Receivable
A/P - Accounts Payable
(1) Represents Total Interest-Bearing Debt to Market Value of Equity.
(2) Represents EBITDA to Net Interest Expense.

general market information
Ticker Symbol
Exchange
iscal Year End

Closing Price as of Valuation Date
20-Day Average Stock Price
20-Day Average Stock
52 Week Price Range
High
2 Week Return
MARKET VALUATION INFORMATION
Fully Diluted Shares
Closing Price as of Valuation Date
Market Value of Equity (MVE)
plus: Total Debt (book
less: Converted Debt
plus: Preferred Stock Redemption/Market/Liq. Value
less: Converted Preferred
less: Cash \& Cash Equivalents (book)
plus: Minority Interest in Subsidiaries
Enterprise Value

| P F Changs | LONE STAR | LANDRYS | CALIFORNIA |  |
| :---: | :---: | :---: | :---: | :---: |
| CHINA BISTRO INC | STEAKHOUSE SALOON | RESTAURANTS InC | PIZZA KITCHEN INC | BRINKER INTL INC |
| PFCB | STAR | LNY | CPKI | EAT |
| NASDAQ | NASDAQ | NYSE | NASDAQ | NYSE |
| 12/2001 | 12/2001 | 12/2001 | 12/2001 | 06/2001 |
| 03/2002 | 03/2002 | 03/2002 | 03/2002 | 03/2002 |
| \$ 38.86 | \$ 21.73 | 24.66 | 23.40 | 34.50 |
| \$ 38.04 | \$ 20.69 | 26.62 | 23.52 | 34.17 |
| \$ 40.22 | \$ 21.95 | 29.10 | 27.30 | 36.00 |
| \$ 16.15 | \$ 8.51 | 11.82 | \$ 14.21 | 21.30 |
| 92.0\% | 69.0\% | $64.4 \%$ | -13.3\% | 25.5\% |
| 25.993 | 24.755 | 28.886 | 18.820 | 100.683 |
| \$ 38.86 | \$ 21.73 | 24.66 | 23.40 | 34.50 |
| \$1,010.094 | \$ 537.926 | \$ 712.333 | 440.376 | \$3,473.548 |
| 4.357 | 0.000 | 186.254 | 0.000 | 481.420 |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 35.824 | 102.046 | 20.081 | 20.327 | 23.127 |
| 1.955 | 0.000 | 0.000 | 0.000 | 0.000 |
| \$ 980.582 | \$ 435.880 | \$ 878.506 | \$ 420.049 | \$3,931.841 |

[^2]DAVE \& BUSTER'S, INC.



## Footnotes:

* Excluded from the Range
(1) Net Debt-Free Working Capital equals current assets less cash less current liabilities less current debt.
(2) One Month Operating Expense equals LTM operating expenses divided by twelve.

Houlihan Lokey Howard \& Zukin 62
DAVE \& BUSTER'S, INC.
EXHIBITS - RESTAURANT TIER

MARKET PERFORMANCE PARAMETERS
(figures in millions)

CURRENT

| STOCK PRICE | FULLy diluted | MARKET |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| PER SHARE AS OF | SHARES | VALUE | Enterprise | PRICE / EARNINGS | PRICE / CASH FLOW |
| 5/24/02 | OUtStanding | OF EQUITY | VALUE |  |  |


|  | ------- | ----- |  | ----- |  | --- | LTM |  | NFY |  | LTM |  | NFY |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Dave \& Busters Inc | \$10.04 | 13.292 | \$ | 133.5 | \$ | 220.0 | 18.0 | x | 16.0 | x | 3.6 | x | 3.2 | x |
| Cec Entertainment Inc | \$47.22 | 28.555 |  | , 348.4 |  | ,357.5 | 20.6 | x | 18.3 | x | 13.4 | x | 12.4 | x |
| Total Entmt Restaurant Corp | \$13.13 | 9.025 | \$ | 118.5 | \$ | 130.4 | 26.6 | x | 18.4 | x | 13.8 | x | 11.2 | x |
| Champps Entmt Inc | \$13.15 | 13.005 | \$ | 171.0 | \$ | 185.1 | 44.9 | x |  | NA | 16.6 | x |  | NA |
| Outback Steakhouse Inc | \$39.08 | 78.349 |  | ,061.9 |  | ,997.2 | 22.3 | x | 18.8 | x | 14.8 | x | 13.2 | x |
| P F Changs China Bistro Inc | \$38.86 | 25.993 |  | , 010.1 | \$ | 980.6 | 59.9 | x | 49.2 | x | 35.2 | x | 31.2 | x |
| Lone Star Steakhouse Saloon | \$21.73 | 24.755 | \$ | 537.9 | \$ | 435.9 | 16.7 | x | 14.0 | x | 8.5 | x | 7.7 | x |
| Landrys Restaurants Inc | \$24.66 | 28.886 | \$ | 712.3 | \$ | 878.5 | 24.2 | x | 17.5 | x | 10.5 | x | 9.0 | x |
| California Pizza Kitchen Inc | \$23.40 | 18.820 | \$ | 440.4 | \$ | 420.0 | 32.3 | x | 27.7 | $x$ | 16.7 | x | 15.4 | x |
| Brinker Intl Inc | \$34.50 | 100.683 |  | ,473.5 |  | ,931.8 | 23.0 | x | 18.2 | x | 12.6 | x | 11.0 | x |
|  | ------ | ------- |  | ----- |  | ----- | --- |  | -- |  | -- |  | ---- |  |
| Low |  |  |  |  |  |  | 16.7 | x | 14.0 | x | 8.5 | x | 7.7 | x |
| High |  |  |  |  |  |  | 44.9 | x | 27.7 | x | 16.7 | x | 15.4 | x |
| Median |  |  |  |  |  |  | 23.6 | x | 18.3 | x | 13.6 | x | 11.2 | x |
| Mean |  |  |  |  |  |  | 26.3 | x | 19.0 | x | 13.4 | x | 11.4 | x |



Footnotes:

* Excluded from the Range

Source: Compustat
NA - Not Available
NMF - Not Meaningful Figure
LTM - Latest Twelve Months
EV - Enterprise Value
EBIT - Earnings Before Interest and Taxes
EBITDA - Earnings Before Interest, Taxes, Depreciation and Amortization $P / E$ - Price to Earnings

COMPARABLE VOLUME AND TRADING STATISTICS
(figures in millions)

|  | FLOAT | $\begin{gathered} \text { SHARES } \\ \text { OUTSTANDING } \end{gathered}$ | $\begin{aligned} & \text { FLOAT / } \\ & \text { SHRS } \\ & \text { OUTSTANDING } \end{aligned}$ | $\begin{aligned} & \text { AVG. DAILY } \\ & \text { VOLUME - } 90 \\ & \text { DAYS (1) } \end{aligned}$ | AVG. PRICE - <br> 90 DAYS (1) |  | daily value <br> traded - 90 DAYS (1) |  | INSTIUTIONAL HOLDERS | ANALYST COVERAGE |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Brinker Intl Inc | 97.730 | 98.019 | 99.71\% | 0.884 | \$ | 33.1 |  | 29.31 | 728 | 21 |
| Outback Steakhouse Inc | 66.130 | 77.216 | 85.64\% | 0.509 | \$ | 35.9 |  | 18.28 | 497 | 15 |
| Cec Entertainment Inc | 27.620 | 27.969 | 98.75\% | 0.190 | \$ | 46.9 | \$ | 8.91 | 453 | 12 |
| Landrys Restaurants Inc | 25.520 | 27.836 | 91.68\% | 0.259 | \$ | 25.6 | \$ | 6.61 | 270 | 6 |
| Lone Star Steakhouse Saloon | 22.360 | 24.755 | 90.33\% | 0.356 | \$ | 20.2 | \$ | 7.21 | 253 | 1 |
| P F Changs China Bistro Inc | 17.100 | 24.223 | 70.59\% | 0.709 | \$ | 30.5 |  | 21.60 | 337 | 12 |
| California Pizza Kitchen Inc | 14.540 | 18.542 | $78.42 \%$ | 0.144 | \$ | 23.1 | \$ | 3.32 | 184 | 12 |
| DAVE \& busters inc | 10.240 | 13.267 | 77.18\% | 0.093 | \$ | 10.2 | \$ | 0.95 | 65 | 1 |
| Champps Entmt Inc | 10.120 | 12.171 | 83.15\% | 0.040 | \$ | 12.7 | \$ | 0.51 | 45 | 5 |
| Total Entmt Restaurant Corp | 3.740 | 8.837 | 42.32\% | 0.116 | \$ | 10.1 | \$ | 1.18 | 17 | 0 |
|  | ------ | ------ | ------ | ----- |  | ---- |  | -- | --- | - |
| Low |  |  | 42.32\% | 0.040 |  |  | \$ | 0.51 | 17 | , |
| High |  |  | 99.71\% | 0.884 |  |  |  | 29.31 | 728 | 21 |
| Median |  |  | 85.64\% | 0.259 |  |  |  | 7.21 | 270 | 12 |
| Mean |  |  | 82.29\% | 0.357 |  |  |  | 10.77 | 309 | 9 |

SIZE
(Revenue, millions)

| Brinker Intl Inc | $\$ 2,837.8$ |  |
| :--- | ---: | ---: |
| Outback Steakhouse Inc | $\$ 2,127.1$ |  |
| Landrys Restaurants Inc | $\$$ | 762.9 |
| Lone Star Steakhouse Saloon | $\$$ | 603.1 |
| Cec Entertainment Inc | $\$$ | 571.5 |
| Dave \& Busters Inc | $\$$ | 367.0 |
| P F Changs China Bistro Inc | $\$$ | 343.9 |
| California Pizza Kitchen Inc | $\$$ | 262.5 |
| Champps Entmt Inc | $\$$ | 149.7 |
| Total Entmt Restaurant Corp | $\$$ | 76.6 |

SIZE
(Enterprise Value, millions)

| Brinker Intl Inc | $\$ 3,931.8$ |
| :--- | ---: |
| Outback Steakhouse Inc | $\$ 2,997.2$ |
| Cec Entertainment Inc | $\$ 1,357.5$ |


| P F Changs China Bistro Inc | $\$$ | 980.6 |
| :--- | :---: | :--- |
| Landrys Restaurants Inc | $\$$ | 878.5 |
| Lone Star Steakhouse Saloon | $\$$ | 435.9 |
| California Pizza Kitchen Inc | $\$$ | 420.0 |
| Dave \& Busters Inc | $\$$ | 220.0 |
| Champps Entmt Inc | $\$$ | 185.1 |
| Total Entmt Restaurant Corp | $\$$ | 130.4 |

HISTORICAL GROWTH (2-Year Revenue)

| P F Changs China Bistro Inc | $44.2 \%$ |
| :--- | ---: |
| Landrys Restaurants Inc | $30.4 \%$ |
| Champps Entmt Inc | $22.9 \%$ |
| Dave \& Busters Inc | $20.4 \%$ |
| California Pizza Kitchen Inc | $17.9 \%$ |
| Brinker Intl Inc | $15.0 \%$ |
| Outback Steakhouse Inc | $13.7 \%$ |
| Cec Entertainment Inc | $12.9 \%$ |
| Total Entmt Restaurant Corp | $12.6 \%$ |
| Lone Star Steakhouse Saloon | $1.0 \%$ |

HISTORICAL GROWTH
(1-Year Revenue)

| Landrys Restaurants Inc | $43.3 \%$ |
| :--- | ---: |
| P F Changs China Bistro Inc | $35.7 \%$ |
| Total Entmt Restaurant Corp | $26.7 \%$ |
| Champps Entmt Inc | $21.8 \%$ |
| California Pizza Kitchen Inc | $18.2 \%$ |
| Brinker Intl Inc | $14.5 \%$ |
| Outback Steakhouse Inc | $11.6 \%$ |
| Cec Entertainment Inc | $11.1 \%$ |
| Dave \& Busters Inc | $7.7 \%$ |
| Lone Star Steakhouse Saloon | $3.8 \%$ |

$$
\begin{aligned}
& \text { PROJECTED GROWTH } \\
& \text { (1-Year Revenue) }
\end{aligned}
$$

Dave \& Busters Inc NA
Cec Entertainment Inc NA
Total Entmt Restaurant Corp NA
Champps Entmt Inc NA
Outback Steakhouse Inc NA
P F Changs China Bistro Inc NA
Lone Star Steakhouse Saloon NA
Landrys Restaurants Inc NA
California Pizza Kitchen Inc NA
Brinker Intl Inc NA

HISTORICAL GROWTH (2-Year EBITDA)

| Champps Entmt Inc | NMF |
| :--- | ---: |
| P F Changs China Bistro Inc | $59.0 \%$ |
| Total Entmt Restaurant Corp | $38.7 \%$ |
| Landrys Restaurants Inc | $30.2 \%$ |
| California Pizza Kitchen Inc | $22.8 \%$ |
| Brinker Intl Inc | $18.5 \%$ |
| Cec Entertainment Inc | $15.9 \%$ |
| Dave \& Busters Inc | $11.6 \%$ |
| Outback Steakhouse Inc | $5.9 \%$ |
| Lone Star Steakhouse Saloon | $-4.9 \%$ |

## HISTORICAL GROWTH

 (1-Year EBITDA)| Champps Entmt Inc | NMF |
| :--- | ---: |
| P F Changs China Bistro Inc | $43.2 \%$ |
| Total Entmt Restaurant Corp | $43.0 \%$ |
| Landrys Restaurants Inc | $31.9 \%$ |
| Lone Star Steakhouse Saloon | $22.5 \%$ |
| Brinker Intl Inc | $15.2 \%$ |
| California Pizza Kitchen Inc | $14.8 \%$ |
| Cec Entertainment Inc | $10.9 \%$ |
| Outback Steakhouse Inc | $2.0 \%$ |
| Dave \& Busters Inc | $-9.9 \%$ |

> PROJECTED GROWTH (1-Year EBITDA)

| Champps Entmt Inc | NA |
| :--- | ---: |
| Total Entmt Restaurant Corp | $43.9 \%$ |
| Brinker Intl Inc | $37.3 \%$ |
| Landrys Restaurants Inc | $34.6 \%$ |
| Lone Star Steakhouse Saloon | $33.7 \%$ |
| California Pizza Kitchen Inc | $23.7 \%$ |
| Cec Entertainment Inc | $13.3 \%$ |
| Dave \& Busters Inc | $10.2 \%$ |
| Outback Steakhouse Inc | $-7.0 \%$ |
| P F Changs China Bistro Inc | $-7.7 \%$ |

> PROJECTED GROWTH $(5-Y e a r ~ E P S)$

| Dave \& Busters Inc | NA |
| :--- | ---: |
| Total Entmt Restaurant Corp | NA |
| P F Changs China Bistro Inc | $30.0 \%$ |
| Champps Entmt Inc | $25.0 \%$ |
| California Pizza Kitchen Inc | $25.0 \%$ |
| Cec Entertainment Inc | $20.0 \%$ |
| Brinker Intl Inc | $16.5 \%$ |
| Outback Steakhouse Inc | $15.0 \%$ |
| Landrys Restaurants Inc | $12.5 \%$ |
| Lone Star Steakhouse Saloon | $10.0 \%$ |

> PROFITABILITY
> (EBIT to Revenue)

| Cec Entertainment Inc | $19.1 \%$ |
| :--- | ---: |
| Outback Steakhouse Inc | $11.4 \%$ |
| Total Entmt Restaurant Corp | $10.2 \%$ |
| P F Changs China Bistro Inc | $9.1 \%$ |
| Brinker Intl Inc | $8.6 \%$ |
| Lone Star Steakhouse Saloon | $8.2 \%$ |
| California Pizza Kitchen Inc | $7.8 \%$ |
| Landrys Restaurants Inc | $6.7 \%$ |
| Dave \& Busters Inc | $5.2 \%$ |
| Champps Entmt Inc | $4.0 \%$ |

PROFITABILITY
(EBITDA to Revenue)

| Outback Steakhouse Inc | $14.7 \%$ |
| :--- | ---: |
| Lone Star Steakhouse Saloon | $13.4 \%$ |
| Dave \& Busters Inc | $13.3 \%$ |
| Brinker Intl Inc | $13.0 \%$ |
| California Pizza Kitchen Inc | $12.7 \%$ |
| P F Changs China Bistro Inc | $12.5 \%$ |
| Landrys Restaurants Inc | $11.7 \%$ |
| Champps Entmt Inc | $8.3 \%$ |

RELATIVE DEPRECIATION
(Depreciation to EBITDA)

| Dave \& Busters Inc | $60.6 \%$ |
| :--- | :--- |
| Champps Entmt Inc | $52.1 \%$ |
| Landrys Restaurants Inc | $42.9 \%$ |
| Lone Star Steakhouse Saloon | $38.6 \%$ |
| California Pizza Kitchen Inc | $38.3 \%$ |
| Total Entmt Restaurant Corp | $34.7 \%$ |
| Brinker Intl Inc | $33.8 \%$ |
| P F Changs China Bistro Inc | $27.6 \%$ |
| Cec Entertainment Inc | $24.4 \%$ |
| Outback Steakhouse Inc | $22.1 \%$ |

INTERNAL INVESTMENT
(Capital Expenditures to Revenue)

| Cec Entertainment Inc | $18.8 \%$ |
| :--- | ---: |
| Total Entmt Restaurant Corp | $15.7 \%$ |
| Champps Entmt Inc | $13.9 \%$ |
| California Pizza Kitchen Inc | $13.0 \%$ |
| Brinker Intl Inc | $12.0 \%$ |
| Dave \& Busters Inc | $11.1 \%$ |
| P F Changs China Bistro Inc | $10.4 \%$ |
| Outback Steakhouse Inc | $9.5 \%$ |
| Landrys Restaurants Inc | $9.1 \%$ |
| Lone Star Steakhouse Saloon | $0.6 \%$ |

LIQUIDITY
(Current Ratio)

| Lone Star Steakhouse Saloon | 2.3 |
| :--- | :--- |
| P F Changs China Bistro Inc | 1.7 |
| Champps Entmt Inc | 1.2 |
| Outback Steakhouse Inc | 1.1 |
| Dave \& Busters Inc | 1.0 |
| California Pizza Kitchen Inc | 1.0 |
| Landrys Restaurants Inc | 0.8 |
| Cec Entertainment Inc | 0.7 |
| Brinker Intl Inc | 0.5 |
| Total Entmt Restaurant Corp | 0.4 |

LEVERAGE
(Debt to EV)

| Dave \& Busters Inc | $40.1 \%$ |
| :--- | ---: |
| Landrys Restaurants Inc | $21.2 \%$ |
| Brinker Intl Inc | $12.2 \%$ |
| Champps Entmt Inc | $12.2 \%$ |
| Total Entmt Restaurant Corp | $9.8 \%$ |
| Cec Entertainment Inc | $1.6 \%$ |
| Outback Steakhouse Inc | $0.9 \%$ |
| P F Changs China Bistro Inc | $0.4 \%$ |
| Lone Star Steakhouse Saloon | $0.0 \%$ |

EXHIBITS - RESTAURANT TIER

D\&B FINANCIAL INFORMATION


Houlihan Lokey Howard \& Zukin 66
DAVE \& BUSTER'S, INC.

EXHIBITS - RESTAURANT TIER

D\&B FINANCIAL INFORMATION (CONTINUED)

| BALANCE SHEET | 05/2002 |  | 05/2001 |  | 01/2002 |  | 01/2001 |  | 01/2000 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |
| Cash and Marketable Securities |  | 1.624 |  | 1.672 |  | 4.521 | \$ | 3.179 |  | 3.091 |
| Accounts Receivable |  | 0.000 |  | 0.000 |  | 0.000 |  | 0.000 |  | 0.000 |
| Inventories |  | 26.058 |  | 22.960 |  | 25.964 |  | 21.758 |  | 16.243 |
| Other Current Assets |  | 6.257 |  | 7.186 |  | 3.887 |  | 5.450 |  | 7.686 |
| Total Current Assets |  | 33.939 |  | 31.818 |  | 34.372 |  | 30.387 |  | 27.020 |
| Plant, Property \& Equipment, net |  | 256.127 |  | 262.666 |  | 258.302 |  | 260.467 |  | 232.216 |
| Intangibles |  | 0.000 |  | 7.381 |  | 7.096 |  | 7.445 |  | 7.826 |
| Other Assets |  | 8.932 |  | 5.745 |  | 9.364 |  | 5.576 |  | 1.122 |
| Total Assets |  | 298.998 |  | 307.610 |  | 309.134 |  | 303.875 |  | 268.184 |
| Accounts Payable |  | 14.081 |  | 10.884 |  | 15.991 | \$ | 9.291 |  | 11.868 |
| Current Debt Obligations |  | 6.200 |  | 4.125 |  | 5.500 |  | 4.124 |  | 0.000 |
| Other Current Liabilities |  | 14.776 |  | 11.166 |  | 17.359 |  | 11.846 |  | 6.195 |



EXHIBITS - RESTAURANT TIER

D\&B FINANCIAL INFORMATION (CONTINUED)

ENTERPRISE VALUE CALCULATION

| Basic Shares | 12.956 |
| :--- | ---: |
| Dilutive Shares (from EPS Note) | 0.336 |
| Fully Diluted Shares | 13.292 |
| Current Price | 10.04 |
|  | ------ |
| Market Value of Equity | $\$ 133.452$ |
| Minority Interest | 0.000 |
| Book Debt | 88.169 |
| Assumed Converted Debt | 0.000 |
| Preferred Liquidation/Redemption Value | 0.000 |
| Assumed Converted Preferreds | 0.000 |
| Cash and Cash Equivalents | 1.624 |
| Enterprise Value | $\$ 219.997$ |
|  | $========$ |

MULTIPLE CALCULATION/PROJECTIONS

|  | 3-YEAR AVG. | FYE | LTM |  | NFY | NFY+1 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | \$312.482 | \$358.009 | \$367.041 |  | NA | NA |
| EBITDA | \$ 46.970 | \$ 48.390 | \$ 48.638 |  | 53.316 | \#DIV/0! |
| EBIT | \$ 22.206 | \$ 19.697 | \$ 19.141 | \$ | 20.465 | \#DIV/0! |
| Total Assets | \$290.134 | \$304.613 | \$297.374 |  | NA | NA |
| Earnings | \$ 9.905 | \$ 7.578 | \$ 7.410 | \$ | 8.329 | \#DIV/0! |
| EPS (diluted) | \$ 0.75 | \$ 0.57 | \$ 0.56 |  |  | \#DIV/0! |
| Cash Flow | \$ 34.669 | \$ 36.271 | \$ 36.907 | \$ | 41.180 | \#DIV/0! |
| Book Equity | \$153.355 | \$163.050 | \$166.159 |  | NA | NA |
| EV/Revenue | $0.70 x$ | 0.61 x | 0.60 x |  | \#VALUE! | \#VALUE! |
| EV/EBITDA | 4.7 x | 4.5x | 4.5x |  | 4.1 x | \#DIV/0! |
| EV/EBIT | 9.9x | 11.2x | 11.5 x |  | 10.7 x | \#DIV/0! |
| EV/Total Assets | 0.76 x | 0.72 x | 0.74 x |  | \#VALUE! | \#VALUE! |
| P/E | 13.5x | 17.6x | 18.0x |  | 16.0x | \#DIV/0! |
| $\mathrm{P} / \mathrm{CF}$ | 3.8 x | 3.7 x | 3.6 x |  | 3.2 x | \#DIV/0! |
| P/NBV | 0.9 x | 0.8 x | 0.8 x |  | \#VALUE! | \#VALUE! |


| Dollars in: | millions |
| :--- | ---: |
| Tax Rate: | $40.0 \%$ |
| Exchange Rate: | $\$ 1.0000$ |


| Ticker: | DAB |
| :--- | ---: |
| 5-YR EPS: | NA |
| Levered Beta | 0.90 |

INDUSTRY METRICS

| EV/(EBITDA-CAPEX) | 27.7 x |
| :--- | ---: |
| Price/(Cash Flow-Capex) | -35.2 x |
| EV/(EBITDA-CAPEX)-NF | 9.06 x |

LTM MARGINS

| Gross Profit | $12.1 \%$ |
| :--- | ---: |
| EBITDA | $13.3 \%$ |
| EBIT | $5.2 \%$ |
| Cash Flow | $10.1 \%$ |
| Net Income | $2.0 \%$ |
|  |  |
| MISCELLANEOUS CALCULATIONS |  |
| Relative Depreciation | $60.6 \%$ |
| Capex/Revenue | $11.1 \%$ |
| Intangibles/Market Value of | $0.0 \%$ |

GROWTH RATE

| 2-Year Revenue (Hist.) | $20.4 \%$ |
| :--- | ---: |
| 1-Year Revenue (Hist.) | $7.7 \%$ |
| 2-Year Gross Profit (Hist.) | $6.0 \%$ |
| 2-Year EBITDA (Hist.) | $11.6 \%$ |
| 1-Year EBITDA (Hist.) | $-9.9 \%$ |
| 2-Year EBIT (Hist.) | $1.9 \%$ |
| 2-Year Net Income (Hist.) | $-12.5 \%$ |
| 2-Year D\&A (Hist.) | $20.1 \%$ |
| 2-Year Capex (Hist.) | $-22.6 \%$ |
| 1-Year Revenue (Proj.) | NA |
| 1-Year EBITDA (Proj.) | $10.2 \%$ |
| 5-Year EPS Growth | NA |


| LEVERAGE RATIOS |  |
| :--- | ---: |
| Debt/EBITDA | 1.8 x |
| Debt/MVE | $66.1 \%$ |
| Debt/EV | $40.1 \%$ |
| Interest Coverage | 6.5 x |

ACTIVATE BUILD-UP METHOD (Y/N) Y

| EARNINGS | EBIT | EBITDA |
| :--- | :---: | :---: |
| ------ | --- | ---- |
| $\$ 7.578$ | $\$ 19.697$ | $\$ 48.390$ |
| $\$ 7.410$ | $\$ 19.141$ | $\$ 48.638$ |
| $\$ 0.000$ | $\$ 7.548$ | $\$ 37.045$ |

D\&B FINANCIAL INFORMATION (CONTINUED)

COMMON SIZE

| Accounts Receivable | $0.0 \%$ |
| :--- | ---: |
| Inventory | $8.7 \%$ |
| Plants, Property \& Equip. | $85.7 \%$ |
| Accounts Payable | $4.7 \%$ |
| Interest-Bearing Debt | $29.5 \%$ |
| Tangible Book Value | $55.6 \%$ |

ACTIVITY RATIOS
Return on Assets 2.4\%
Return on Comm. Equity 4.5\%
Current Ratio
1.0

Quick Ratio
Inventory Turnover
Accounts Receivable Days
Accounts Payable Days
Net Working Capital
Other L-T Liab. / EV

PRICING INFORMATION
Current Price
52 Week High Price
$\$ 10.04$
$\$ 11.40$
52 Week High Date
3/21/02
$\$ 5.19$
52 Week Low Price
$\begin{array}{lr}52 \text { Week Low Date } & 9 / 21 / 01 \\ 20 \text {-Day Moving Average } & \$ 10.20\end{array}$
Cash Dividends $\quad \$ 0.00$
Exchange Name NYSE
Prior Period Close Price $\$ 8.80$
Prior Period 20-Day Moving
\$8.92


[^0]:    Houlihan Lokey examined the historical price and trading volumes of $D \& B ' s$ stock to determine whether it could be considered an accurate indicator of value for the Company. Houlihan Lokey also reviewed relevant analyst data for both the restaurant and entertainment sectors.

[^1]:    (\$ in millions)

[^2]:    Houlihan Lokey Howard \& Zukin 61

