SECURITIES AND EXCHANGE COMMISSION WASHINGTON, D. C. 20549

FORM 10-Q
[X] QUARTERLY REPORT TO SECTION 13 OR $15(d)$ OF THE SECURITIES EXCHANGE ACT FOR THE QUARTER ENDED MAY 2, 1999.
[ ] TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES ACT OF 1934 FOR THE TRANSACTION PERIOD FROM $\qquad$ TO $\qquad$ -

## COMMISSION FILE NUMBER: 0-25858

DAVE \& BUSTER'S, INC.
(Exact Name of Registrant as Specified in Its Charter)

| MISSOURI |  |
| :---: | :---: |
| (State of Incorporation) | $43-1532756$ <br> (I.R.S. Employer <br> Identification No.) |
| 2481 MANANA DRIVE |  |
| DALLAS, TEXAS | 75220 |
| (Zip Code) |  |

Registrant's telephone number, including area code: (214) 357-9588

Indicate by check mark whether the Registrant (1) has filed all reports required to be filed by Section 13 or $15(d)$ of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the Registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes [X] No [ ]

The number of shares of the Registrant's common stock, \$.01 par value, outstanding as of June 9, 1999 was 13,100,750 shares.

DAVE \& BUSTER'S, INC.
CONSOLIDATED STATEMENTS OF INCOME
(IN THOUSANDS, EXCEPT PER SHARE AMOUNTS) (UNAUDITED)

Food and beverage revenues
Amusement and other revenues

## Total revenues

Cost of revenues
Operating payroll and benefits
Other restaurant operating expenses
General and administrative expenses
Depreciation and amortization expense
Preopening costs
Total costs and expenses
Operating income
Interest (income) expense, net
Income before provision for income taxes and
cumulative effect of a change in an accounting principle
Provision for income taxes
Income before cumulative effect of a change in an accounting principle
Cumulative effect of a change in an accounting principle, net of income tax benefit of $\$ 2,928$

Net income (loss)

Net income (loss) per share - basic Before cumulative effect of a change in an accounting principle Cumulative effect of a change in an accounting principle

Net income (loss) per share - dilutive Before cumulative effect of a change in an accounting principle Cumulative effect of a change in an accounting principle

Weighted average shares outstanding:

## Basic

Diluted

|  | $\begin{gathered} \text { May 2, } \\ 1999 \end{gathered}$ |  | $\begin{gathered} \text { May 3, } \\ 1998 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| \$ | 28,701 | \$ | 19,192 |
|  | 30,999 |  | 19,725 |
| 59,700 |  |  | 38,917 |
| 11,038 |  |  | 7,630 |
| 17,767 |  |  | 10,893 |
| 15,055 |  |  | 10,246 |
| 3,441 |  |  | 2,407 |
| 4,158 |  |  | 2,448 |
| 1,696 |  |  | 975 |
| 53,155 |  |  | 34,599 |
| $\begin{array}{r} 6,545 \\ 493 \end{array}$ |  |  | 4,318 |
|  |  |  | (291) |
| 6,052 |  |  | 4,609 |
| 2,239 |  |  | 1,743 |
| 3,813 |  |  | 2,866 |
| 4,687 |  |  | -- |
| (874) |  | \$ | 2,866 |
| \$ | 0.29 | \$ | 0.22 |
| (0.36) |  |  | -- |
| \$ | (0.07) | \$ | 0.22 |
| \$ | 0.29 | \$ | 0.22 |
|  | (0.36) |  | -- |
| \$ | (0.07) | \$ | 0.22 |
| 13,072 |  |  | 13,031 |
| 13,276 |  |  | 13,274 |

DAVE \& BUSTER'S, INC.
CONSOLIDATED BALANCE SHEETS
(IN THOUSANDS, EXCEPT SHARE AND PER SHARE AMOUNTS)

## ASSETS

| ASSETS |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  | $\begin{aligned} & \text { ay 2, } \\ & 1999 \\ & \text { audited) } \end{aligned}$ |  | $\begin{aligned} & \text { nuary 31, } \\ & 1999 \end{aligned}$ |
| Current assets: |  |  |  |  |
| Cash and cash equivalents | \$ | 5,426 | \$ | 4,509 |
| Inventories |  | 12,175 |  | 10,811 |
| Prepaid expenses |  | 2,211 |  | 1,743 |
| Preopening costs |  | -- |  | 7,369 |
| Other current assets |  | 2,601 |  | 5,286 |
| Total current assets |  | 22,413 |  | 29,718 |
| Property and equipment, net |  | 190,766 |  | 177,910 |
| Goodwill, net of accumulated amortization of \$1,597 and \$1,502 |  | 8,111 |  | 8,206 |
| Other assets |  | 1,174 |  | 758 |
| Total assets | \$ | 222,464 | \$ | 216,592 |
| LIABILITIES AND STOCKHOLDERS' EQUITY |  |  |  |  |
| Current liabilities: |  |  |  |  |
| Accounts payable | \$ | 13,465 | \$ | 13,695 |
| Accrued liabilities |  | 4,557 |  | 3,785 |
| Deferred income taxes |  | 4,165 |  | 4,018 |
| Total current liabilities |  | 22,187 |  | 21,498 |
| Deferred income taxes |  | 2,751 |  | 5,638 |
| Other liabilities |  | 1,761 |  | 1,454 |
| Long-term debt |  | 51,000 |  | 42,500 |
| Commitments and contingencies |  |  |  |  |
| Stockholders' equity: |  |  |  |  |
| Preferred stock, 10,000,000 authorized; none issued |  | 0 |  | 0 |
| Common stock, $\$ 0.01$ par value, 50,000,000 authorized; 13,077,450 and 13,069,050 shares issued and outstanding as of May 2, 1999 and January 31, 1999, respectively |  | 131 |  | 131 |
| Paid in capital |  | 114,758 |  | 114,621 |
| Retained earnings |  | 29,876 |  | 30,750 |
| Total stockholders' equity |  | 144,765 |  | 145,502 |
|  | \$ | 222,464 | \$ | 216,592 |

[^0]DAVE \& BUSTER'S, INC.
CONSOLIDATED STATEMENT OF STOCKHOLDERS' EQUITY (IN THOUSANDS) (UNAUDITED)

|  | Common Stock |  |  | Paid in Capital |  | Retained Earnings |  | Total |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Shares | Amount |  |  |  |  |  |  |  |
| Balance, January 31, 1999 | 13,069 | \$ | 131 | \$ | 114,621 | \$ | 30,750 | \$ | 145,502 |
| Proceeds from exercising stock options | 8 |  | 0 |  | 113 |  | 0 |  | 113 |
| Tax benefit related to stock option exercises | 0 |  | 0 |  | 24 |  | 0 |  | 24 |
| Net loss | 0 |  | 0 |  | 0 |  | (874) |  | (874) |
| Balance, May 2, 1999 | 13,077 | \$ | 131 |  | 114,758 | \$ | 29,876 | \$ | 144,765 |

[^1]DAVE \& BUSTER'S, INC.
CONSOLIDATED STATEMENTS OF CASH FLOWS
(IN THOUSANDS)
(UNAUDITED)

|  |  | 13 Week |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  | $\begin{aligned} & 2, \\ & 999 \end{aligned}$ |  | $\begin{aligned} & y \quad 3, \\ & 998 \end{aligned}$ |
| Cash flows from operating activities <br> Net income (loss) | \$ | (874) | \$ | 2,866 |
| Adjustments to reconcile net income to cash provided by operating activities: |  |  |  |  |
| Cumulative effect of a change in an accounting principle |  | 4,687 |  | -- |
| Depreciation and amortization |  | 4,158 |  | 3,423 |
| Provision for deferred income taxes |  | 188 |  | $(1,223)$ |
| Changes in assets and liabilities |  |  |  |  |
| Inventories |  | $(1,364)$ |  | (445) |
| Prepaid expenses |  | (468) |  | (418) |
| Preopening costs |  | (264) |  | $(1,941)$ |
| Other costs |  | 2,266 |  | 724 |
| Accounts payable |  | (230) |  | 530 |
| Accrued liabilities |  | 772 |  | 1,032 |
| Income taxes payable |  | -- |  | 2,102 |
| Other liabilities |  | 307 |  | 59 |
| Net cash provided by operating activities |  | 9,196 |  | 6,682 |
| Cash flows from investing activities: |  |  |  |  |
| Capital expenditures |  | $(16,916)$ |  | $(15,573)$ |
| Sale of short-term investments |  | -- |  | 4,000 |
| Net cash used in investing activities |  | $(16,916)$ |  | $(11,573)$ |
| Cash flows from financing activities: |  |  |  |  |
| Proceeds from options exercised |  | 137 |  | 445 |
| Borrowings under long-term debt |  | 8,500 |  | 500 |
| Net cash provided by financing activities |  | 8,637 |  | 945 |
| Increase (decrease) in cash and cash equivalents |  | 917 |  | $(3,946)$ |
| Beginning cash and cash equivalents |  | 4,509 |  | 14,309 |
| Ending cash and cash equivalents | \$ | 5,426 | \$ | 10,363 |

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

MAY 2, 1999

## (UNAUDITED)

## NOTE 1: RESULTS OF OPERATIONS

The results of operations for the interim periods reported are not necessarily indicative of results to be expected for the year. The information furnished herein reflects all adjustments (consisting only of normal recurring adjustments) which are, in the opinion of management, necessary for a fair presentation of the results for the interim periods.

## NOTE 2: BASIS OF PRESENTATION

The consolidated financial statements include the accounts of Dave \& Buster's, Inc. and all wholly-owned subsidiaries (the "Company"). All material intercompany accounts and transactions have been eliminated in consolidation. The consolidated balance sheet data presented herein for January 31, 1999 was derived from the Company's audited consolidated financial statements for the fiscal year then ended. The preparation of financial statements in accordance with generally accepted accounting principles requires the Company's management to make certain estimates and assumptions for the reporting periods covered by the financial statements. These estimates and assumptions affect the reported amounts of assets, liabilities, revenues and expenses. Actual amounts could differ from these estimates. The Company's one industry segment is the ownership and operation of restaurant/entertainment Complexes (a "Complex" or "Store") under the name "Dave \& Buster's" which are located in Texas, Georgia, Pennsylvania, Illinois, Florida, Maryland, California, Colorado, Michigan, and New York.

## NOTE 3: RECENT ACCOUNTING PRONOUNCEMENTS

In April 1998, the Accounting Standards Executive Committee of the American Institute of Certified Public Accountants issued a Statement of Position ("SOP") 98-5 entitled "Reporting on the Costs of Start-Up Activities." The SOP, which is effective for fiscal years beginning December 15, 1998, requires entities to expense as incurred all start-up and preopening costs that are not otherwise capitalizable as long-lived assets. Restatement of previously issued annual financial statements is not permitted by the SOP, and entities are not permitted to report the pro forma effects of the retroactive application of the new accounting standard. The Company adopted the SOP in the first quarter of fiscal 1999 and recorded a charge for the cumulative effect of a change in an accounting principle of approximately $\$ 4,687,000$, net of income tax benefits of approximately $\$ 2,928,000$.

## NOTE 4: CONTINGENCIES

The Company is subject to certain legal proceedings and claims that arise in the ordinary course of its business. In the opinion of management, based on discussions with and advice of legal counsel, the amount of ultimate liability with respect to all actions will not materially affect
the consolidated results of operations or financial condition of the Company.
ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS.

Results of Operations - 13 Weeks Ended May 21999 Compared to 13 Weeks Ended May 3, 1998

Total revenues increased to $\$ 59,700$ for the 13 weeks ended May 2, 1999 from $\$ 38,917$ for the 13 weeks ended May 3, 1998, an increase of $\$ 20,783$ or $53 \%$. The increase in revenues was primarily attributable to incremental revenues from seven complexes opened after February 1, 1998. Revenues at comparable Stores increased $2 \%$ for the 13 weeks ended May 2, 1999. Increases in revenues were also attributable to a higher average guest check. Total revenues for the 13 weeks ended May 2, 1999 from the Bass licensing agreement were $\$ 116$.

Cost of revenues increased to $\$ 11,038$ for the 13 weeks ended May 2, 1999 from $\$ 7,630$ for the 13 weeks ended May 3, 1998, an increase of $\$ 3,408$ or $45 \%$. The increase was principally attributable to the 53\% increase in revenues. As a percentage of revenues, cost of revenues decreased to $18.5 \%$ in the 13 weeks ended May 2, 1999 from 19.6\% in the 13 weeks ended May 3, 1998 due to lower food, beverage and amusement costs.

Operating payroll and benefits increased to $\$ 17,767$ for the 13 weeks ended May 2,1999 from $\$ 10,893$ for the 13 weeks ended May 3, 1998, an increase of $\$ 6,874$ or $63 \%$. As a percentage of revenue, operating payroll and benefits increased to $29.8 \%$ in the 13 weeks ended May 2, 1999 from $28.0 \%$ in the 13 weeks ended May 3, 1998 due to higher variable and fixed labor costs.

Other restaurant operating expenses increased to $\$ 15,055$ for the 13 weeks ended May 2, 1999 from $\$ 10,246$ for the 13 weeks ended May 3, 1998, an increase of $\$ 4,809$ or $47 \%$. As a percentage of revenues, other restaurant operating expenses were $25.2 \%$ of revenues in the 13 weeks ended May 2, 1999 as compared to $26.3 \%$ of revenues in the 13 weeks ended May 3, 1998. Other restaurant operating expenses were lower due to reduced repair and maintenance, facility and marketing costs at the Stores offset by higher occupancy costs.

General and administrative expenses increased to $\$ 3,441$ for the 13 weeks ended May 2, 1999 from $\$ 2,407$ for the 13 weeks ended May 3, 1998, an increase of $\$ 1,034$ or $43 \%$. The increase over the prior comparable period resulted from increased administrative payroll and related costs for new personnel, and additional costs associated with the Company's future growth plans. As a percentage of revenues, general and administrative expenses decreased to $5.8 \%$ in the 13 weeks ended May 2, 1999 from $6.2 \%$ in the 13 weeks ended May 3, 1998.

Deprecation and amortization expense increased to $\$ 4,158$ for the 13 weeks ended May 2, 1999 from $\$ 2,448$ for the 13 weeks ended May 3, 1998, an increase of $\$ 1,710$ or $70 \%$. As a percentage of revenues, depreciation and amortization increased to $7.0 \%$ from $6.3 \%$ for the comparable prior period. The increase was attributable to new Stores opened after February 1, 1998.

Beginning in fiscal 1999, in accordance with the adoption of SOP 98-5 (see note 3), the Company expenses all costs incurred during start-up activities, including preopening costs, as incurred. Preopening costs incurred and recorded as expense for the 13 weeks ended May 2, 1999 were $\$ 1,696$. The amount of preopening costs recorded for fiscal 1998 represents preopening costs which were amortized over the 12 months following opening. This amortization expense for the 13 weeks ended May 3, 1998 was $\$ 975$. The timing of Complex openings affects the amount of such costs.

Interest expense for the 13 weeks ended May 2, 1999 was $\$ 493$ versus an interest income of $\$ 291$ for the 13 weeks ended May 3, 1998. The increase was primarily due to higher average debt in 1999 versus 1998.

The effective tax rate for the 13 weeks ended May 2, 1999 was $37.0 \%$ as compared to $37.8 \%$ for the 13 weeks ended May 3, 1998, and the result of a lower effective state tax rate.

Liquidity and Capital Resources
Cash flows from operations increased to $\$ 9,196$ for the 13 weeks ended May 2, 1999 from $\$ 6,682$ for the 13 weeks ended May 3, 1998. The increase was attributable to new Stores opened since February 1, 1998.

The Company has a secured revolving line of credit, which permits borrowing up to a maximum of $\$ 100,000$. Borrowings under this facility bear interest at a floating rate based on the London Interbank Offered Rate ("LIBOR") or, at the Company's option, the bank's prime rate plus in each case a margin based upon financial performance (7.5 \% at May 2, 1999) and is secured by all capital stock or equity interest in the stock of the Company and its subsidiaries. The facility, which matures in May 2001, has certain financial covenants including a minimum consolidated tangible net worth level, a maximum leverage ratio, minimum fixed charge coverage, and maximum level of capital expenditures on new Stores. At May 2, 1999, $\$ 48,600,000$ was available under this facility.

The Company has entered into an agreement that expires in 1999, to fix its variable-rate debt to fixed-rate debt (6.8 \% at May 2, 1999) on notional amounts aggregating $\$ 45,000$. The market risks associated with the agreements are mitigated because increased interest payments under the agreement resulting from a decrease in LIBOR are effectively offset by decreased payments under the debt obligation. The Company is exposed to credit losses for periodic settlements of amounts due under the agreements. Such amounts were not material at May $2,1999$.

The Company's plan is to open six and seven complexes in fiscal 1999 and 2000, respectively. The Company estimates that its capital expenditures will be approximately $\$ 68,000$ and $\$ 69,000$ for 1999 and 2000 , respectively. The Company intends to finance this development with cash flow from operations and the senior revolving credit facility. Through May 2, 1999, new complexes have opened in San Antonio, Texas and Atlanta, Georgia.

Impact of the Year 2000 Issues
The Company's comprehensive Year 2000 initiative is designed to ensure that there is no adverse effect on the Company's core business operations and that transactions with customers, suppliers and financial institutions are fully supported. The Company is well under way with these efforts, which are scheduled to be completed by August 31, 1999. The Company currently estimates that it will spend approximately $\$ 3.5$ million on new software, which will replace existing software that may not be year 2000 compliant. Such costs are being capitalized. While the Company believes its planning efforts are adequate to address its Year 2000' concerns, there can be no guarantee that the systems of other companies on which the Company's systems and operations rely will be converted on a timely basis and will not have a material effect on the Company.
"Safe Harbor" Statement Under the Private Securities Litigation Reform Act of 1995

Certain statements in this Annual Report constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements involve known and unknown risks, uncertainties, and other factors which may cause the actual results, performance, or achievements of Dave \& Buster's, Inc. to be materially different from any future results, performance, or achievements expressed or implied by such forward-looking statements. Such factors include, among others, the following: general economic and business conditions; competition; availability, locations and terms of sites for complex development; quality of management; changes in, or the failure to comply with, government regulations; and other risks indicated in this filing.

PART II. OTHER INFORMATION
ITEM 6. EXHIBITS AND REPORTS ON FORM 8-K
(a) Exhibits

27 Financial Data Schedule
(b) Reports on Form 8-K

No reports on Form $8-K$ were filed during the 13 weeks ended May 2, 1999.

## SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

DAVE \& BUSTER'S, INC.

Dated: June 15, 1999

Dated: June 15, 1999
by: /s/ David O. Corriveau
David O. Corriveau Co-Chairman of the Board, Co-Chief Executive Officer and President
by: /s/ Charles Michel
Charles Michel
Vice President, Chief Financial Officer

## EXHIBIT INDEX

EXHIBIT
NO.

27

DESCRIPTION

Financial Data Schedule

3-mos

$$
\begin{aligned}
& \text { JAN-30-2000 } \\
& \text { MAY-02-1999 } \\
& \text { 5,426 } \\
& 0 \\
& 0 \\
& 0 \\
& \text { 12,175 } \\
& \text { 22,413 } \\
& \text { 229,062 } \\
& \text { 38,296 } \\
& \text { 222,464 } \\
& \text { 22,187 } \\
& 0 \\
& 51,000 \\
& 0 \\
& 131
\end{aligned}
$$

222,464
144,634

$$
\begin{gathered}
59,700 \\
53,700 \\
0 \\
0 \\
493 \\
6,052 \\
2,239 \\
3,813 \quad 0 \\
0 \\
4,687 \\
(874) \\
(.07) \\
(.07)
\end{gathered}
$$


[^0]:    See accompanying notes to consolidated financial statements.

[^1]:    See accompanying notes to consolidated financial statements.

[^2]:    See accompanying notes to consolidated financial statements.

