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 NOVEMBER 2, 1997.

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES ACT OF 1934 FOR THE TRANSACTION PERIOD FROM
$\qquad$ T0 $\qquad$ —.

COMMISSION FILE NUMBER: 0-25858

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

MISSOURI
(State of Incorporation)
2751 ELECTRONIC LANE DALLAS, TEXAS
(Address of Principal Executive Offices)

43-1532756
(I.R.S. Employer Identification No.)

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 $15(\mathrm{~d})$ 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 December 15, 1997 was 13,017,534 shares.

ITEM 1. CONSOLIDATED FINANCIAL STATEMENTS

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

|  | 13 Weeks Ended |  | 39 Weeks Ended |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { November 2, } \\ 1997 \end{gathered}$ | $\begin{aligned} & \text { November 3, } \\ & 1996 \end{aligned}$ | $\begin{gathered} \text { November 2, } \\ 1997 \end{gathered}$ | $\begin{gathered} \text { November 3, } \\ 1996 \end{gathered}$ |
| Food and beverage revenues | \$15,458 | \$11,086 | \$44,891 | \$33,635 |
| Amusement and other revenues | 15,382 | 9,010 | 44,252 | 27,823 |
| Total revenues | 30,840 | 20,096 | 89,143 | 61,458 |
| Cost of revenues | 6,109 | 4,187 | 17,402 | 12,678 |
| Operating payroll and benefits | 8,997 | 5,668 | 25,385 | 17,761 |
| Other restaurant operating expenses | 7,893 | 4,523 | 22,630 | 13,999 |
| General and administrative expenses | 2,115 | 1,216 | 5,948 | 3,888 |
| Depreciation and amortization expense | 2,238 | 1,381 | 6,103 | 3,992 |
| Preopening cost amortization | 833 | 767 | 2,328 | 1,983 |
| Total costs and expenses | 28,185 | 17,742 | 79,796 | 54,301 |
| Operating income | 2,655 | 2,354 | 9,347 | 7,157 |
| Interest (income) expense, net | 138 | (11) | 618 | (52) |
| Income before provision for income taxes | 2,517 | 2,365 | 8,729 | 7,209 |
| Provision for income taxes | 982 | 946 | 3,404 | 2,953 |
| Net income | \$ 1,535 | \$ 1,419 | \$ 5,325 | \$ 4, 256 |
| Earnings per common share | \$ 0.14 | \$ 0.13 | \$ 0.48 | \$ 0.39 |
| Weighted average number of common shares outstanding | 11,300 | 10,902 | 11,036 | 10,901 |

See accompanying notes to consolidated financial statements.

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

ASSETS

|  | $\begin{gathered} \text { November 2, } \\ 1997 \\ \text { (unaudited) } \end{gathered}$ | $\begin{gathered} \text { February 2, } \\ 1997 \end{gathered}$ |
| :---: | :---: | :---: |
| Current assets： |  |  |
| Cash and cash equivalents | \＄35，575 | \＄ 358 |
| Inventories | 5，491 | 3，890 |
| Prepaid expenses | 1，551 | 881 |
| Preopening costs | 2，802 | 1，947 |
| Other current assets | 1，966 | 1，019 |
| Total current assets | 47，385 | 8，095 |
| Property and equipment，net | 104， 024 | 82，037 |
| Goodwill，net of accumulated amortization of \＄1，026 and \＄741 | 8，682 | 8，920 |
| Other assets | 803 | 384 |
| Total assets | \＄160，894 | \＄99，436 |

LIABILITIES AND STOCKHOLDERS＇EQUITY
Current liabilities：
Accounts payable
Accrued liabilities

| 4,484 | $\$$ |
| ---: | ---: |
| 3,125 | 3,174 |
| 0 | 1,747 |
| 1,416 | 924 |
| ---- | 1,173 |
| 9,025 | $------7,018$ |
| 3,202 | 2,075 |
| 849 | 727 |
| 18,000 | 14,250 |

Other liabilities
Long－term debt
18， 000
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；
$13,017,534$ and $10,902,084$ shares issued and outstanding
as of November 2， 1997 and February 2，1997，respectively
130
Paid in capital
Retained earnings
Total stockholders＇equity
116,115
13,573
$------129,818$

8，258
75，366
\＄160， 894
\＄99，436
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＝＝＝＝＝＝＝＝＝


[^0]DAVE \& BUSTER'S, INC.
CONSOLIDATED STATEMENTS OF CASH FLOWS
(IN THOUSANDS)
(UNAUDITED)

|  | 39 Weeks Ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { November 2, } \\ 1997 \end{gathered}$ |  | $\begin{gathered} \text { November 3, } \\ 1996 \end{gathered}$ |  |
| Cash flows from operating activities |  |  |  |  |
| Net income | \$ | 5,325 | \$ | 4,256 |
| Adjustments to reconcile net income to net cash |  |  |  |  |
| provided by operating activities |  |  |  |  |
| Depreciation and amortization |  | 8,431 |  | 5,975 |
| Provision for deferred income taxes |  | 1,370 |  | 333 |
| Changes in assets and liabilities |  |  |  |  |
| Inventories |  | $(1,601)$ |  | (891) |
| Prepaid expenses |  | (670) |  | (272) |
| Preopening costs |  | $(3,183)$ |  | $(1,680)$ |
| Other assets |  | $(1,385)$ |  | 625 |
| Accounts payable |  | 1,310 |  | 27 |
| Accrued liabilities |  | 1,378 |  | (452) |
| Other liabilities |  | (802) |  | 279 |
| Net cash provided by operating activities |  | 10,173 |  | 8,200 |
| Cash flows from investing activities |  |  |  |  |
| Capital expenditures |  | $(27,796)$ |  | $(20,828)$ |
| Cash flows from financing activities |  |  |  |  |
| Proceeds from issuance of common stock |  | 48,885 |  | 0 |
| Proceeds from options exercised |  | 215 |  | 18 |
| Purchase of fractional shares |  | (10) |  | 0 |
| Borrowings under long-term debt |  | 36,411 |  | 9,700 |
| Repayments of long-term debt |  | $(32,661)$ |  | $(1,300)$ |
| Net cash provided by financing activities |  | 52,840 |  | 8,418 |
| Cash provided (used) |  | 35,217 |  | $(4,210)$ |
| Beginning cash and cash equivalents |  | 358 |  | 4,325 |
| Ending cash and cash equivalents | \$ | 35,575 | \$ | 115 |

DAVE \& BUSTER'S, INC.

NOVEMBER 2, 1997
(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. (the "Company") and all wholly- owned subsidiaries. all material intercompany accounts and transactions have been eliminated in consolidation. The primary business of the Company is the ownership and operation of restaurant/entertainment complexes (a "Complex") under the name "Dave \& Buster's" which are located in Texas, Georgia, Pennsylvania, Illinois, Florida, Maryland, California and Ohio.

NOTE 3: EARNINGS PER COMMON SHARE
Earnings per common share are computed by dividing net income by the weighted average number of shares of common stock and dilutive options outstanding during the period. Primary and fully diluted earnings per share are not materially different for the interim periods presented.

On August 14, 1997, the Company declared a three-for-two split in the form of a stock dividend to stockholders of record as of August 25, 1997. The stock dividend was distributed September 15, 1997. All share and per share information has been adjusted to give effect to the three-for-two split in the form of a stock dividend.

The Financial Accounting Standards Board ("FASB") has issued Statement of Financial Accounting Standards ("SFAS") no. 128, "earnings per share". The Company does not believe that the adoption of this statement in the fourth quarter of fiscal 1997 will have a significant impact on the Company.

NOTE 4: STOCK OFFERING
On October 16, 1997, the Company completed a public offering of common stock for the sale of $1,800,000$ shares at $\$ 24.75$ per share for net proceeds of $\$ 41,887,000$, after deducting related offering costs. On October 22, 1997, an additional 300,000 shares of common stock were sold as a result of the Company's underwriters exercising an option granted by the Company in connection with the public offering. These shares were sold at $\$ 24.75$ per share for net proceeds of $\$ 6,998,000$, after deducting related offering costs.

In October 1997, an entity owned by the creditors of Edison Brothers filed a lawsuit against multiple parties, including former Edison Brothers shareholders, Edison family members and the Company, seeking recovery in connection with the Spin-Off and certain related transactions. Although no assurance can be made with respect to the results of the litigation, the Company believes that the claims asserted against the Company are without merit, and the Company intends to vigorously defend itself.

In addition, from time to time, 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 these 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 November 2, 1997 Compared to 13 Weeks Ended November 3, 1996

Total revenues for the 13 weeks ended November 2, 1997 increased by $53 \%$ over the 13 weeks ended November 3, 1996. The increase in revenues was primarily attributable to the North Bethesda, Maryland, Ontario, California and Cincinnati, Ohio locations, which opened in the fourth quarter of fiscal 1996, the first quarter of fiscal 1997 and the third quarter of fiscal 1997, respectively. Increased revenues at comparable stores and the addition of the power Card also contributed to the increase in total revenues. Total revenues also increased due to the opening of the first store under the Bass licensing agreement. Total revenues for the third quarter of fiscal 1997 from the Bass agreement were \$50,000.

Cost of revenues, as a percentage of revenues, decreased to $19.8 \%$ from $20.8 \%$ in the prior comparable period. The decrease in cost of revenues was a result of lower costs associated with beverage revenues and a shift in the revenue mix towards more amusement revenues offset by increased costs associated with food revenues primarily in meat and produce. Operating payroll and benefits increased to $29.2 \%$ from $28.2 \%$ in the prior comparable period due to increased minimum wage and higher variable payroll costs. Other operating expenses increased to $25.6 \%$ compared to $22.5 \%$ in the prior comparable period. Other operating expenses were higher due to increased occupancy costs associated with the addition of the North Bethesda, Maryland, Ontario, California and Cincinnati, Ohio locations as well as higher fixed costs at the stores.

General and administrative costs increased $\$ 899,000$ over the prior comparable period as a result of 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 increased to $6.9 \%$ compared to $6.1 \%$ for the comparable prior period.

Depreciation and amortization expense increased \$857,000 over the prior comparable period as a result of the opening of the North Bethesda, Maryland, Ontario, California and Cincinnati, Ohio locations. Power Card installations completed in the fourth quarter of 1996 and the first quarter of 1997 also contributed to this increase. As a percentage of revenues, depreciation and amortization increased to $7.3 \%$ from $6.9 \%$ for the comparable prior period. Preopening cost amortization decreased to $2.7 \%$ compared to $3.8 \%$ in the prior comparable period. The percentage decrease is attributable to the leverage from increased revenues.

The effective tax rate for the third quarter of 1997 was $39.0 \%$ as compared to 40.0\% for the comparable period last year and was the result of a lower effective state tax rate.

Total revenues for the 39 weeks ended November 2, 1997 increased by 45\% over the 39 weeks ended November 3, 1996. The increase in revenues was primarily attributable to the Hollywood, Florida and North Bethesda, Maryland locations open for the full 39 weeks in fiscal 1997 and the inclusion of the Ontario, California and Cincinnati, Ohio locations, which opened in the first and third quarters of fiscal 1997, respectively. Increased revenues at comparable stores and the addition of the Power Card also contributed to the increase in total revenues. Total revenues also increased due to the opening of the first store under the Bass licensing agreement. Total revenues for the fiscal 1997 period from the Bass agreement were $\$ 195,000$.

Cost of revenues, as a percentage of revenues, decreased to 19.5\% from $20.6 \%$ in the prior comparable period. The decrease in cost of revenues was a result of lower costs associated with food and beverage revenues and a shift in revenue mix toward more amusement revenues. Operating payroll and benefits decreased to $28.5 \%$ from $28.9 \%$ in the prior comparable period. Operating payroll and benefits was lower due to cost reductions in variable labor and leverage from increased revenues. Other operating expenses increased to $25.4 \%$ compared to $22.8 \%$ in the prior comparable period. Other operating expenses were higher due to increased occupancy costs associated with a full 39 weeks of revenues in the fiscal 1997 period for the Hollywood, Florida and North Bethesda, Maryland locations and the addition of the Ontario, California and Cincinnati, Ohio locations, which opened in the first and third quarters of fiscal 1997, respectively. Higher fixed costs at the store level also contributed to the increase in other operating expenses.

General and administrative costs increased \$2,060,000 over the prior comparable period as a result of 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 increased to $6.7 \%$ compared to $6.3 \%$ for the comparable prior period.

Depreciation and amortization expense, as a percentage of revenues, increased to $6.8 \%$ from $6.5 \%$ for the comparable prior period. This was due to the inclusion of the Hollywood, Florida and North Bethesda Maryland locations for the full 39 weeks in fiscal 1997 and the opening of the Ontario, California and Cincinnati, Ohio locations, which opened in the first quarter and third quarter of fiscal 1997, respectively. Power Card installations completed in the fourth quarter of 1996 and the first quarter of 1997 also contributed to this increase. As a percentage of revenues, preopening cost amortization decreased to $2.6 \%$ compared to $3.2 \%$ for the comparable prior period. The percentage decrease is attributable to the leverage from increased revenues.

The effective tax rate for the 39 weeks ended November 2, 1997 was $39.0 \%$ compared to $41.0 \%$ for the comparable period last year and was the result of a lower effective state tax rate.

## Liquidity and Capital Resources

Cash flows from operations increased from $\$ 8.2$ million in the first 39 weeks of fiscal 1996 to $\$ 10.2$ million in the first 39 weeks of fiscal 1997. The increase was a result of the Hollywood, Florida and North Bethesda, Maryland locations being open for the full 39 week period and the Ontario, California and Cincinnati, Ohio locations opened in the first and third quarters of fiscal 1997. The increase in cash flows from operations was reduced by an increase in inventories, prepaid expenses, preopening costs and other assets related to the new openings and an increased store base.

The Company has a senior revolving credit facility which permits borrowing up to a maximum of $\$ 50,000,000$ 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 (8.6\% at November 2, 1997). The facility, which matures in May 2000, 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 November 2, 1997, \$28,300,000 was available under the senior revolving credit facility.

On October 16, 1997, the Company completed a public offering of common stock for the sale of $1,800,000$ shares at $\$ 24.75$ per share for net proceeds of $\$ 41,887,000$, after deducting related offering costs. On October 22, 1997, an additional 300,000 shares of common stock were sold as a result of the Company's underwriters exercising an option granted by the Company in connection with the public offering. These shares were sold at $\$ 24.75$ per share for net proceeds of $\$ 6,998,000$, after deducting related offering costs. A portion of the net proceeds were used by the Company to reduce bank indebtedness with the remaining portion being used to open new stores and for general corporate purposes.

The Company's plan is to open three new stores in fiscal 1997. The first store opened in Ontario, California during the first quarter on March 13, 1997. The second store opened in Cincinnati, Ohio during the third quarter on September 11, 1997. The third store will open in Denver, Colorado in the fourth quarter. In fiscal 1998, the Company's goal is to open four new stores. The Company estimates that its capital expenditures will be approximately $\$ 41.1$ million and $\$ 41.5$ million for 1997 and 1998, respectively. The Company intends to finance this development with cash flow from operations, the proceeds received from the secondary offering and the new credit facility.
"Safe Harbor" Statement Under the Private Securities Litigation Reform Act of 1995

Certain statements in this Form 10-Q 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 with 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; development and operating costs; adverse publicity; consumer trial and frequency; availability, locations and terms of sites for complex development; quality of management; business abilities and judgment of personnel; availability of qualified personnel; food, labor and employee benefit costs; changes in, or the failure to comply with, government regulations; and other risks indicated in this filing.

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 39 weeks ended November 2, 1997.

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: December 17, 1997

Dated: December 17, 1997
by /s/ David 0. Corriveau
David 0. Corriveau
Co-Chairman of the Board, Co-Chief Executive Officer and President
by: /s/ Charles Michel
Charles Michel
Vice President,
Chief Financial Officer and Treasurer

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9-MOS
    FEB-01-1998
        NOV-02-1997
            35,575
                0
                    0
                5,491
            47,385
                124,919
            20,895
            160,894
    9,025
                                    18,000
            0
                                    0
                                    1 3 0
160,894
            129,688
                                    89,143
            89,143 17,402
            79,796
            0
            0
        618
            8,729
            3,404
        5,325
            0
                0
            5,325
            .48
            .48
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[^0]:    See accompanying notes to consolidated financial statements.

