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SECURITIES AND EXCHANGE COMMISSION WASHINGTON, D. C. 20549

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                    FORM 10-Q
X
    QUARTERLY REPORT TO SECTION 13 OR 15(d) OF THE SECURITIES
    EXCHANGE ACT FOR THE QUARTER ENDED MAY 4,1997.
        TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES
        ACT OF 1934 FOR THE TRANSACTION PERIOD FROM TO _----------------
        ACT OF 1934 FOR THE TRANSACTION PERIOD FROM TO .
- -----
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            COMMISSION FILE NUMBER: 0-25858
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                            DAVE \& BUSTER'S, INC.
            (Exact Name of Registrant as Specified in Its Charter)
    | MISSOURI | $43-1532756$ |
| :---: | :---: |
| (State of Incorporation) | (I.R.S. Employer Identification No.) |
| 2751 ELECTRONIC LANE | 75220 |
| (Address of Principal Executive Offices) | (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 $15(\mathrm{~d})$ 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 June 16,1997 was $7,268,856$ shares.

2

PART I. FINANCIAL INFORMATION
ITEM 1. CONSOLIDATED FINANCIAL STATEMENTS

DAVE \& BUSTER'S, INC.
CONSOLIDATED STATEMENTS OF INCOME
(IN THOUSANDS, EXCEPT PER SHARE AMOUNTS) (UNAUDITED)
13 Weeks Ended
------------------ May 5,

|  | 1997 |  | 1996 |  |
| :---: | :---: | :---: | :---: | :---: |
| Food and beverage revenues | \$ | 14,778 | \$ | 11,085 |
| Amusement and other revenues |  | 13,854 |  | 9,132 |
| Total revenues |  | 28,632 |  | 20,217 |
| Cost of revenues |  | 5,533 |  | 4,176 |
| Operating payroll and benefits |  | 7,972 |  | 5,809 |
| Other restaurant operating expenses |  | 7,143 |  | 4,748 |
| General and administrative expenses |  | 1,886 |  | 1,335 |
| Depreciation and amortization expense |  | 1,844 |  | 1,230 |
| Preopening cost amortization |  | 778 |  | 486 |
| Total costs and expenses |  | 25,156 |  | 17,784 |
| Operating income |  | 3,476 |  | 2,433 |
| Interest (income) expense, net |  | 197 |  | (15) |
| Income before provision for income taxes |  | 3,279 |  | 2,448 |
| Provision for income taxes |  | 1,278 |  | 1,029 |
| Net income | \$ | 2,001 | \$ | 1,419 |
| Earnings per common share | \$ | 0.28 | \$ | 0.20 |
| Weighted average number of common shares outstanding |  | 7,268 |  | 7,267 |

See accompanying notes to consolidated financial statements.

3

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

ASSETS

| ASSETS |  |  |
| :---: | :---: | :---: |
|  | $\begin{gathered} \text { May 4, } \\ 1997 \\ \text { (unaudited) } \end{gathered}$ | $\begin{gathered} \text { February 2, } \\ 1997 \end{gathered}$ |
| Current assets: |  |  |
| Cash and cash equivalents | \$ 125 | \$ 358 |
| Inventories | 4,819 | 3,890 |
| Prepaid expenses | 1,460 | 881 |
| Preopening costs | 2,276 | 1,947 |
| Other current assets | 813 | 1,019 |
| Total current assets | 9,493 | 8,095 |
| Property and equipment, net | 85,588 | 82,037 |
| Goodwill, net of accumulated amortization of \$836 and \$741 | 8,872 | 8,920 |
| Other assets | 335 | 384 |

## LIABILITIES AND STOCKHOLDERS' EQUITY

| Current liabilities: |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Accounts payable | \$ | 3,149 | \$ | 3,174 |
| Accrued liabilities |  | 1,897 |  | 1,747 |
| Income taxes payable |  | 2,123 |  | 924 |
| Deferred income taxes |  | 1,247 |  | 1,173 |
| Total current liabilities |  | 8,416 |  | 7,018 |
| Deferred income taxes |  | 2,064 |  | 2,075 |
| Other liabilities |  | 822 |  | 727 |
| Long-term debt |  | 15,619 |  | 14,250 |
| 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; $7,268,056$ shares issued and outstanding as of May 4, 1997 and February 2, 1997 |  | 73 |  | 73 |
| Paid in capital |  | 66,999 |  | 66,999 |
| Retained earnings |  | 10,295 |  | 8,294 |
| Total stockholders' equity |  | 77,367 |  | 75,366 |
|  | \$ | 04,288 | \$ | 99,436 |

See accompanying notes to consolidated financial statements.

4

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

|  | Shares | Amount |  | Paid in Capital | Retained Earnings | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Balance, February 2, 1997 | 7,268 | \$ | 73 | \$66,999 | \$ 8,294 | \$75,366 |
| Net income | 0 |  | 0 | 0 | 2,001 | 2,001 |
| Balance, May 4, 1997 | 7,268 | \$ | 73 | \$66,999 | \$10,295 | \$77,367 |

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

|  | 13 Weeks Ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { May 4, } \\ 1997 \end{gathered}$ |  | May 5, 1996 |  |
| Cash flows from operating activities |  |  |  |  |
| Net income | \$ | 2,001 | \$ | 1,419 |
| Adjustments to reconcile net income to net cash provided by operating activities |  |  |  |  |
| Depreciation and amortization |  | 2,622 |  | 1,716 |
| Provision for deferred income taxes |  | 63 |  | (73) |
| Changes in assets and liabilities |  |  |  |  |
| Inventories |  | (929) |  | (45) |
| Prepaid expenses |  | (579) |  | (118) |
| Preopening costs |  | $(1,107)$ |  | (822) |
| Other assets |  | 205 |  | (54) |
| Accounts payable |  | (25) |  | (486) |
| Accrued liabilities |  | 150 |  | 135 |
| Income taxes payable |  | 1,199 |  | 387 |
| Other liabilities |  | 96 |  | 184 |
| Net cash provided by operating activities |  | 3,696 |  | 2,243 |
| Cash flows from investing activities |  |  |  |  |
| Capital expenditures |  | $(5,298)$ |  | $(6,740)$ |
| Cash flows from financing activities |  |  |  |  |
| Borrowings under long-term debt |  | 5,669 |  | 2,000 |
| Repayments of long-term debt |  | $(4,300)$ |  | 0 |
| Net cash provided by financing activities |  | 1,369 |  | 2,000 |
| Decrease in cash and cash equivalents |  | (233) |  | $(2,497)$ |
| Beginning cash and cash equivalents |  | 358 |  | 4,325 |
| Ending cash and cash equivalents | \$ | 125 | \$ | 1,828 |

See accompanying notes to consolidated financial statements.

6

DAVE \& BUSTER'S, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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 to present a fair statement 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 and California.

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.

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: 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 these actions will not materially affect the consolidated results of operations or financial condition of the Company.

7

ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS.

Results of Operations - 13 Weeks Ended May 4, 1997 Compared to 13 Weeks Ended May 5, 1996

Total revenues for the 13 weeks ended May 4, 1997 increased by $42 \%$ over the 13 weeks ended May 5, 1996. The increase was attributable to the Hollywood, Florida location being open the full quarter in 1997, the North Bethesda, Maryland location which opened in fiscal year 1996 , the opening of the newest location in Ontario, California which opened on March 13, 1997, increased revenues at comparable stores and the addition of the Power Card which has increased chip buy-ins and allowed for greater pricing flexibility.

Cost of revenues, as a percentage of revenues, decreased to 19.3\% from 20.7\% 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 $27.8 \%$ from $28.7 \%$ in the prior comparable period. Operating payroll and benefits was lower due to cost reductions in variable labor offset by higher fixed labor costs. Other operating expenses increased to $24.9 \%$ compared to 23.5\% in the prior comparable period. Other operating expenses were higher primarily due to increased occupancy costs associated with the additions of Hollywood, Florida, North Bethesda, Maryland and Ontario, California. The remainder of the increase was attributable to higher fixed costs at the stores.

General and administrative costs increased by $\$ 551,000$ over the prior comparable period as a result of increased administrative payroll, 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 remained level at $6.6 \%$ for both periods.

Depreciation and amortization expense, as a percentage of revenues, increased to 9.1\% from 8.5\% due to the opening of Hollywood, Florida in the first quarter of 1996, North Bethesda, Maryland in the fourth of quarter of 1996 and Ontario, California in the first quarter of 1997 and the Power Card installations completed in the fourth quarter of 1996 and the first quarter of 1997.

The effective tax rate for the first quarter of 1997 was $39 \%$ as compared to $42 \%$ 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 $\$ 2.2$ million in the first 13 weeks of fiscal 1996 to $\$ 3.7$ million in the first 13 weeks of fiscal 1997. This increase was due to the opening of Hollywood, Florida and North Bethesda, Maryland in the first and fourth quarters of fiscal 1996, respectively, and Ontario, California in the first quarter of 1997. The increase in cash flows from operations was reduced by an increase in inventories, prepaid costs and preopening costs related to the new openings.

The Company has a secured revolving line of credit which permits borrowing up to a maximum of $\$ 23,500,000$ at the prime interest rate (8.50\% at May 4, 1997). The line of credit is secured by various assets including land, buildings and personal property. At May 4, 1997, \$7,881,000 was available.

On May 29, 1997, the Company secured a new $\$ 50,000,000$ senior revolving credit facility. The facility is based on the London Interbank Offered Rate ("LIBOR") plus a margin based on the Company's leverage ratio. The arranger for the transaction was Chase Securities, Inc. with Texas Commerce Bank National Association acting as administrative agent for a syndicate of banks. The facility matures three years from date of closing. The facility has certain financial covenants requiring a maximum consolidated tangible net worth level, a maximum leverage ratio, minimum fixed charge coverage and maximum level of capital expenditures on new stores.

8

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 next two stores will open in Cincinnati, Ohio and Denver, Colorado in the third and fourth quarters, respectively. In fiscal 1998, the Company's goal is to open four new stores. The Company estimates that its capital expenditures will be approximately $\$ 33.5$ million and $\$ 38.3$ million for 1997 and 1998 , respectively. The Company intends to finance this development with cash flow from operations, the new credit facility described above and equipment leases
"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 judgement 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.

PART II. OTHER INFORMATION
(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 4, 1997.

9

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 16, 1997
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Dated: June 16, 1997
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by /s/ David O. Corriveau

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

10
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[^0]:    See accompanying notes to consolidated financial statements.

