

KONA GRILL INC
Form 10-Q
August 02, 2013

UNITED STATES

SECURITIES AND EXCHANGE COMMISSION

WASHINGTON, D.C. 20549

FORM 10-Q

**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE
ACT OF 1934**

For the quarterly period ended June 30, 2013

or

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE
ACT OF 1934**

For the transition period from _____ to _____

Commission File Number 001-34082

Kona Grill, Inc.
(Exact Name of Registrant as Specified in Its Charter)

Delaware

20-0216690

(State or other jurisdiction of incorporation or organization) (I.R.S. Employer Identification No.)

**7150 East Camelback Road, Suite 220
Scottsdale, Arizona 85251
(480) 922-8100**

(Address, including zip code, and telephone number, including area code, of principal executive offices)

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 No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of “large accelerated filer,” “accelerated filer” and “smaller reporting company” in Rule 12b-2 of the Exchange Act.

Large accelerated filer Accelerated filer
Non-accelerated filer (Do not check if a smaller reporting company) Smaller reporting company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

As of July 31, 2013, there were 8,581,249 shares of the registrant’s common stock outstanding.

KONA GRILL, INC.

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PART I – FINANCIAL INFORMATION**Item 1. Consolidated Financial Statements****KONA GRILL, INC.****CONSOLIDATED BALANCE SHEETS**

(in thousands, except share data)

	June 30,	December
	2013	31,
	(Unaudited)	2012
		(Note 1)
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 10,162	\$ 7,989
Investments	177	177
Receivables	12	286
Other current assets	1,479	1,134
Total current assets	11,830	9,586
Other assets	1,068	812
Property and equipment, net	27,531	28,927
Total assets	\$ 40,429	\$ 39,325
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Accounts payable	\$ 1,958	\$ 1,851
Accrued expenses	5,934	6,526
Current portion of notes payable	—	165
Total current liabilities	7,892	8,542
Notes payable	—	205
Deferred rent	10,752	11,710
Total liabilities	18,644	20,457
Commitments and contingencies (Note 9)		
Stockholders' equity:		
Preferred stock, \$0.01 par value, 2,000,000 shares authorized, none issued	—	—

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Common stock, \$0.01 par value, 15,000,000 shares authorized, 8,697,449 shares issued and 8,581,249 shares outstanding at June 30, 2013; 8,663,069 shares issued and 8,546,869 shares outstanding at December 31, 2012	87	87
Additional paid-in capital	53,661	53,305
Accumulated deficit	(30,963)	(33,524)
Treasury stock, at cost, 116,200 shares at June 30, 2013 and December 31, 2012	(1,000)	(1,000)
Total stockholders' equity	21,785	18,868
Total liabilities and stockholders' equity	\$ 40,429	\$ 39,325

See accompanying notes to the unaudited consolidated financial statements.

KONA GRILL, INC.**UNAUDITED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME****(in thousands, except per share data)**

	Three Months Ended June 30,		Six Months Ended June 30,	
	2013	2012	2013	2012
Restaurant sales	\$25,796	\$24,992	\$49,292	\$49,147
Costs and expenses:				
Cost of sales	6,968	6,814	13,421	13,309
Labor	8,408	8,211	16,274	16,159
Occupancy	1,697	1,548	3,312	3,081
Restaurant operating expenses	3,401	3,562	6,572	6,938
General and administrative	2,010	1,521	3,885	3,605
Preopening expense	41	—	41	—
Depreciation and amortization	1,412	1,455	2,841	2,918
Total costs and expenses	23,937	23,111	46,346	46,010
Income from operations	1,859	1,881	2,946	3,137
Nonoperating income (expense):				
Write off of deferred financing costs	(66)	—	(66)	—
Interest expense, net	(41)	(7)	(44)	(19)
Income from continuing operations before provision for income taxes	1,752	1,874	2,836	3,118
Provision for income taxes	195	60	275	120
Income from continuing operations	1,557	1,814	2,561	2,998
Loss from discontinued operations, net of tax	—	(47)	—	(47)
Net income	\$1,557	\$1,767	\$2,561	\$2,951
Net income per share – Basic and Diluted:				
Income from continuing operations	\$0.18	\$0.21	\$0.30	\$0.34
Loss from discontinued operations, net of tax	—	(0.01)	—	(0.01)
Net income	\$0.18	\$0.20	\$0.30	\$0.33
Weighted average shares used in computation:				
Basic	8,567	8,815	8,555	8,809
Diluted	8,692	8,903	8,672	8,937
Comprehensive income	\$1,557	\$1,767	\$2,561	\$2,951

See accompanying notes to the unaudited consolidated financial statements.

KONA GRILL, INC.**UNAUDITED CONSOLIDATED STATEMENTS OF CASH FLOWS****(in thousands)**

	Six Months Ended June 30,	
	2013	2012
Operating activities		
Net income	\$ 2,561	\$ 2,951
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	2,841	2,918
Stock-based compensation expense	288	197
Excess income tax benefits from stock option exercises	(75)	—
Loss on disposal of assets	—	1
Amortization of deferred financing costs	26	7
Write off of deferred financing costs	66	—
Change in operating assets and liabilities:		
Receivables	274	(147)
Other current assets	(345)	75
Accounts payable	(126)	307
Accrued expenses	(466)	(1,288)
Deferred rent	(958)	(827)
Net cash provided by operating activities	4,086	4,194
Investing activities		
Purchase of property and equipment	(1,262)	(667)
Decrease in other assets	7	12
Net cash used in investing activities	(1,255)	(655)
Financing activities		
Borrowings on term loan	—	500
Debt repayments	(370)	(184)
Fees paid for credit facility	(356)	(152)
Proceeds from issuance of common stock under the Employee Stock Purchase Plan and exercise of stock options and warrants	196	1,461
Excess income tax benefits from stock option exercises	75	—
Purchase and retirement of common stock	(203)	(3,334)
Net cash used in financing activities	(658)	(1,709)
Net increase in cash and cash equivalents	2,173	1,830
Cash and cash equivalents at the beginning of the period	7,989	6,327
Cash and cash equivalents at the end of the period	\$ 10,162	\$ 8,157

Supplemental disclosure of cash flow information

Cash paid for interest	\$	6	\$	13
Cash paid for taxes, net of refunds	\$	70	\$	57

Noncash investing activities

Accounts payable and accruals related to property and equipment	\$	397	\$	61
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See accompanying notes to the unaudited consolidated financial statements.

KONA GRILL, INC.

NOTES TO UNAUDITED CONSOLIDATED FINANCIAL STATEMENTS

1. Basis of Presentation

Kona Grill, Inc., including its wholly-owned subsidiaries, (referred to herein as the “Company” or “we,” “us,” and “our”) develops, owns and operates upscale casual dining restaurants under the name “Kona Grill.” Our restaurants feature a diverse selection of American favorites and award-winning sushi that are prepared fresh daily. We own and operate 23 restaurants in 16 states throughout the United States. We plan to open two new restaurants during 2013.

The accompanying unaudited consolidated financial statements have been prepared in accordance with U.S. generally accepted accounting principles ("GAAP") for interim financial information and with the rules and regulations of the U.S. Securities and Exchange Commission (“SEC”). Accordingly, they do not include all of the information and notes required by GAAP for complete financial statements. In our opinion, all adjustments (consisting of normal recurring accruals) considered necessary for a fair presentation have been included. Operating results for the six months ended June 30, 2013 are not necessarily indicative of the results that may be expected for the year ending December 31, 2013.

The consolidated balance sheet at December 31, 2012 has been derived from the audited consolidated financial statements at that date, but does not include all of the information and notes required by GAAP for complete financial statements. Accordingly, these financial statements should be read in conjunction with our Annual Report on Form 10-K for the year ended December 31, 2012.

For comparative purposes, certain prior year amounts have been reclassified to conform to the current year presentation.

2. Fair Value Measurements

Our short-term investments in certificates of deposit represent available-for-sale securities that are valued using market observable inputs.

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The following tables present information about our assets measured at fair value on a recurring basis at June 30, 2013 and December 31, 2012, and indicates the fair value hierarchy of the valuation techniques utilized to determine such fair value (in thousands):

June 30, 2013	Level	Level	Level	Total
	1			
Certificates of deposit	\$ —	\$ 177	\$ —	\$ 177

December 31, 2012	Level	Level	Level	Total
	1			
Certificates of deposit	\$ —	\$ 177	\$ —	\$ 177

3. Net Income Per Share

Basic net income per share is computed by dividing net income by the weighted average number of common shares outstanding during the period. Diluted net income per share includes the dilutive effect of potential stock option exercises, calculated using the treasury stock method.

The following table sets forth the computation of basic and diluted net income per share:

	Three Months Ended June 30, 2013		Six Months Ended June 30, 2012	
	2013	2012	2013	2012
	(In thousands, except per share data)			
Numerator:				
Income from continuing operations	\$1,557	\$1,814	\$2,561	\$2,998
Loss from discontinued operations, net of tax	—	(47)	—	(47)
Net income	\$1,557	\$1,767	\$2,561	\$2,951
Denominator:				
Weighted average shares — Basic	8,567	8,815	8,555	8,809
Effect of dilutive stock options	125	88	117	128
Weighted average shares — Diluted	8,692	8,903	8,672	8,937
Basic and diluted net income per share:				
Income from continuing operations	\$0.18	\$0.21	\$0.30	\$0.34
Loss from discontinued operations, net of tax	—	(0.01)	—	(0.01)
Net income	\$0.18	\$0.20	\$0.30	\$0.33

For the three months ended June 30, 2013 and 2012, there were 183,000 and 422,000, respectively, and for the six months ended June 30, 2013 and 2012, there were 370,000 and 759,000, respectively, stock options outstanding that were not included in the dilutive earnings per share calculation because the effect would have been anti-dilutive.

4. Accrued Expenses

Accrued expenses consisted of the following (in thousands):

	June 30,	December 31,
	2013	2012
Accrued payroll	\$2,677	\$ 2,479
Gift cards	1,016	1,351
Sales taxes ⁽¹⁾	743	1,332
Business and income taxes	495	312
Accrued occupancy	359	328
Other	644	724
	\$5,934	\$ 6,526

(1) The change in sales tax accrual primarily relates to a payment in January 2013 associated with a sales tax audit settlement which was accrued at December 31, 2012.

5. Credit Facility

On April 19, 2013, we entered into a Credit Agreement for a \$20 million revolving line of credit (the "Credit Facility") with KeyBank National Association ("KeyBank") and Stearns Bank National Association ("Stearns Bank" collectively with Key Bank, the "Lenders"). The Credit Facility replaced the prior \$6.5 million credit facility with Stearns Bank. The Credit Facility is secured by our personal property and assets. Certain of our wholly owned subsidiaries have also guaranteed the Credit Facility. We did not have any borrowings under the Credit Facility at June 30, 2013.

The Credit Facility matures on April 19, 2017, with an option to extend the maturity date for one year subject to the Lenders' consent. Payments on the Credit Facility will be interest only, payable quarterly with respect to each base rate loan and at varying times with respect to LIBOR rate loans, with outstanding principal and interest due at maturity. Prepayment is permitted at any time without penalty, subject to certain restrictions on the order of repayment or prepayment. The interest rate on the Credit Facility is calculated at KeyBank's prime rate or LIBOR, at our option, plus an applicable margin depending on our leverage ratio. The LIBOR margins range from 3.0% to 3.5% and the base rate margins range from 2.0% to 2.5%. We are obligated to pay a commitment fee, payable quarterly in arrears at an annual rate of 0.375% or 0.50% times the unused total revolving commitment of the Credit Facility, based on the average daily amount outstanding under the Credit Facility for the previous quarter. We recognized commitment fees

of \$20,000 in interest expense during the second quarter of 2013.

The Credit Facility also requires us to comply with certain covenants, including (a) a minimum fixed charge coverage ratio of 1.25 through March 31, 2015 and 1.50 from April 1, 2015 through the maturity date, and (b) a maximum leverage ratio of 4:1. We were in compliance with such covenants at June 30, 2013.

Fees incurred for the Credit Facility totaled \$356,000. Unamortized fees of \$338,000 are included in other assets in the consolidated balance sheet at June 30, 2013, and such fees are being amortized over the life of the Credit Facility and included in interest expense. For the quarter ended June 30, 2013, loan fee amortization included in interest expense was \$18,000.

Prior to closing on the Credit Facility, we had loan agreements with Stearns Bank for a \$0.5 million Term Loan and a \$6.5 million Credit Line. Interest on the Term Loan was calculated at the greater of 1% over the Wall Street Journal Prime Rate or 5.75% per year. We did not have any borrowings under the Credit Line prior to its termination in April 2013. We utilized existing cash to pay off the outstanding balance on the Term Loan on April 19, 2013 and wrote off \$66,000 in deferred financing costs related to the prior loan agreements during the second quarter of 2013.

7. Stock-Based Compensation

We maintain stock award plans under which we may issue incentive stock options, non-qualified stock options, restricted stock, and other types of awards to employees, directors, and consultants. We typically grant non-qualified stock options with an exercise price at the fair market value of the underlying common stock on the date of grant and such options expire five years from the date of grant. Employee stock options generally vest 25% each year over a four-year period, while annual recurring awards for non-employee director options vest 25% each quarter over a one-year period.

We previously granted stock options under our 2005 Stock Award Plan (the “2005 Plan”) and adopted the 2012 Stock Award Plan (the “2012 Plan”) in March 2012. The 2012 Plan was approved by our shareholders in May 2012. Any award granted under the 2005 Plan continues to be governed by the terms of that plan. However, no further awards were granted under the 2005 Plan, and the available share reserve under the 2005 Plan was added to the share reserve under the 2012 Plan. The total shares of common stock reserved for issuance under the 2012 Plan totaled 2,200,000, of which 578,863 shares were available for grant as of June 30, 2013.

The fair value of stock options granted during the six months ended June 30, 2013 and 2012 was estimated at the date of grant using the Black-Scholes option pricing model with the following weighted average assumptions:

	Six Months Ended June 30,	
	2013	2012
Expected volatility	38.9%	58.5%
Risk-free interest rate	0.6 %	0.6 %
Expected option life (in years)	3.4	3.6
Dividend yield	0.0 %	0.0 %
Weighted average fair value per option granted	\$2.49	\$2.87

The following table summarizes activity under our stock award plans for the six months ended June 30, 2013:

	Options	Weighted Average Exercise Price	Weighted Average Remaining Contractual Term (Years)	Aggregate Intrinsic Value
Outstanding options at December 31, 2012	673,942	\$ 6.09		
Granted	263,500	8.71		
Forfeited	(73,742)	9.89		
Exercised	(56,875)	3.17		
Outstanding options at June 30, 2013	806,825	\$ 6.81	3.6	\$ 3,964,766
Exercisable at June 30, 2013	266,675	\$ 5.62	3.1	\$ 1,637,806

We recognized stock-based compensation expense of \$146,000 and \$94,000 during the three months ended June 30, 2013 and 2012, respectively, and \$288,000 and \$197,000 for the six months ended June 30, 2013 and 2012, respectively. As of June 30, 2013, there was \$1,194,000 of unrecognized stock-based compensation expense related to unvested stock-based compensation awards, which is expected to be recognized over a weighted average period of 2.7 years.

8. Stock Purchase and Retirement Program

In November 2011, our Board of Directors approved a stock repurchase and retirement program under which we were authorized to purchase up to \$5,000,000 of common stock. We completed the 2011 authorization in February 2012, purchasing and retiring 858,663 shares.

In May 2012, our Board of Directors authorized another stock repurchase and retirement program of up to \$5,000,000 of our outstanding common stock. As of June 30, 2013, we have spent \$3.2 million to purchase and retire 387,109 shares under the 2012 authorization, with \$203,000 of stock purchases during the six months ended June 30, 2013.

9. Commitments and Contingencies

We are engaged in various legal actions, which arise in the ordinary course of our business. Although there can be no assurance as to the ultimate disposition of these matters, it is the opinion of our management, based upon the information available at this time, that the expected outcome of these matters, individually or in the aggregate, will not have a material adverse effect on the results of operations or financial condition of our company.

Item 2. *Management's Discussion and Analysis of Financial Condition and Results of Operations*

The following discussion and analysis should be read in conjunction with the unaudited consolidated financial statements and notes thereto included in Item 1 of Part I of this Form 10-Q and the audited consolidated financial statements and notes thereto and Management's Discussion and Analysis of Financial Condition and Results of Operations for the year ended December 31, 2012 contained in our 2012 Annual Report on Form 10-K.

Certain information included in this discussion contains forward-looking statements that involve known and unknown risks and uncertainties, such as statements relating to our future economic performance, plans and objectives for future operations, expectations, intentions and other financial items that are based on our beliefs as well as assumptions made by and information currently available to us. Factors that could cause actual events or results to differ materially from those indicated by these forward-looking statements may include the matters under Item 1A, "Risk Factors" in this report, our Annual Report on Form 10-K for the year ended December 31, 2012 and other reports filed from time to time with the SEC.

Overview

We own and operate 23 restaurants located in 16 states. We offer freshly prepared food, attentive service, and a contemporary ambiance that create a satisfying yet affordable dining experience that we believe exceeds the experience at many traditional casual dining restaurants with which we compete. Our high-volume upscale casual restaurants feature a diverse selection of mainstream American favorites as well as a variety of appetizers and entrees with an international influence, including an extensive selection of sushi items. Our menu items are freshly prepared and incorporate over 40 signature sauces and dressings that we make from scratch, creating broad-based appeal for the lifestyle and taste trends of a diverse group of guests. We believe that our diverse menu and generous portions, combined with an average check of approximately \$25 per guest, offer our guests an attractive price-value proposition.

The restaurant industry is significantly affected by changes in economic conditions, discretionary spending patterns, consumer confidence, and other factors. Customer traffic and sales patterns have shown improvement since 2010 as evidenced by our positive comparable restaurant sales from the fourth quarter of 2010 through the fourth quarter of 2012. Our same-store sales increased 2.5% in the second quarter of 2013 compared to 2.3% same-store sales growth in the second quarter of 2012. The increase in same-store sales in the second quarter of 2013 was primarily attributable to a higher average guest check resulting from our menu price increase at the end of the first quarter. We believe consumer sentiment continues to remain cautious amid continuing macroeconomic uncertainties, as evidenced by the modest guest traffic growth year over year. We also believe improvement in consumer confidence and spending in general, will be important and necessary catalysts to drive guest traffic and higher guest check averages in casual dining restaurants in general and our restaurants in particular.

We continue to focus on growing sales while remaining disciplined with our costs. The average unit volume of our comparable base restaurants was \$1.1 million, or \$153 per square foot in the second quarter of 2013 compared to \$1.1 million, or \$149 per square foot in the second quarter of 2012. We generated restaurant operating profit of \$5.3 million, or 20.6% as a percentage of restaurant sales, in the second quarter of 2013 compared to \$4.9 million, or 19.4%, in the same quarter of last year.

We experience various patterns in our operating cost structure. Cost of sales, labor, and other operating expenses for our restaurants open at least 12 months generally trend consistently with restaurant sales, and we analyze those costs as a percentage of restaurant sales. Our typical new restaurants experience gradually increasing unit volumes as guests discover our concept and we generate market awareness. We anticipate that our new restaurants will take approximately six months to achieve operating efficiencies as a result of challenges typically associated with opening new restaurants, including lack of market recognition and the need to hire and sufficiently train employees, as well as other factors. We expect cost of sales and labor expenses as a percentage of restaurant sales to be higher when we open a new restaurant, but to decrease as a percentage of restaurant sales as the restaurant matures and as the restaurant management and employees become more efficient in operating that unit. Occupancy and a portion of restaurant operating expenses are fixed. As a result, the volume and timing of newly opened restaurants has had, and is expected to continue to have, an impact on cost of sales, labor, occupancy, and restaurant operating expenses measured as a percentage of restaurant sales. The majority of our general and administrative costs are fixed costs. We expect our general and administrative spending to generally decrease as a percentage of restaurant sales as we leverage these investments and realize the benefits of higher sales volumes. Our general and administrative expenses as a percentage of sales increased to 7.8% for the quarter ended June 30, 2013, compared to 6.1% in the same quarter of last year, driven mainly by higher staffing and support cost for our growth initiatives as well as a reversal of severance charges in the 2012 period associated with a former executive officer. We expect general and administrative costs to increase during the remainder of 2013 as we continue to make investments in real estate development, construction and operations to support our growth objectives.

We opened our last restaurant in October 2010. Since that time, we have focused on increasing sales, improving restaurant-level operating margins and investing in infrastructure for future growth. At the same time, we have engaged in a rigorous site evaluation process to identify sites for new restaurant openings in 2013 and beyond. In December 2012, we signed a lease in Boise, Idaho. In March 2013, we signed two new leases in Fort Worth and The Woodlands, Texas. We currently expect to open the Boise location and The Woodlands restaurant in the fourth quarter of 2013. Therefore, we expect to incur significant preopening expense during the second half of 2013, while revenues from the new restaurants, if opened in that time frame, would likely not be significant prior to 2014. Accordingly, we expect the opening of these units to place downward pressure on our profitability during 2013. Although the actual preopening expenses depend upon numerous factors, historically our cash preopening expenses approximate \$400,000 per location, and non-cash preopening rent expense typically ranges from \$50,000 to \$100,000 per location.

Key Measures We Use to Evaluate Our Company

Key measures we use to evaluate and assess our business include the following:

Number of Restaurant Openings. Number of restaurant openings reflects the number of restaurants opened during a particular reporting period.

Same-Store Sales Percentage Change. Same-store sales percentage change reflects the periodic change in restaurant sales for the comparable restaurant base. In calculating the percentage change in same-store sales, we include a restaurant in the comparable restaurant base after it has been in operation for more than 18 months. Same-store sales growth can be generated by an increase in guest traffic counts or by increases in the per person average check amount. Menu price changes and the mix of menu items sold can affect the per person average check amount. As of June 30, 2013 and December 31, 2012, there were 23 restaurants included in the comparable restaurant base.

Average Weekly Sales. Average weekly sales represents the average of restaurant sales measured over consecutive Monday through Sunday time periods.

Average Unit Volume. Average unit volume represents the average restaurant sales for the comparable restaurant base.

Sales Per Square Foot. Sales per square foot represents the restaurant sales for our comparable restaurant base, divided by the total leasable square feet for such restaurants.

Restaurant Operating Profit. Restaurant operating profit is defined as restaurant sales minus cost of sales, labor, occupancy, and restaurant operating expenses. Restaurant operating profit does not include general and administrative expenses, depreciation and amortization, or preopening expenses. We believe restaurant operating profit is an important component of financial results because it is a widely used metric within the restaurant industry to evaluate restaurant-level productivity, efficiency, and performance prior to application of corporate overhead. We use restaurant operating profit as a percentage of restaurant sales as a key metric to evaluate our restaurants' financial performance compared with our competitors. This measure provides useful information regarding our financial condition and results of operations and allows investors to more easily determine future financial results driven by growth and allows investors to more easily compare restaurant level profitability.

Key Financial Definitions

Restaurant Sales. Restaurant sales include gross food and beverage sales, net of promotions and discounts.

Cost of Sales. Cost of sales consists of food and beverage costs and related delivery fees.

Labor. Labor includes all direct and indirect labor costs incurred in operations.

Occupancy. Occupancy includes all rent payments associated with the leasing of real estate, including base, percentage and straight-line rent, property taxes, and common area maintenance expense. We record amortization of tenant improvement allowances as a reduction of occupancy expense over the lease term.

Restaurant Operating Expenses. Restaurant operating expenses consist of all other restaurant-level operating costs, the major components of which are utilities, credit card fees, advertising, supplies, marketing, repair and maintenance, and other expenses. Other operating expenses contain both variable and fixed components.

General and Administrative. General and administrative includes all corporate and administrative functions that support operations and provide infrastructure to facilitate our future growth. Components of this category include management and staff salaries, bonuses, stock-based compensation and related employee benefits, travel, information systems, training, corporate rent, professional and consulting fees, and corporate insurance costs.

Preopening Expense. Preopening expense consists of costs incurred prior to opening a new restaurant and is comprised principally of manager salaries and relocation, payroll and related training costs for new employees, including food and beverage costs associated with practice and rehearsal of service activities, and rent expense incurred from the date we obtain possession of the property until opening. We expense restaurant preopening expenses as incurred, and we expect preopening expenses, which typically commence approximately six months prior to a restaurant opening, to be similar for each new restaurant opening. Our preopening costs will fluctuate from period to period depending upon the number of restaurants opened, the timing of new restaurant openings, the location of the restaurants, and the complexity of the staff hiring and training process.

Depreciation and Amortization. Depreciation and amortization expense consists of the depreciation of property and equipment.

Write off of Deferred Financing Costs. Write off of deferred financing costs consists of the charge taken for deferred loan fees associated with our previous credit facility.

Interest Expense, net. Interest expense consists of the cost of servicing our debt obligations, the amortization of debt issuance costs and commitment fees on the line of credit. Interest expense is offset by interest earned on investment balances.

Provision for Income Taxes. Provision for income taxes represents amounts due for federal and state income taxes.

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Financial Performance Overview

The following table sets forth certain information regarding our financial performance for the three and six months ended June 30, 2013 and 2012.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2013	2012	2013	2012
Restaurant sales growth	3.2 %	2.0 %	0.3 %	5.1 %
Same-store sales percentage change ⁽¹⁾	2.5 %	2.3 %	(0.1)%	5.5 %
Average weekly sales – comparable restaurant base ⁽²⁾	\$85,350			