

KONA GRILL INC
Form 10-Q
May 04, 2012

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 March 31, 2012

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

(State or other jurisdiction of incorporation or organization)

20-0216690

(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 April 30, 2012, there were 8,798,394 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)

	March 31, 2012	December 31, 2011
	(Unaudited)	(Note 1)
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 5,649	\$ 6,327
Investments	176	176
Receivables	221	3
Other current assets	1,221	1,203
Total current assets	7,267	7,709
Other assets	833	694
Property and equipment, net	31,673	32,944
Total assets	\$ 39,773	\$ 41,347
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Accounts payable	\$ 1,706	\$ 1,912
Accrued expenses	6,942	8,045
Current portion of notes payable	158	132
Total current liabilities	8,806	10,089
Notes payable	329	
Deferred rent	13,293	13,574
Total liabilities	22,428	23,663
Commitments and contingencies (Note 9)		
Stockholders' equity:		
Preferred stock, \$0.01 par value, 2,000,000 shares authorized, none issued		
Common stock, \$0.01 par value, 15,000,000 shares authorized, 8,914,594 shares issued and 8,798,394 shares outstanding at March 31, 2012; 9,071,923 shares issued and 8,955,723 shares outstanding at December 31, 2011	89	91
Additional paid-in capital	55,382	56,903
Accumulated deficit	(37,126)	(38,310)
Treasury stock, at cost, 116,200 shares at March 31, 2012 and December 31, 2011	(1,000)	(1,000)
Total stockholders' equity	17,345	17,684
Total liabilities and stockholders' equity	\$ 39,773	\$ 41,347

See accompanying notes to the unaudited consolidated financial statements.

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

	Three Months Ended March 31, 2012 2011	
Restaurant sales	\$24,155	\$22,242
Costs and expenses:		
Cost of sales	6,495	6,236
Labor	7,948	7,524
Occupancy	1,533	1,651
Restaurant operating expenses	3,376	3,481
General and administrative	2,084	1,881
Preopening expense		
Depreciation and amortization	1,463	1,476
Total costs and expenses	22,899	22,249
Income (loss) from operations	1,256	(7)
Nonoperating income (expense):		
Interest income and other, net		1
Interest expense	(12)	(12)
Income (loss) from continuing operations before provision for income taxes	1,244	(18)
Provision for income taxes	60	10
Income (loss) from continuing operations	1,184	(28)
Loss from discontinued operations, net of tax		(64)
Net income (loss)	\$1,184	\$(92)
Net income (loss) per share Basic and Diluted:		
Income (loss) from continuing operations	\$0.13	\$(0.00)
Loss from discontinued operations, net of tax		(0.01)
Net income (loss)	\$0.13	\$(0.01)
Weighted average shares used in computation:		
Basic	8,802	9,203
Diluted	8,912	9,203
Comprehensive income (loss)	\$1,184	\$(92)

See accompanying notes to the unaudited consolidated financial statements.

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

	Three Months Ended March 31,	
	2012	2011
Operating activities		
Net income (loss)	\$1,184	\$(92)
Adjustments to reconcile net income (loss) to net cash provided by operating activities:		
Depreciation and amortization	1,463	1,490
Stock-based compensation expense	103	91
Loss on disposal of assets		2
Change in operating assets and liabilities:		
Receivables	(218)	
Other current assets	(18)	(75)
Accounts payable	(84)	132
Accrued expenses	(1,103)	(109)
Deferred rent	(281)	(137)
Net cash provided by operating activities	1,046	1,302
Investing activities		
Purchase of property and equipment	(314)	(512)
Increase in other assets	13	(51)
Net cash used in investing activities	(301)	(563)
Financing activities		
Borrowings on term loan	500	
Repayments of notes payable	(145)	(157)
Fees paid for credit facility	(152)	
Proceeds from issuance of common stock under the Employee Stock Purchase Plan and exercise of stock options and warrants	950	61
Purchase and retirement of common stock	(2,576)	
Net cash used in financing activities	(1,423)	(96)
Net (decrease) increase in cash and cash equivalents	(678)	643
Cash and cash equivalents at the beginning of the period	6,327	2,555
Cash and cash equivalents at the end of the period	\$5,649	\$3,198
Supplemental disclosure of cash flow information		
Cash paid for interest, net of capitalization	\$13	\$12

Noncash investing activities

Decrease in accounts payable related to property and equipment	\$(122) \$(271)
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See accompanying notes to the unaudited consolidated financial statements.

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KONA GRILL, INC.

NOTES TO UNAUDITED CONSOLIDATED FINANCIAL STATEMENTS

1. Basis of Presentation

Kona Grill, Inc. (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.

The accompanying unaudited consolidated financial statements have been prepared in accordance with U.S. generally accepted accounting principles 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 U.S. generally accepted accounting principles (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 three months ended March 31, 2012 are not necessarily indicative of the results that may be expected for the year ending December 31, 2012.

The consolidated balance sheet at December 31, 2011 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, 2011.

Recent Accounting Literature

Amendments to Achieve Common Fair Value Measurement and Disclosure Requirements in U.S. GAAP and IFRS (Accounting Standards Update (ASU) No. 2011-04)

ASU No. 2011-04 amends existing guidance to provide common fair value measurements and related disclosure requirements between GAAP and International Financial Reporting Standards (IFRS). Additional disclosure requirements in the amendment include: (1) for Level 3 fair value measurements, a description of the valuation processes used by the entity and a discussion of the sensitivity of the fair value measurements to changes in unobservable inputs; (2) discussion of the use of a nonfinancial asset that differs from the asset's highest and best use;

and (3) the level of the fair value hierarchy of financial instruments for items that are not measured at fair value but disclosure of fair value is required. ASU No. 2011-04 is effective for interim and annual periods beginning after December 15, 2011 with early adoption not permitted. The adoption of ASU No. 2011-04 in the first quarter of 2012 did not have any material impact on our consolidated financial statements.

Presentation of Comprehensive Income (ASU No. 2011-05)

ASU No. 2011-05 amends existing guidance to allow only two options for presenting the components of net income and other comprehensive income: (1) in a single continuous statement of comprehensive income or (2) in two separate but consecutive financial statements consisting of an income statement followed by a statement of other comprehensive income. ASU No. 2011-05 requires retrospective application, and it is effective for fiscal years, and interim periods within those years, beginning after December 15, 2011 with early adoption permitted. We adopted ASU No. 2011-05 in the first quarter of 2012, using the single continuous statement of comprehensive income approach. The adoption of ASU No. 2011-05 did not have any material impact on our consolidated financial statements.

2. Discontinued Operations

During 2011, we closed our West Palm Beach, Florida and Sugar Land, Texas restaurants. The decision to close these restaurants was based on these restaurants' past operating performance. We entered into an amendment with the landlord of the West Palm Beach restaurant that provided for the early termination of the lease on July 31, 2011. Under the lease amendment, we paid an early termination fee and agreed not to remove certain restaurant equipment from the premises. We closed the Sugar Land location on September 21, 2011.

During the third quarter of 2011, we recognized \$1,050,000 related to estimated and actual lease termination costs for the two restaurants closed and \$211,000 for severance, relocation, and other exit costs. The lease termination and exit cost accrual is included in Accrued Expenses on the consolidated balance sheets. These costs are partially offset by deferred rent write-offs of \$1,260,000. We also recognized \$53,000 in non-cash asset impairment charges related to the write-off of equipment and furniture left at the closed restaurants. We previously recognized non-cash asset impairment charges of \$5,204,000 associated with these restaurants during 2009 to write down the long-lived assets to their fair value.

We determined that the closures met the criteria for classification as discontinued operations. As a result, all historical operating results as well as lease termination and exit costs attributable to these restaurants are reflected within discontinued operations in the consolidated statements of comprehensive income for all periods presented. Loss from discontinued operations, net of tax is comprised of the following for the three months ended March 31, 2011 (in thousands):

Restaurant sales	\$1,390
Loss from discontinued operations before income taxes	\$(64)
Income tax benefit	
Loss from discontinued operations, net of tax	\$(64)

Activities associated with the lease termination and exit cost accrual is summarized below (in thousands):

Balance at December 31, 2011	\$618
Cash payments	(2)
Non-cash adjustments	
Balance at March 31, 2012	\$616

3. Fair Value Measurements

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

The following tables present information about our assets measured at fair value on a recurring basis at March 31, 2012 and December 31, 2011, and indicates the fair value hierarchy of the valuation techniques utilized to determine such fair value (in thousands):

March 31, 2012	Level	Level	Level	Total
	1	2	3	
Certificates of deposit	\$	\$ 176	\$	\$ 176

December 31, 2011	Level	Level	Level	Total
	1	2	3	
Certificates of deposit	\$	\$ 176	\$	\$ 176

4. Net Income (Loss) Per Share

Basic net income (loss) per share is computed by dividing net income (loss) 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 and warrant exercises, calculated using the treasury stock method.

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

	Three Months Ended	
	March 31, 2012 2011	
(In thousands, except per share data)		
Numerator:		
Income (loss) from continuing operations	\$1,184	\$(28)
Loss from discontinued operations, net of tax		(64)
Net income (loss)	\$1,184	\$(92)
Denominator:		
Weighted average shares Basic	8,802	9,203
Effect of dilutive stock options and warrants	110	
Weighted average shares Diluted	8,912	9,203
Basic and diluted net income (loss) per share:		
Income (loss) from continuing operations	\$0.13	\$(0.00)
Loss from discontinued operations, net of tax		(0.01)
Net income (loss)	\$0.13	\$(0.01)

For the three months ended March 31, 2012 and 2011, there were 787,000 and 1,144,000 stock options and warrants outstanding, respectively, that were not included in the dilutive earnings per share calculation because the effect would have been anti-dilutive.

5. Accrued Expenses

Accrued expenses consisted of the following (in thousands):

	March December	
	31, 31,	
	2012 2011	
Accrued payroll	\$2,447	\$ 3,121
Sales taxes	1,008	959
Gift cards	1,000	1,243
Lease termination accrual	616	618

Business and income taxes	467	548
Accrued occupancy	386	471
Other	1,018	1,085
	\$6,942	\$ 8,045

6. Credit Facility

On February 8, 2012, we entered into loan agreements with Stearns Bank National Association for a term loan and a line of credit (collectively, the Loans). The Loans are secured by commercial security agreements executed by us and each of our subsidiaries granting the lender a security interest in all of the consolidated assets of the Company.

We obtained a term loan in the aggregate principal amount of \$0.5 million (the Term Loan). The Term Loan matures on February 7, 2015 and requires monthly principal and interest payments of \$15,000. Interest on the Term Loan is calculated at the greater of 1% over the Wall Street Journal Prime Rate (the Index) or 5.75% per year. Proceeds of the Term Loan were used to pay off the remaining balance of our equipment loans and to pay expenses associated with the Loans. The outstanding balance on the Term Loan at March 31, 2012 was \$487,000.

We also obtained a credit line to borrow up to an aggregate principal amount of \$5.0 million (the Credit Line). The final maturity date for all installments under the Credit Line is February 7, 2021. Interest on the loans will initially be 6.25% per year and will be adjusted each time the Index changes and on each such date, the interest rate will equal the greater of the Index plus 1% or 6.25% per year. There is no non-usage fee associated with the Credit Line. Borrowings under the Credit Line can be used for capital expenditures for existing and new restaurant units, provided that we match each disbursement dollar for dollar and the amount of any such disbursement could not exceed \$1.5 million per location. We have not drawn any amounts to date under the Credit Line, and the entire \$5.0 million balance was available at March 31, 2012.

Fees incurred for the Loans totaled \$152,000. These fees are included in Other Assets in the consolidated balance sheet at March 31, 2012 and such fees are being amortized over the life of the Loans.

The Loans also require us to comply with certain covenants, including (a) a fixed charge coverage ratio greater than 1.25%, (b) a maximum Interest Bearing Debt/EBITDA ratio of 3:1 and (c) a debt to tangible net worth of equal or less than 3:1. We were in compliance with such covenants at March 31, 2012.

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 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. The total shares of common stock reserved for issuance under the 2012 Plan is 750,000. Upon effectiveness of the 2012 Plan, no further awards will be granted under the 2005 Plan, but the available share reserve under the 2005 Plan will then be added to the share reserve under the 2012 Plan. Any award granted earlier under the 2005 Plan will continue to be governed by the terms of that plan. 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.

A total of 1,450,000 shares of common stock had been reserved for issuance under the 2005 Plan of which 85,096 shares were available for grant as of March 31, 2012. Upon the effectiveness of the 2012 Plan, 2,200,000 shares of common stock will be reserved for issuance under the 2012 Plan, of which 835,096 shares will be available for grant.

The fair value of stock options granted during the three months ended March 31, 2012 and 2011 was estimated at the date of grant using the Black-Scholes option pricing model with the following weighted average assumptions:

	Three Months Ended March 31,	
	2012	2011
Expected volatility	58.6 %	60.1 %
Risk-free interest rate	0.5 %	1.5 %
Expected option life (in years)	3.6	3.5
Dividend yield	0.0 %	0.0 %

Weighted average fair value per option granted \$2.79 \$2.21

The following table summarizes activity under our stock award plans for the three months ended March 31, 2012:

	Options	Weighted Average Exercise Price	Weighted Average Remaining Contractual Term	Aggregate Intrinsic Value
Outstanding options at December 31, 2011	900,981	\$ 6.13		
Granted	282,500	6.51		
Forfeited	(296,675)	8.02		
Exercised	(171,039)	4.14		
Outstanding options at March 31, 2012	715,767	\$ 5.96	3.4 years	\$ 454,754
Exercisable at March 31, 2012	307,192	\$ 6.15	2.1 years	\$ 299,040

We recognized stock-based compensation expense of \$103,000 and \$91,000 during the three months ended March 31, 2012 and 2011, respectively. As of March 31, 2012, there was \$935,008 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 3.4 years.

8. Stock Purchase and Retirement Program

In November 2011, our Board of Directors approved a stock repurchase and retirement program under which we are authorized to purchase up to \$5,000,000 of common stock. As of December 31, 2011, we purchased 428,533 shares of common stock at a total cost of \$2,423,000. The shares purchased were immediately retired, at the direction of the Board of Directors. As of March 31, 2012, we purchased and retired an additional 430,130 shares of common stock at a total cost of \$2,576,000 thus completing the 2011 authorization.

On May 3, 2012, our Board of Directors authorized an additional stock repurchase of up to \$5,000,000 of outstanding common stock. We intend to fund the repurchase program from available cash and to retire any shares repurchased.

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.

Sugar Land Lease Termination Costs

During the third quarter of 2011, we closed our Sugar Land restaurant. At March 31, 2012, we had accrued \$616,000 associated with estimated lease termination costs. These costs are included in Accrued Expenses on our consolidated balance sheets. On April 18, 2012, the landlord, Sugar Land Mall, LLC, commenced an action against us in the District Court for Fort Bend County, Texas, seeking outstanding rent and charges for the remaining term of the lease, attorney fees, clean-up and other expenses associated with the re-letting of the premise, as well as unspecified damages. Our accrual for estimated lease termination costs is our best estimate for our liability as of March 31, 2012; however, it is reasonably possible that the outcome could exceed the amount accrued.

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, 2011 contained in our 2011 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, 2011 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 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, offers 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 to date as evidenced by positive comparable restaurant sales for the previous six quarters and nine consecutive quarters of positive guest traffic. For the quarter ended March 31, 2012, our comparable restaurant sales increased 8.7% from the prior year period. We believe continued 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 closed our West Palm Beach, Florida and Sugar Land, Texas restaurants during the third quarter of 2011. The decision to close these restaurants was based on these restaurants' past operating performance. The closure enables us

to focus on our existing restaurant portfolio while also allowing us to concentrate on developing new restaurants. As a result of the restaurant closures, all historical operating results as well as lease termination and exit costs attributable to these restaurants are reflected within discontinued operations in the consolidated statements of comprehensive income for all periods presented.

We target our restaurants to achieve an average annual unit volume of \$4.5 million following 24 months of operations. Our typical new restaurants experience gradually increasing unit volumes as guests discover our concept and we generate market awareness.

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 consistent with restaurant sales, and we analyze those costs as a percentage of restaurant sales. 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 decrease as a percentage of restaurant sales as we leverage these investments and realize the benefits of higher sales volumes.

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.

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.

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 tenant improvement allowances as a reduction of occupancy expense over the initial term of the lease.

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, human resources, 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 to be similar for each new restaurant opening, which typically commence six to eight months prior to a 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.

Interest Income and Other, Net. Interest income and other, net consists of interest earned on our cash and investments and any gains or losses on our investments.

Interest Expense. Interest expense includes the cost of servicing our debt obligations, net of capitalized interest.

Discontinued Operations. Discontinued operations include the historical operating results as well as lease termination and exit costs attributable to closed restaurants.

Financial Performance Overview

The following table sets forth certain information regarding our financial performance for the three months ended March 31, 2012 and 2011.

**Three
Months**

	Ended			
	March 31,			
	2012	2011		
Restaurant sales growth	8.6%	12.3%		
Same-store sales percentage change ⁽¹⁾	8.7%	7.6%		
Average weekly sales comparable restaurant base ⁽²⁾	\$81,268	\$74,754		
Average unit volume (in thousands) ⁽²⁾	\$1,056	\$952		
Sales per square foot ⁽²⁾	\$149	\$135		
Restaurant operating profit (in thousands) ⁽³⁾	\$4,803	\$3,350		
Restaurant operating profit as a percentage of sales ⁽³⁾	19.9%	15.1%		

Same-store sales percentage change reflects the periodic change in restaurant sales for the comparable restaurant (1)base. In calculating the percentage change for same-store sales, we include a restaurant in the comparable restaurant base after it has been in operation for more than 18 months.

(2)Includes only those restaurants in the comparable restaurant base.

Restaurant operating profit is not a financial measurement determined in accordance with U.S. generally accepted accounting principles and should not be considered in isolation or as an alternative to loss from operations.

Restaurant operating profit may not be comparable to the same or similarly titled measures computed by other (3)companies. 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. 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.

The following tables set forth our calculation of restaurant operating profit and reconciliation to income (loss) from operations, the most comparable GAAP measure.

	Three Months Ended March 31,	
	2012	2011
(In thousands)		
Restaurant sales	\$24,155	\$22,242
Costs and expenses:		
Cost of sales	6,495	6,236
Labor	7,948	7,524
Occupancy	1,533	1,651
Restaurant operating expenses	3,376	3,481
Restaurant operating profit	4,803	3,350
Deduct other costs and expenses		
General and administrative	2,084	1,881
Preopening expense		
Depreciation and amortization	1,463	1,476
Income (loss) from operations	\$1,256	\$(7)

	Percentage of Restaurant Sales	
	Three Months Ended March 31,	
	2012	2011
Restaurant sales	100.0%	100.0
Costs and expenses:		
Cost of sales	26.9	28.0
Labor	32.9	33.8
Occupancy	6.3	7.4
Restaurant operating expenses	14.0	15.7
Restaurant operating profit	19.9	15.1
Deduct other costs and expenses		
General and administrative	8.6	8.5
Preopening expense	0.0	0.0
Depreciation and amortization	6.1	6.6
Income (loss) from operations	5.2 %	0.0

The following table sets forth changes in the number of restaurants opened for the periods indicated:

**Three Months Ended
March 31, 2012**

**Year Ended
December 31, 2011**

Beginning of period	23	25
Openings		
Closings		(2)
End of period	23	23

Results of Operations

The following table sets forth, for the periods indicated, the percentage of restaurant sales of certain items in our financial statements:

	Three Months Ended			
	March 31,		2011	
	2012			
Restaurant sales	100.0	%	100.0	%
Costs and expenses:				
Cost of sales	26.9		28.0	
Labor	32.9		33.8	
Occupancy	6.3		7.4	
Restaurant operating expenses	14.0		15.7	
General and administrative	8.6		8.5	
Preopening expense	0.0		0.0	
Depreciation and amortization	6.1		6.6	
Total costs and expenses	94.8		100.0	
Income (loss) from operations	5.2		0.0	
Nonoperating income (expense):				
Interest income and other, net	0.0		0.0	
Interest expense	(0.1)	(0.1)
Income (loss) from continuing operations before provision for income taxes	5.1		(0.1)
Provision for income taxes	0.2		0.0	
Income (loss) from continuing operations	4.9		(0.1)
Loss from discontinued operations, net of tax	(0.0)	(0.3)
Net income (loss)	4.9	%	(0.4)%

Three Months Ended March 31, 2012 Compared with Three Months Ended March 31, 2011

Restaurant Sales. Restaurant sales increased \$1.9 million, or 8.6% to \$24.2 million during the first quarter of 2012 from \$22.2 million in the first quarter of 2011. The \$1.9 million sales increase is attributable to an 8.7% increase in comparable restaurant sales. Higher comparable sales year over year resulted from a 6.4% increase in guest traffic, higher average check per guest aided by new menu offerings, and an estimated effective menu price increase of approximately 1.6%.

Cost of Sales. Cost of sales increased \$0.3 million, or 4.2% to \$6.5 million during the first quarter of 2012 compared to \$6.2 million during the prior year period. The increase was primarily attributable to incremental food and liquor costs associated with higher sales volumes partially offsetting lower produce cost year over year. As a percentage of restaurant sales, cost of sales decreased 1.1% to 26.9% year over year, reflecting the leverage of higher sales volume as well as the lower produce costs during the first quarter of 2012.

Labor. Labor costs for our restaurants increased \$0.4 million, or 5.6% to \$7.9 million during the first quarter of 2012 compared to \$7.5 million in the prior year quarter. The increase was attributable to increased staffing to support the year over year sales growth. Labor expenses as a percentage of restaurant sales decreased 0.9% to 32.9% during the first quarter of 2012 from 33.8% during the prior year period. The decrease in labor costs as a percentage of restaurant sales resulted from our ability to leverage fixed management wages and hourly labor expenses in support of the 8.7% increase in comparable restaurant sales.

Occupancy. Occupancy expenses decreased \$0.1 million, or 7.1% to \$1.5 million during the first quarter of 2012 from \$1.6 million during the first quarter of 2011. The lower occupancy expenses are primarily associated with an amendment in our lease agreement for one restaurant. Occupancy expenses as a percentage of restaurant sales decreased 1.1% to 6.3% in the first quarter of 2012 compared to 7.4% during the prior year period. The decrease in occupancy costs as a percentage of sales reflects the impact of the aforementioned changes in lease provisions as well as the increased leverage of the fixed portion of these costs from higher average weekly sales.

Restaurant Operating Expenses. Restaurant operating expenses decreased \$0.1 million, or 3.0% to \$3.4 million during the first quarter of 2012 from \$3.5 million during the prior year period. Lower marketing expenses drove the decrease in restaurant operating expenses year over year. Restaurant operating expenses as a percentage of restaurant sales decreased 1.7% to 14.0% during the period compared to 15.7% during the first quarter of 2011, reflecting the leverage of fixed and variable operating costs from higher average weekly sales.

General and Administrative. General and administrative expenses increased by \$0.2 million, or 10.8% from \$1.9 million year over year. General and administrative expenses increased as a percentage of sales by 0.1% to 8.6% in the first quarter of 2012. The year over year increase in general and administrative expenses in absolute dollars and as a percentage of sales is attributable to higher legal and professional fees in the first quarter of 2012.

Preopening Expense. We did not incur any preopening expense during the first quarter of 2012 and 2011. We are not scheduled to open any new restaurants during 2012.

Depreciation and Amortization. Depreciation and amortization expense remained flat at \$1.5 million in the first quarter of 2012 and 2011. Depreciation and amortization expense as a percentage of restaurant sales decreased 0.5%, to 6.1% during the first quarter of 2012 from 6.6% during the prior year period reflecting leverage of these fixed costs from higher average weekly sales.

Discontinued Operations. Discontinued operations represent the historical operating results as well as lease termination and exit costs attributable to the two restaurants closed during the third quarter of 2011. See Note 2 to the Unaudited Consolidated Financial Statements. Our loss from discontinued operations was \$64,000 in the first quarter of 2011.

Provision for Income Taxes. During the first quarter of 2012 and 2011, we recorded a provision for income taxes of \$60,000 and \$10,000, respectively. The year over year increase in the provision is attributable to federal and state taxes on our projected income for the year offset by the utilization of our federal and state net operating loss carryforwards in 2012.

Potential Fluctuations in Quarterly Results and Seasonality

Our quarterly operating results may fluctuate significantly as a result of a variety of factors, including the following:

- timing of new restaurant openings and related expenses;
- fluctuations in commodity and food protein prices;
- restaurant operating costs and preopening costs for our newly-opened restaurants, which are often materially greater during the first several months of operation than thereafter;
- labor availability and costs for hourly and management personnel;
- profitability of our restaurants, especially in new markets;
- increases and decreases in comparable restaurant sales;
- impairment of long-lived assets and any loss on restaurant closures;
- changes in borrowings and interest rates;
- general economic conditions;
- weather conditions or natural disasters;
- timing of certain holidays;
- changes in government regulations;
- settlements, damages and legal costs associated with litigation;
- new or revised regulatory requirements and accounting pronouncements; and
- changes in consumer preferences and competitive conditions.

Our business is also subject to seasonal fluctuations. Historically, sales in most of our restaurants have been higher during the spring and summer months and winter holiday season. Consequently, our quarterly and annual operating results and comparable restaurant sales may fluctuate significantly as a result of seasonality and the factors discussed above. Accordingly, results for any one quarter are not necessarily indicative of results to be expected for any other quarter or for any year and comparable restaurant sales for any particular future period may decrease. In the future, operating results may fall below the expectations of our investors. In that event, the price of our common stock would likely decrease.

Liquidity and Capital Resources

Our primary capital requirements are for new restaurant development and remodeling of existing restaurants. Similar to many restaurant chains, we utilize operating lease arrangements for all of our restaurant locations. We believe that our operating lease arrangements provide appropriate leverage for our capital structure in a financially efficient manner. We are typically required to expend cash to perform site-related work and to construct and equip each restaurant. The average investment cost for our restaurants depends upon the type of lease entered into, the amount of tenant improvement allowance we receive from landlords, and whether we assume responsibility for the construction of the building. We expect the cash investment cost of our typical restaurant to be approximately \$2.5 million, net of landlord tenant improvement allowances of between \$0.7 million and \$1.2 million, and excluding cash preopening expenses of approximately \$0.4 million. We expect these costs will vary from one market to another based on real estate values, zoning regulations, permitting requirements, labor markets and other variables. Restaurants that are subject to ground leases and do not receive landlord tenant improvement allowances typically require a significantly higher cash investment. We also require capital resources to maintain our existing base of restaurants and to further expand and strengthen the capabilities of our corporate and information technology infrastructures.

The following tables set forth, as of the dates and for the periods indicated, a summary of our key liquidity measurements (amounts in thousands):

	March 31, 2012	December 31, 2011
Cash and short-term investments	\$5,825	\$ 6,503
Net working capital (deficit) ⁽¹⁾	(1,539)	(2,380)

⁽¹⁾ The working capital deficits at March 31, 2012 and December 31, 2011, are primarily attributable to accruals for payroll, lease termination and exit costs related to our two closed restaurants and professional fees.

**Three
Months**

Ended
March 31,
2012 2011

Cash provided by operating activities \$ 1,046