

February 19, 2013



## **Red Robin Gourmet Burgers Reports Results for the Fiscal Fourth Quarter and Year Ended December 30, 2012**

GREENWOOD VILLAGE, Colo.--(BUSINESS WIRE)-- Red Robin Gourmet Burgers, Inc., (NASDAQ: RRGB), a casual dining restaurant chain serving an innovative selection of high-quality gourmet burgers in a family-friendly atmosphere, today reported financial results for the 13 and 53 weeks ended December 30, 2012.

### **Financial Highlights for the 13 Weeks Ended December 30, 2012, Compared to the 12 Weeks Ended December 25, 2011:**

- Earnings per diluted share were \$0.45, compared to fiscal fourth quarter 2011 earnings per diluted share of \$0.20, on a GAAP basis. Adjusted earnings per diluted share were \$0.59, compared to \$0.28 in the fiscal fourth quarter a year ago. (See Schedule I.)
- Total revenues increased 16.8% to \$240.7 million; Company-owned comparable restaurant revenues increased 1.4% on a 13-week comparable basis.
- Restaurant-level operating profit margin increased to 20.6% from 19.9%. (See Schedule II.)
- The Company opened three new Red Robin® restaurants.

Net income for the 13 weeks ended December 30, 2012, was \$6.5 million compared to \$2.9 million in the 12 weeks ended December 25, 2011. Fiscal fourth quarter 2012 net income excluding charges related to the Company's debt refinancing was \$8.4 million. See Schedule I below for a reconciliation of adjustments to net income in the fiscal fourth quarters of 2012 and 2011.

For the 53 weeks ended December 30, 2012, GAAP net income was \$28.3 million, or \$1.93 per diluted share, compared to \$20.6 million, or \$1.34 per diluted share, for the 52 weeks ended December 25, 2011. Excluding charges related to the Company's debt refinancing, adjusted net income for the full fiscal year 2012 was \$30.2 million, or \$2.06 per diluted share, compared to \$24.3 million, or \$1.58 per diluted share, in the full fiscal year 2011. (See schedule I.) The fifty-third week in fiscal 2012 contributed an estimated \$3.1 million to net income, or approximately \$0.21 per diluted share.

"We were very pleased with Red Robin's business performance during the fourth quarter, which reflected a solid finish to a successful, foundational year for our Company," said Steve Carley, Red Robin Gourmet Burgers, Inc. chief executive officer. "We once again significantly outpaced the industry in guest count growth and continued expansion of our operating margins. The outstanding work of our teams across the enterprise is clearly

contributing to improved results and a stronger, more differentiated Red Robin brand. Looking ahead to 2013, our goal is to build on what we have already accomplished to continue elevating the guest experience and extending our burger authority, while we capitalize on our significant growth potential for new unit development.”

## Operating Results

Total Company revenues, which include Company-owned restaurant revenues and franchise royalties, increased 16.8% to \$240.7 million in the fiscal fourth quarter of 2012 versus \$206.0 million in the fiscal fourth quarter of 2011. For fiscal 2012, total revenues increased 6.8% to \$977.1 million.

System-wide restaurant revenues in the fiscal fourth quarter of 2012 totaled \$327.5 million, compared to \$285.1 million in the same period last year at constant currency rates. For fiscal 2012, system-wide restaurant revenues increased 5.7% to \$1.3 billion.

Comparable restaurant revenues increased 1.4% for Company-owned restaurants in the fiscal fourth quarter of 2012 compared to the prior year on a 13-week comparable basis. In the fourth quarter, guest counts increased 0.3% on a comparable basis while average guest check increased 1.1%. For the full fiscal year 2012, comparable restaurant revenues increased 1.1% compared to the prior year resulting from a 1.7% increase in average guest check, partially offset by a 0.6 % decrease in guest counts.

## Restaurant revenue performance

|                         | Q4 2012  | Q4 2011  |
|-------------------------|----------|----------|
| Average weekly revenues |          |          |
| Company-owned units*    | \$54,441 | \$51,844 |
| Franchised units        | \$52,642 | \$50,215 |
| Total operating weeks   |          |          |
| Company-owned units     | 4,395    | 3,909    |
| Franchised units        | 1,726    | 1,644    |

\*Excludes Red Robin's Burger Works®

Restaurant-level operating profit margins at Company-owned restaurants were 20.6% in the fiscal fourth quarter of 2012 compared to 19.9% in the fiscal fourth quarter of 2011, an improvement of 70 basis points. The higher margins resulted primarily from lower cost of goods sold, improved sales mix, and the impact of the more-profitable additional week in fiscal 2012, partially offset by higher labor costs. Schedule II of this earnings release defines restaurant-level operating profit, discusses why it is a useful metric for investors and reconciles this metric to income from operations and net income.

## Other Results

General and administrative costs were \$20.5 million, an increase of \$1.4 million in the fourth quarter 2012 due mainly to the costs associated with the additional operating week. Selling expenses were \$6.4 million in the fourth quarter 2012, an increase of \$1.9 million, due primarily to higher marketing fund contributions related to increased sales and gift card expenses.

The Company had an effective tax rate of 23.1% in fiscal 2012, compared to 6.8% in the prior year.

## **Restaurant Openings**

As of the end of the fiscal fourth quarter of 2012, there were 339 Company-owned Red Robin® restaurants, including five Red Robin's Burger Works®, and 133 franchised Red Robin locations. In the fiscal fourth quarter of 2012, the Company opened three new Red Robin restaurants, including the Company's first mid-size prototypes. One franchised location in Texas that closed during the fiscal third quarter of 2012 was reopened in the fiscal fourth quarter of 2012 by a different franchisee.

## **Debt Refinancing**

As previously announced, the Company closed on a new \$225 million credit agreement in December. The new credit facility, a five-year \$225 million revolving line of credit, replaces a facility comprised of a \$150 million term loan and \$100 million revolving line of credit that was scheduled to mature in May 2016. In conjunction with the closing of the credit agreement, the Company recorded a non-cash, pre-tax charge of approximately \$2.9 million, comprised of a write-off of unamortized fees from the prior credit agreement and a charge related to the re-designation of an interest rate swap in the fourth fiscal quarter 2012.

## **Balance Sheet and Liquidity**

On December 30, 2012, the Company had cash and cash equivalents of \$22.4 million and total debt of \$135.0 million, including \$10.0 million of capital lease liabilities.

During the fiscal fourth quarter of 2012, the Company repurchased approximately 281,000 shares of stock for \$8.6 million. In fiscal year 2012, the Company repurchased a total of approximately 803,000 shares for \$24.3 million.

During the fiscal year 2012, cash generated from operations totaled \$94.4 million compared to \$95.7 million in fiscal 2011, and capital investments amounted to \$63.2 million, including \$3.2 million for the acquisition of a franchised restaurant, compared to \$44.1 million in fiscal 2011.

## **Outlook for 2013**

Red Robin's 2013 fiscal year consists of 52 weeks ending on December 29, 2013.

In fiscal 2013, the Company expects comparable restaurant sales growth of 2.5% to 3.0% compared to fiscal 2012 based on a combination of increases in prices, items sold per guest and increased guest visits. Additionally, the Company plans to open 20 new company-owned restaurants, including up to five new Red Robin's Burger Works® restaurants.

Restaurant-level operating profit margins in fiscal 2013 are expected to be flat to down 10 basis points as a percentage of restaurant sales compared to 20.7% in fiscal 2012 due mainly to higher commodity prices.

General and Administrative costs are expected to range between \$83 million and \$84 million, while Selling expenses are expected to remain consistent with 2012 at 2.8% of sales.

Depreciation is expected to be around \$58 million, an increase of approximately \$3 million from fiscal 2012 due to depreciation of newly implemented technology systems, as well as an increased number of units in the Company's restaurant base.

The income tax rate in fiscal 2013 is expected to range from 23% to 24%.

During fiscal 2013, the Company expects between \$50 million and \$55 million in capital expenditures, which will be used to open new restaurants, as well as fund restaurant and technology infrastructure improvements and remodeling investments.

The sensitivity of the Company's earnings per diluted share to a 1% change in guest counts for fiscal 2013 is estimated to be \$0.23 on an annualized basis. Additionally, a 10 basis point change in restaurant-level operating margin is expected to impact earnings per diluted share by approximately \$0.05, and a change of \$187,000 in pre-tax income or expense is equivalent to approximately \$0.01 per diluted share.

### **Investor Conference Call and Webcast**

Red Robin will host an investor conference call to discuss its fiscal fourth quarter 2012 results today at 10:00 a.m. ET. The conference call number is (888) 329-8862, or for international callers (719) 457-2628. The financial information that the Company intends to discuss during the conference call is included in this press release and will be available on the "Investors" link of the Company's website at [www.redrobin.com](http://www.redrobin.com). Prior to the conference call, the Company will post supplemental financial information that will be discussed during the call and live webcast.

To access the supplemental financial information and webcast, please visit [www.redrobin.com](http://www.redrobin.com) and select the "Investors" link from the menu. A replay of the live conference call will be available from two hours after the call until midnight on Tuesday, February 26, 2013. The replay can be accessed by dialing (877) 870-5176, or (858) 384-5517 for international callers. The conference ID is 4081874. The webcast replay will also be available on the Company's website until midnight on Sunday, April 21, 2013.

### **About Red Robin Gourmet Burgers, Inc. (NASDAQ: RRGB)**

Red Robin Gourmet Burgers, Inc. ([www.redrobin.com](http://www.redrobin.com)), a casual dining restaurant chain founded in 1969 that operates through its wholly-owned subsidiary, Red Robin International, Inc., is the gourmet burger expert, famous for serving more than two dozen craveable, high-quality burgers with Bottomless Steak Fries® in a fun environment welcoming to guests of all ages. In addition to its many burger offerings, Red Robin serves a wide variety of salads, soups, appetizers, entrees, desserts and signature Mad Mixology® Beverages. There currently are 473 Red Robin locations across the United States and Canada, including 335 company-owned Red Robin® restaurants and five Red Robin's Burger Works® locations, and 133 Red Robin® restaurants operating under franchise agreements.

### **Forward-Looking Statements:**

Forward-looking statements in this press release regarding our expected earnings per share, restaurant sales, new restaurant growth, future economic performance, capital expenditures, certain statements under the heading "Outlook for 2013" and all other statements that are

not historical facts, are made under the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. These statements are based on assumptions believed by the Company to be reasonable and speak only as of the date on which such statements are made. Without limiting the generality of the foregoing, words such as “continue,” “will,” “expect,” “believe,” “anticipate,” “intend,” or “estimate,” or the negative or other variations thereof or comparable terminology are intended to identify forward-looking statements. We undertake no obligation to update such statements to reflect events or circumstances arising after such date, and we caution investors not to place undue reliance on any such forward-looking statements. Forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from those described in the statements based on a number of factors, including but not limited to the following: the effectiveness of the Company’s marketing strategies, loyalty program and guest count initiatives to achieve restaurant sales growth; the ability to fulfill planned expansion; the cost and availability of key food products, labor and energy; the ability to achieve anticipated revenue and cost savings from our anticipated new technology systems and other initiatives; availability of capital or credit facility borrowings; the adequacy of cash flows or available debt resources to fund operations and growth opportunities; federal, state and local regulation of our business; and other risk factors described from time to time in the Company’s Form 10-K, Form 10-Q and Form 8-K reports (including all amendments to those reports) filed with the U.S. Securities and Exchange Commission.

**RED ROBIN GOURMET BURGERS, INC.**  
**CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS**  
(In thousands, except per share data)  
(Unaudited)

|   | <b>Thirteen<br/>Weeks<br/>Ended</b> | <b>Twelve<br/>Weeks<br/>Ended</b> | <b>Fifty-three<br/>Weeks<br/>Ended</b> | <b>Fifty-two<br/>Weeks<br/>Ended</b> |
|---|-------------------------------------|-----------------------------------|--|--------------------------------------|
|   | <b>December<br/>30,<br/>2012</b>    | <b>December<br/>25,<br/>2011</b>  | <b>December<br/>30,<br/>2012</b>       | <b>December<br/>25,<br/>2011</b>     |
| Revenues:   |                                     |                                   |  |                                      |
| Restaurant revenue  | \$ 236,666                          | \$ 202,504                        | \$ 960,994                             | \$ 898,842                           |
| Franchise royalties and fees and other revenue  | 4,013                               | 3,477                             | 16,138                                 | 16,008                               |
| Total revenues  | <u>240,679</u>                      | <u>205,981</u>                    | <u>977,132</u>                         | <u>914,850</u>                       |
| Costs and expenses:   |                                     |                                   |  |                                      |
| Restaurant operating costs (exclusive of depreciation and amortization shown separately below): |                                     |                                   |  |                                      |
| Cost of sales   | 59,696                              | 51,464                            | 242,641                                | 227,063                              |
| Labor   | 79,690                              | 67,915                            | 323,100                                | 303,503                              |
| Other operating   | 30,815                              | 27,270                            | 125,471                                | 124,238                              |
| Occupancy   | 17,758                              | 15,570                            | 70,971                                 | 65,785                               |
| Depreciation and amortization   | 13,000                              | 12,521                            | 55,468                                 | 55,272                               |
| General and administrative  | 20,462                              | 19,058                            | 83,716                                 | 79,087                               |
| Selling   | 6,416                               | 4,558                             | 27,082                                 | 24,037                               |
| Pre-opening costs   | 639                                 | 728                               | 3,474                                  | 3,527                                |
| Asset impairment charge   | -                                   | 2,418                             | -                                      | 4,337                                |
| Total costs and expenses  | <u>228,476</u>                      | <u>201,502</u>                    | <u>931,923</u>                         | <u>886,849</u>                       |
| Income from operations  | 12,203                              | 4,479                             | 45,209                                 | 28,001                               |
| Other expense:  |                                     |                                   |  |                                      |

|                                      |                 |                 |                  |                  |
|--------------------------------------|-----------------|-----------------|------------------|------------------|
| Interest expense                     | 1,249           | 1,487           | 5,662            | 5,885            |
| Loss on debt refinancing             | 2,919           | -               | 2,919            | -                |
| Other (income)/expense               | (9)             | 2               | (229)            | 28               |
| Total other expenses                 | 4,159           | 1,489           | 8,352            | 5,913            |
| Income before income taxes           | 8,044           | 2,990           | 36,857           | 22,088           |
| Income tax expense                   | 1,552           | 85              | 8,526            | 1,511            |
| Net income                           | <u>\$ 6,492</u> | <u>\$ 2,905</u> | <u>\$ 28,331</u> | <u>\$ 20,577</u> |
| Earnings per share:                  |                 |                 |                  |                  |
| Basic                                | <u>\$ 0.46</u>  | <u>\$ 0.20</u>  | <u>\$ 1.97</u>   | <u>\$ 1.36</u>   |
| Diluted                              | <u>\$ 0.45</u>  | <u>\$ 0.20</u>  | <u>\$ 1.93</u>   | <u>\$ 1.34</u>   |
| Weighted average shares outstanding: |                 |                 |                  |                  |
| Basic                                | <u>14,085</u>   | <u>14,620</u>   | <u>14,411</u>    | <u>15,122</u>    |
| Diluted                              | <u>14,326</u>   | <u>14,823</u>   | <u>14,669</u>    | <u>15,357</u>    |

**RED ROBIN GOURMET BURGERS, INC.**  
**CONDENSED CONSOLIDATED BALANCE SHEETS**  
(In thousands, except share amounts)  
(Unaudited)

|  | <b>December<br/>30,<br/>2012</b> | <b>December<br/>25,<br/>2011</b> |
|--|----------------------------------|----------------------------------|
| <b>Assets:</b>   |                                  |                                  |
| Current Assets:  |                                  |                                  |
| Cash and cash equivalents  | \$ 22,440                        | \$ 35,036                        |
| Accounts receivable, net   | 16,386                           | 14,785                           |
| Inventories  | 18,371                           | 18,040                           |
| Prepaid expenses and other current assets  | 13,439                           | 9,970                            |
| Income tax receivable  | 858                              | 1,387                            |
| Deferred tax asset   | 3,010                            | 1,429                            |
| Total current assets   | <u>74,504</u>                    | <u>80,647</u>                    |
| Property and equipment, net  | 413,258                          | 402,360                          |
| Goodwill   | 62,525                           | 61,769                           |
| Intangible assets, net   | 37,203                           | 38,969                           |
| Other assets, net  | 9,642                            | 9,231                            |
| Total assets   | <u>\$ 597,132</u>                | <u>\$ 592,976</u>                |
| <b>Liabilities and Stockholders' Equity:</b>   |                                  |                                  |
| Current Liabilities:   |                                  |                                  |
| Trade accounts payable   | \$ 14,241                        | \$ 14,798                        |
| Construction related payables  | 4,694                            | 3,328                            |
| Accrued payroll and payroll related liabilities  | 31,476                           | 35,044                           |
| Unearned revenue, net  | 28,187                           | 24,139                           |
| Accrued liabilities  | 22,901                           | 19,045                           |
| Current portion of credit facility   | -                                | 9,375                            |
| Current portion of long-term debt and capital lease obligations  | 784                              | 757                              |
| Total current liabilities  | <u>102,283</u>                   | <u>106,486</u>                   |
| Deferred rent  | 44,801                           | 40,025                           |
| Long-term portion of credit facility   | 125,000                          | 136,875                          |
| Other long-term debt and capital lease obligations   | 9,211                            | 9,924                            |
| Other non-current liabilities  | 8,918                            | 4,968                            |
| Total liabilities  | <u>290,213</u>                   | <u>298,278</u>                   |
| Stockholders' Equity:  |                                  |                                  |
| Common stock; \$0.001 par value: 30,000,000 shares authorized; 17,499,147 and 17,276,404 shares issued; 13,999,278 and 14,579,257 shares outstanding | 17                               | 17                               |
| Preferred stock, \$0.001 par value: 3,000,000 shares authorized; no shares issued and outstanding  | -                                | -                                |
| Treasury stock 3,499,869 and 2,697,147 shares, at cost   | (107,589)                        | (83,285)                         |

|   |                   |                   |
|---|-------------------|-------------------|
| Paid-in capital   | 185,974           | 178,111           |
| Accumulated other comprehensive gain (loss), net of tax | 5                 | (326)             |
| Retained earnings                                       | 228,512           | 200,181           |
| Total stockholders' equity                              | 306,919           | 294,698           |
| Total liabilities and stockholders' equity              | <u>\$ 597,132</u> | <u>\$ 592,976</u> |

# Schedule I

## Reconciliation of Non-GAAP Results to GAAP Results (In thousands, except per share data)

In addition to the results provided in accordance with Generally Accepted Accounting Principles ("GAAP") throughout this press release, the Company has provided non-GAAP measurements which present the thirteen and fifty-three weeks ended December 30, 2012 and the twelve and fifty-two weeks ended December 25, 2011, net income and basic and diluted earnings per share, excluding the effects of the refinancing of the Company's debt in the fourth quarter of 2012; and severance expense, executive transition costs, and initial gift card breakage revenue recorded in first and second fiscal quarters of 2011. The Company believes that the presentation of net income and earnings per share exclusive of the identified items gives the reader additional insight into the ongoing operational results of the Company. This supplemental information will assist with comparisons of past and future financial results against the present financial results presented herein. The 2012 and 2011 non-GAAP results were calculated using an assumed 23.5% and 11.5% normalized tax rate, respectively on income and expense items before taxes, excluding the identified items. The non-GAAP measurements are intended to supplement the presentation of the Company's financial results in accordance with GAAP.

|   | Thirteen<br>Weeks Ended<br>December 30,<br>2012 | Twelve<br>Weeks Ended<br>December 25,<br>2011 | Fifty-three<br>Weeks Ended<br>December 30,<br>2012 | Fifty-two<br>Weeks Ended<br>December 25,<br>2011 |
|---|---|---|--|--|
| Net income as reported                        | \$ 6,492  | \$ 2,905                                      | \$ 28,331  | \$ 20,577  |
| Loss on debt refinancing                      | 2,919   | -   | 2,919  | -  |
| Executive transition and severance expense    | -   | -   | -  | 2,228  |
| Asset impairment and restaurant closure costs | -   | 2,418   | -  | 4,337  |
| Initial cumulative gift card breakage income  | -   | -   | -  | (438)  |
| Income tax expense                            | (1,020)   | (1,208)                                       | (1,020)  | (2,391)  |
| Adjusted net income                           | <u>\$ 8,391</u>                                 | <u>\$ 4,115</u>                               | <u>\$ 30,230</u>                                   | <u>\$ 24,313</u>                                 |
| Basic net income per share:                   |   |   |  |  |
| Net income as reported                        | \$ 0.46   | \$ 0.20                                       | \$ 1.97  | \$ 1.36  |
| Loss on debt refinancing                      | 0.21  | -   | 0.20   | -  |
| Executive transition and severance expense    | -   | -   | -  | 0.15   |
| Asset impairment and restaurant closure costs | -   | 0.17  | -  | 0.29   |
| Initial cumulative gift card breakage income  | -   | -   | -  | (0.03)   |
| Income tax expense                            | (0.07)  | (0.10)  | (0.07)   | (0.16)   |
| Adjusted earnings per share - basic           | <u>\$ 0.60</u>                                  | <u>\$ 0.27</u>                                | <u>\$ 2.10</u>                                     | <u>\$ 1.61</u>                                   |
| Diluted net income per share:                 |   |   |  |  |
| Net income as reported                        | \$ 0.45   | \$ 0.20                                       | \$ 1.93  | \$ 1.34  |
| Loss on debt refinancing                      | 0.20  | -   | 0.20   | -  |
| Executive transition and severance expense    | -   | -   | -  | 0.15   |
| Asset impairment and restaurant closure costs | -   | 0.16  | -  | 0.28   |
| Initial cumulative gift card breakage income  | -   | -   | -  | (0.03)   |
| Income tax expense                            | (0.06)  | (0.08)  | (0.07)   | (0.16)   |
| Adjusted earnings per share - diluted         | <u>\$ 0.59</u>                                  | <u>\$ 0.28</u>                                | <u>\$ 2.06</u>                                     | <u>\$ 1.58</u>                                   |
| Weighted average shares outstanding:          |   |   |  |  |
| Basic   | 14,085  | 14,620  | 14,411   | 15,122   |
| Diluted                                       | 14,326  | 14,823  | 14,669   | 15,357   |

**Reconciliation of Non-GAAP Restaurant-Level Operating Profit to Income  
from Operations and Net Income  
(In thousands, except percentage data)**

The Company believes that restaurant-level operating profit is an important measure for management and investors because it is widely regarded in the restaurant industry as a useful metric by which to evaluate restaurant-level operating efficiency and performance. The Company defines restaurant-level operating profit to be restaurant revenues minus restaurant-level operating costs, excluding restaurant closures and impairment costs. The measure includes restaurant level occupancy costs, which include fixed rents, percentage rents, common area maintenance charges, real estate and personal property taxes, general liability insurance and other property costs, but excludes depreciation related to restaurant buildings and leasehold improvements. The measure excludes depreciation and amortization expense, substantially all of which is related to restaurant level assets, because such expenses represent historical sunk costs which do not reflect current cash outlay for the restaurants. The measure also excludes selling, general and administrative costs, and therefore excludes occupancy costs associated with selling, general and administrative functions, and pre-opening costs. The Company excludes restaurant closure costs as they do not represent a component of the efficiency of continuing operations. Restaurant impairment costs are excluded, because, similar to depreciation and amortization, they represent a non-cash charge for the Company's investment in its restaurants and not a component of the efficiency of restaurant operations. Restaurant-level operating profit is not a measurement determined in accordance with generally accepted accounting principles ("GAAP") and should not be considered in isolation, or as an alternative, to income from operations or net income as indicators of financial performance. Restaurant-level operating profit as presented may not be comparable to other similarly titled measures of other companies. The table below sets forth certain unaudited information for the thirteen and fifty-three weeks ended December 30, 2012 and the twelve and fifty-two weeks ended December 25, 2011, expressed as a percentage of total revenues, except for the components of restaurant operating costs, which are expressed as a percentage of restaurant revenues.

|   | <u>Thirteen<br/>Weeks Ended</u> |             | <u>Twelve<br/>Weeks Ended</u> |             | <u>Fifty-three<br/>Weeks Ended</u> |             | <u>Fifty-two<br/>Weeks Ended</u> |             |
|---|---------------------------------|-------------|-------------------------------|-------------|------------------------------------|-------------|----------------------------------|-------------|
|   | <u>December 30,<br/>2012</u>    |             | <u>December 25,<br/>2011</u>  |             | <u>December 30,<br/>2012</u>       |             | <u>December 25,<br/>2011</u>     |             |
| Restaurant revenues   | \$236,666                       | 98.3%       | \$202,504                     | 98.3%       | \$960,994                          | 98.3%       | \$898,842                        | 98.3%       |
| Restaurant operating costs (exclusive of depreciation and amortization shown separately below): |                                 |             |                               |             |                                    |             |                                  |             |
| Cost of sales   | 59,696                          | 25.2        | 51,464                        | 25.4        | 242,641                            | 25.2        | 227,063                          | 25.3        |
| Labor   | 79,690                          | 33.7        | 67,915                        | 33.5        | 323,100                            | 33.6        | 303,503                          | 33.8        |
| Other operating   | 30,815                          | 13.0        | 27,270                        | 13.5        | 125,471                            | 13.1        | 124,238                          | 13.8        |
| Occupancy   | 17,758                          | 7.5         | 15,570                        | 7.7         | 70,971                             | 7.4         | 65,785                           | 7.3         |
| Restaurant-level operating profit   | 48,707                          | 20.6        | 40,285                        | 19.9        | 198,811                            | 20.7        | 178,253                          | 19.8        |
| Add – Franchise royalties and fees and other revenues   | 4,013                           | 1.7         | 3,477                         | 1.7         | 16,138                             | 1.7         | 16,008                           | 1.7         |
| Deduct – other operating:   |                                 |             |                               |             |                                    |             |                                  |             |
| Depreciation and amortization   | 13,000                          | 5.4         | 12,521                        | 6.1         | 55,468                             | 5.7         | 55,272                           | 6.0         |
| General and administrative  | 20,462                          | 8.5         | 19,058                        | 9.3         | 83,716                             | 8.5         | 79,087                           | 8.5         |
| Selling   | 6,416                           | 2.7         | 4,558                         | 2.2         | 27,082                             | 2.8         | 24,037                           | 2.6         |
| Pre-opening costs   | 639                             | 0.3         | 728                           | 0.4         | 3,474                              | 0.4         | 3,527                            | 0.4         |
| Asset impairment charge   | -                               | 0.0         | 2,418                         | 1.2         | -                                  | 0.0         | 4,337                            | 0.5         |
| Total other operating   | 40,517                          | 16.9        | 39,283                        | 19.2        | 169,740                            | 17.4        | 166,260                          | 18.0        |
| Income from operations  | 12,203                          | 5.1         | 4,479                         | 2.2         | 45,209                             | 4.6         | 28,001                           | 3.1         |
| Interest expense, net and other   | 4,159                           | 1.7         | 1,489                         | 0.7         | 8,352                              | 0.9         | 5,913                            | 0.6         |
| Income tax expense  | 1,552                           | 0.6         | 85                            | 0.0         | 8,526                              | 0.9         | 1,511                            | 0.2         |
| Total other   | 5,711                           | 2.3         | 1,574                         | 0.7         | 16,878                             | 1.8         | 7,424                            | 0.8         |
| Net income  | <u>\$ 6,492</u>                 | <u>2.7%</u> | <u>\$ 2,905</u>               | <u>1.4%</u> | <u>\$ 28,331</u>                   | <u>2.9%</u> | <u>\$ 20,577</u>                 | <u>2.2%</u> |

Certain percentage amounts in the table above do not total due to rounding as well as the fact that restaurant operating costs are expressed as a percentage of restaurant revenues and not total revenues.



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