

**BIGLARI HOLDINGS INC.**

**OFFICERS**

**SARDAR BIGLARI**

*Chairman and Chief Executive Officer*

**BRUCE LEWIS**

*Controller*

**DIRECTORS**

**SARDAR BIGLARI**

*Chairman and Chief Executive Officer of  
Biglari Holdings Inc.*

**PHILIP L. COOLEY**

*Vice Chairman of Biglari Holdings Inc.*

**RUTH J. PERSON**

*Professor of Management,  
University of Michigan - Flint*

**KENNETH R. COOPER**

*Attorney, Private Law Practice*

**JOHN G. CARDWELL**

*Director*

**EDMUND B. CAMPBELL, III**

*Chairman of the Board of  
First Guard Insurance Company*

Directors:

Below is a summary of our committee structure and membership information. To read more about any of the committees, click on committee names in the chart below.

 Member

[Audit  
Committee Charter](#)

Ruth J. Person  
Kenneth R. Cooper  
John G. Cardwell



[Compensation  
Committee Charter](#)

