

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
Chancellor, University of Michigan - Flint

KENNETH R. COOPER
Attorney, Private Law Practice

JAMES P. MASTRIAN
Director

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

	<u>Audit Committee Charter</u>	<u>Governance, Compensation and Nominating Committee Charter</u>
Ruth J. Person		
Kenneth R. Cooper		
James P. Mastrian		