

**Biglari Holdings (BH) and Greenlight Capital (GLRE)**

Saladar Biglari – watch out for this guy. Many people liken him to Warren Buffett, but I think he is more of a Carl Icahn. He is only 35, but is the chairman and CEO of 2 restaurants, runs an internal portfolio from the restaurants' cash proceeds, and possibly starting a real estate development subsidiary. His name hit the Street when he took over Steak and Shake, and Western Sizzlin, both historic, franchised operations that were publicly traded. He did that when he was only 28 years old. He raised his first large sum of money when he sold his internet business in late 1990s, when he was only 19. Now he is looking into shaking up Cracker Barrel, another famous restaurant in the South, by acquiring 20% of the shares. It seems he has found his niche in restaurant business and looks to close down company owned restaurants, while growing the franchise business.

David Einhorn, the founder and manager of Greenlight Capital, a renowned hedge fund, operates his insurance business through GLRE, a publicly traded stock. He started Greenlight Capital when he was 28 with \$900,000 and generated 20% annual returns. The float from the insurance co. is managed by Einhorn's DME Advisors. Although the combined ratio is above 100%, which means his operating costs and insurance payouts exceed the premiums realized on an annual basis, he makes up for that by investing the float, or unpaid premiums, and generates a net positive 5.0% return for investors.