

BIGLARI HOLDINGS INC.  
Form 10-Q  
May 17, 2013

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

FORM 10-Q

(Mark One)

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended April 10, 2013

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: 0-8445

BIGLARI HOLDINGS INC.

(Exact name of registrant as specified in its charter)

INDIANA  
(State or other jurisdiction of incorporation or organization)

37-0684070  
(I.R.S. Employer Identification No.)

17802 IH 10 West, Suite 400  
San Antonio, Texas  
(Address of principal executive offices)

78257  
(Zip Code)

(210) 344-3400  
(Registrant's telephone number, including area code)

Not Applicable  
(Former name, former address and former fiscal year, if changed since last report)

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

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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. (Check one):

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 May 14, 2013 1,433,783 shares of the registrant's Common Stock, \$.50 stated value, were outstanding.

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ITEM 1. FINANCIAL STATEMENTS

## BIGLARI HOLDINGS INC.

## CONSOLIDATED BALANCE SHEETS

(In thousands, except share and per share data)	April 10, 2013 (Unaudited)	September 26, 2012
Assets		
Current assets:		
Cash and cash equivalents	\$ 19,031	\$ 60,359
Investments	386,080	269,858
Receivables, net of allowance of \$703 and \$744, respectively	7,842	7,001
Inventories	6,294	6,624
Assets held for sale	461	2,357
Other current assets	3,929	2,798
Total current assets	423,637	348,997
Property and equipment, net	351,648	356,638
Goodwill	27,529	27,529
Other intangible assets, net	8,104	6,248
Other assets	8,580	9,109
Investments held by consolidated affiliated partnerships	26,384	25,266
Total assets	\$ 845,882	\$ 773,787
Liabilities and shareholders' equity		
Liabilities		
Current liabilities:		
Accounts payable	\$ 37,787	\$ 33,210
Accrued expenses	47,671	53,866
Revolving credit	6,000	—
Deferred income taxes	46,366	19,367
Current portion of obligations under leases	6,243	5,713
Current portion of long-term debt	9,763	12,138
Total current liabilities	153,830	124,294
Deferred income taxes	6,912	8,675
Obligations under leases	108,544	110,353
Long-term debt	115,375	120,250
Other long-term liabilities	9,307	9,002
Total liabilities	393,968	372,574
Commitments and contingencies (Note 14)		
Redeemable noncontrolling interests of consolidated affiliated partnerships	52,671	52,088
Shareholders' equity		
Common stock – \$0.50 stated value, 2,500,000 shares authorized – 1,511,174 shares issued, 1,228,038 and 1,227,928 shares outstanding (net of treasury stock), respectively	756	756
Additional paid-in capital	142,158	143,035

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Retained earnings	258,725	251,983
Accumulated other comprehensive income	88,140	43,897
Treasury stock – at cost: 283,136 and 283,246 shares (includes 205,743 shares held by consolidated affiliated partnerships) at April 10, 2013 and September 26, 2012, respectively	(90,536 )	(90,546 )
Biglari Holdings Inc. shareholders' equity	399,243	349,125
Total liabilities and shareholders' equity	\$845,882	\$773,787

See accompanying Notes to Consolidated Financial Statements.

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BIGLARI HOLDINGS INC.

CONSOLIDATED STATEMENTS OF EARNINGS  
(Unaudited)

(In thousands, except share and per share data)

	Sixteen Weeks Ended		Twenty-Eight Weeks Ended	
	April 10, 2013	April 11, 2012	April 10, 2013	April 11, 2012
Net revenues				
Restaurant Operations:				
Net sales	\$218,737	\$218,358		