



Chao Family

T.T. CHAO (Posthumous)
ALBERT CHAO
DOROTHY CHAO JENKINS
JAMES CHAO

WESTLAKE CHEMICAL CORPORATION

Known as a pioneer in the chemicals and plastics industry in Asia and later in the United States, Mr. Ting Tsung (T.T.) Chao created a successful global enterprise spanning over 50 years. During his illustrious career and lifetime (1921-2008), he founded numerous petrochemical and plastics fabrication companies throughout the world, including plants in Taiwan, Singapore, Indonesia, Malaysia, the Philippines, China, the United States and Canada. Many of these companies were created in partnership with international firms such as Mobil Oil Corp., Gulf Oil Corp., Mattel Inc., Sumitomo Corp., Mitsubishi Corp., Hercules, Inc., Himont Inc., BTR PLC, and government-invested companies such as DBS, Norsk Hydro AS, PNB (Malaysia), and the IFC of the World Bank.

The Chao family moved to Taiwan from Suzhou, China in the late 1940s. In the mid-1950s, T.T. Chao was a co-founder of Taiwan's first polyvinyl chloride (PVC) business, under the auspices of a United States A.I.D. program. A decade later, he established China Plastics Corp. With his entrepreneurship, he formed many joint ventures with aforementioned partners and grew rapidly in Asia. By the mid-1980s, CGP Group was among the top 10 companies in Taiwan and number two in the petrochemical industry.

With the mid-1980s, T.T. Chao and sons Albert Chao and James Y. Chao founded Westlake Chemical Corporation, with its headquarters in Houston. In 1986, the company started-up a low-density polyethylene plant in Sulphur, Louisiana as Westlake Polymers Corporation. Since then, Westlake has grown through acquisitions and green-field construction to be listed on the New York Stock Exchange in 2004 and on the Fortune 500 in 2018. Focused on the olefins and vinyls sectors, the company operates over 40 sites in North America, Europe and Asia, with revenue in 2017 exceeding \$8 billion. In Texas, Westlake operates a petrochemical plant in Longview, and a PVC pipe manufacturing plant in Wichita Falls.

All three of T.T. Chao's children received their higher education in the United States. Dorothy Chao Jenkins is a graduate of Wellesley College with a Bachelor of Arts in mathematics. James received his Bachelor of Science from

the Massachusetts Institute of Technology and a Master of Business Administration from Columbia Business School. Albert received his Bachelor of Arts from Brandeis University and MBA from Columbia University. Four of T.T. Chao's grandchildren have graduated from Rice University.

Dorothy Chao Jenkins has been a member of the Board of Directors of Westlake Chemical Corporation since June 2003. She also serves as a member of the Board of Trustees of Wellesley College and a member of the Board of Directors of The John and Mable Ringling Museum of Art Foundation, Inc. Mrs. Jenkins previously served on several civic and educational organization boards including being a member of the Neurological Institute National Council at Houston Methodist Hospital and a gubernatorial appointment Trustee, member and past Chair of the Board of Directors of the Ringling Museum. She served as a member and past Chair of the Board of Directors and of Governors at Polk Museum of Art in Lakeland, Florida. She was a member of the Board of Trustees at Florida Southern College in Lakeland. Other previous activities include being a member of the Advisory Board at Tri-County Peace River Center, and a Board member at Bok Tower and Gardens in Lake Wales, Florida.

James Chao serves as Chairman of the Westlake Corporation Board of Directors. He has over 45 years of global experience in the petrochemicals and downstream industries. In addition to Westlake, he and his brother Albert assisted their father in also founding Titan Chemicals Corporation Bhd. in Malaysia, and Suzhou Huasu Plastics Co. Ltd. in China. James Chao served as Westlake's President and Titan's Managing Director from their inceptions in 1986 and 1988, respectively. He served as Titan's Executive Chairman and Director from 2003 to the end of 2010, when Titan was divested. His civic and community engagement includes serving as a member of the Board of Trustees of Baylor College of Medicine, the Board of Trustees of University of the West, the Advisory Board of the Chazen Institute of International Business, and the Board of Overseers at Columbia Business School. Mr. Chao is also a member of the Executive Committee of the Society of Chemical Industry. He was previously a member of the Board of Trustees for KIPP (Knowledge is Power Program) in Houston.

Albert Chao is President, Chief Executive Officer, and a Director of Westlake Chemical Corporation and Westlake Chemical Partners LP. In addition, Mr. Chao is a Director of Suzhou Huasu Plastics Co, Ltd. in China. Mr. Chao has been with Westlake Chemical Corporation since its inception in 1986, first as an Executive Vice President and in his current position since July 2004. Mr. Chao's career spans over 40 years in international business activities in the petrochemical industry working with Mobil Oil Corporation, Hercules Inc., and Gulf Oil Chemicals. He was the Assistant to the Chairman of China General Plastics Group in Taiwan and the Deputy Managing Director of a plastics fabrication operation in Singapore, and was also a member of the Board of Directors of Titan Chemicals Corporation in Malaysia. Today, Mr. Chao serves on the Board of Directors of American Fuel and Petrochemical Manufacturers Association, Houston Branch of the Federal Reserve Bank of Dallas, Greater Houston Partnership, Junior Achievement of Southeast Texas, Houston Grand Opera, and Asia Society Texas Center. He is a Board Trustee of the Asia Society, New York, and Rice University. He also serves on the Executive Board of the Business Committee for Americans for the Arts, the Advisory Board of Houston Methodist Center for Performing Arts, the Board of Visitors of the M.D. Anderson University Cancer Foundation, the Leadership Cabinet of Texas Children's Hospital and is a member of the Committee of 100.



Ernest (Ernie) Cockrell

COCKRELL INTERESTS

Ernie Cockrell is chairman of Cockrell Interests LLC, a private asset holding company, and president and director of The Cockrell Foundation, a private charitable foundation. After joining the family oil and gas company and filling various field and office positions, he spent over 30 years leading Cockrell Oil Corporation.

Ernie has had a career in business and investments as chairman of Cockrell Interests LLC and as chairman and CEO of Cockrell Oil Corporation, a third-generation, family-owned and Texas-based oil and gas exploration and production company that had operations in onshore and offshore Texas and Louisiana, in the Rocky Mountains of the U.S., in Canada, and in the North Sea.

Cockrell Interests was formed in 1995 to manage public and private investments for the Cockrell Family as the family's assets became diversified beyond energy. The company, along with its related Pinto companies, has evolved into a diversified investment management company with interests in healthcare, financial services, consumer goods and services, energy and energy services, real estate, technology, venture capital, aviation and agriculture. Cockrell Interests maintains a disciplined, long-term approach to investing and enjoys a long history of developing and operating businesses based on fundamental values.

Ernie serves as an advisory director of The Fremont Group, is a director emeritus of Pennzoil Company, and was a founder and past director of Amegy Bank, now owned by Zions Bank. He has been involved in the formation of multiple companies.

Ernie is a member of the All-American Wildcatters Association and has been honored as a Distinguished Alumnus of The University of Texas, a Distinguished Graduate of the UT College of Engineering, and a member of the UT McCombs School of Business Hall of Fame. He is a fellow of the American Academy of Arts and Sciences and a member of The Philosophical Society of Texas.

As a community leader, Ernie has served as chairman of the board of many major non-profits, including The University of Texas MD Anderson Cancer Center Board of Visitors, Houston Methodist Research Institute, the Sam Houston Area Council of the Boy Scouts of America, the Greater Houston Community Foundation, the Houston Museum of Natural Science, The University of Texas College of Engineering Foundation, The Welch Foundation, and as the founding chairman of Reasoning Mind, Inc. He is also a past trustee of the Cullen Trust for Health Care and a past director of the Houston Methodist Healthcare System.

Ernie's and his family's deep connection to philanthropy began with Ernie's parents, the late Virginia H. and Ernest Cockrell, Jr., who established The Cockrell Foundation in 1966. Over 45 years, nearly 300 organizations have benefited from The Cockrell Foundation, the Cockrell Family Fund, and Ernie and his family personally. His and his family's philosophy is focused on financial support combined with personal involvement. They have deeply invested themselves and their funds in a transformational way in several key institutions including the UT Cockrell School of Engineering, the UT MD Anderson Cancer Center, Houston Methodist Hospital, Sam Houston Area Council of the BSA, Houston Museum of Natural Science, and Reasoning Mind. Ernie's and his family's philanthropic spirit have helped change the lives of thousands of patients, young people, medical and engineering professionals, students and families across the community and around the world.

Ernie acknowledges his parents for instilling in him a sense of civic responsibility, generosity, and motivation to help others. Over the years, Ernie and his wife Janet have cultivated these same qualities in their own children, Ernie and David, who are also passing on the torch of service to Ernie's four grandchildren, ensuring future generations of Cockrell leadership and philanthropy in Houston.

Ernie was born in Houston, Texas, and graduated from The University of Texas in 1967 with a Bachelor of Science degree in Engineering Science. He received his MBA in 1970 from UT Austin. Ernie and Janet currently reside in Houston.



Jim Crane

CRANE CAPITAL/HOUSTON ASTROS
CRANE WORLDWIDE LOGISTICS

Jim Crane hails from St. Louis, Missouri, where he developed a strong work ethic and became a loyal, spirited fan of baseball. As a teenager he caddied for members of the Cardinals team at local golf clubs and parked cars for patrons at Cardinals games. Jim was impressed by the caring, family atmosphere and the team's close ties with the local community. He has carried these values forward throughout his life in business, philanthropic and personal relationships.

Jim earned a Bachelor of Science degree in Industrial Safety in 1976 from Central Missouri State University (now the University of Central Missouri) where he put his innate passion for baseball into action. He was a standout pitcher from 1973-76 and still holds the single-game strikeout record with 18. In 1997, he was inducted into the Central Missouri State University Athletic Hall of Fame. Jim is the primary underwriter of a \$1.2 million renovation in 1998 of the old Mules' Field on the University of Central Missouri campus. In January 1998, the facility was renamed the James R. Crane Stadium/Robert N. Tompkins Field in honor of Jim and his beloved coach. Jim continues to contribute to the college annually to provide field upgrades and athletic scholarships for Mules baseball.

In March 1984, at the age of 30 and with \$10,000 borrowed from his sister, Jim founded Eagle USA Airfreight (EGL, Inc.). In his first office located in Houston with a sole employee, Jim handled the loading and trucking himself. The company made money in its first month, and Jim ultimately built it into an organization of more than 10,000 employees with 400-plus facilities in 139 countries. EGL was named one of Houston's "Best Places to Work," and reached #599 on the Fortune 1000 list during Jim's tenure. At the end of fiscal 2006, the Company posted revenues of \$3.2 billion and was acquired in 2007 in an LBO transaction valued at \$2.2 billion.

Crane is CEO of Crane Capital Group, Inc., an investment management company he founded in 2006. He serves as director for three public companies: Nabors Industries, Western Gas Holdings, and Board Chairman for Cargojet.

In 2008, Jim founded Crane Worldwide Logistics opening his first office in Houston and has now built a global freight forwarding, customs and logistics organization of over 3,000 employees with 130 facilities in 35 countries. At the end of fiscal 2017, the Company posted revenues of \$740 million. Throughout its ten-year history Crane Worldwide has received numerous designations throughout the globe as a top workplace.

Crane also purchased Champion Energy Services in 2008; a leading retail electricity provider that was operating in 2 states and generating annual revenues of \$400 million. In 2014, the company was operating in 9 states and generated revenues of \$1.2 billion. Crane sold Champion to Calpine Corporation in October 2015.

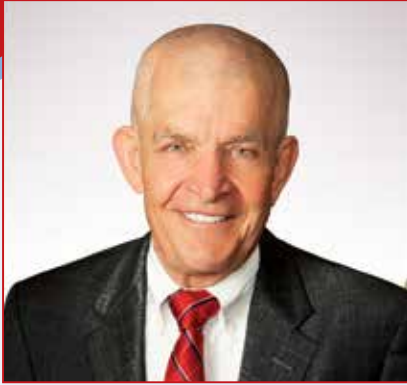
In 2010, Jim purchased the Floridian National Golf Club and quickly turned the spectacular property into one of the nation's premier golf clubs. Renovations began in Spring of 2011. In seven months, the Floridian reopened with a freshly renovated clubhouse, a new state-of-the-art Spa & Fitness facility overlooking the St. Lucie River; a 68-slip Marina; a state-of-the-art Learning Center designed to the specifications of Floridian's own, Butch Harmon, and a completely reconstructed golf course designed by world renowned Tom Fazio.

On Nov. 17, 2011, Major League Baseball unanimously approved the purchase of the Houston Astros by a group headed by Crane, marking the beginning of a new era of Astros baseball. On Nov. 1, 2017, almost six years from the date Jim purchased the team, the Houston Astros won the first World Series Championship in franchise history.

As owner and chairman, Jim took the team from worst to first in spectacular fashion. The Astros went from consecutive 100-loss seasons with one of the worst farm systems in baseball to World Series Champions with one of the most highly-touted talent pipelines in the industry. Jim has also invested in making the fan experience at Minute Maid Park one of the best in baseball by renovating several major areas of the ballpark during his tenure.

Jim has embraced the opportunity to give back to the City of Houston and beyond, pledging \$4 million to relief efforts in the immediate aftermath of Hurricane Harvey alongside the Astros ownership group and the Astros Foundation. He also facilitated the shipment of more than 240,000 pounds of disaster relief supplies to Puerto Rico in the wake of Hurricane Maria. One of his first initiatives as Astros Owner and Chairman was the creation of the Astros Community Leaders program, which won the prestigious Allan H. Selig Award for Philanthropic Excellence in 2017. Since its inception, the Community Leaders program has renovated 23 ballfields in eight parks and currently serves more than 2,500 children.

Crane has been the recipient of a long list of awards and honors for his entrepreneurial activities and business successes. In 2017, Jim was inducted into the Missouri Sports Hall of Fame. In May 2018, he received the Public Service Award from the American Leadership Forum and was also inducted into the St. Louis Sports Hall of Fame where he received the August A. Busch, Jr. Award.



Jim McIngvale

GALLERY FURNITURE

Jim "Mattress Mack" McIngvale is a Texas-grown phenomenon who knows how to "Save You Money, TODAY!"

In 1981, Mack and his wife, Linda, started Gallery Furniture with five thousand dollars and a dream. Mack began television advertising early and with his motto of "early to bed, early to rise, work like hell and advertise," he quickly became a household name.

Gallery Furniture has seen a lot of expansion over the years with the re-build of the flagship store as well as the additions of the Galleria location and the third, largest store located in Fort Bend County on Grand Parkway, which features a 165,000 square foot showroom. Even with multiple locations, Gallery Furniture still lives up to its promise of delivering quality furniture, mattresses and home electronics TODAY.

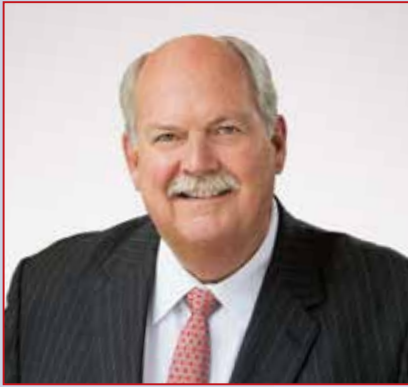
The success of Gallery Furniture is mostly attributed to Mack's "do-whatever-it-takes" approach to pleasing the customer. With three locations, Gallery Furniture sells the most furniture and mattresses in the nation per square foot.

Over the years Mack has received countless awards, most notably the volunteer service award Points of Light awarded personally by former President George H.W. Bush. Mack's strong work ethic is matched by his philanthropy and exceeded only by the commitment he has to his family.

Past charitable contributions include:

- Provided shelter for hundreds displaced by Hurricane Harvey and hosted countless relief efforts following the disaster. Supplied Houstonians with cleaning materials, clothing, water and food.
- Annual Christmas Giveaways furnishing hundreds of homes with furniture for the past 30 years
- Houston Livestock Show & Rodeo
- St. Luke's Mobile Stroke Unit
- Habitat for Humanity
- Texas Heart Institute, Baylor College of Medicine and Harvard Medical School
- KickStart Kids
- Furnished USO facilities
- Salvation Army
- Furnished George Bush Presidential Library at Texas A&M
- Co-founded the Peace of Mind Foundation for those affected by Obsessive Compulsive Disorder
- Donated thousands of dollars of furniture to hundreds of teacher lounges in Houston-area schools
- Helped to raise over \$12 million dollars for the Bush/Clinton fund to aid those affected by the Tsunami in Southeast Asia and Hurricanes Katrina and Rita
- Underwrote National OCF Conference held in Houston
- Underwrote wolf exhibit for The Houston Zoo
- Fed 25,000 people Thanksgiving and Easter dinner for many years

In addition to Gallery Furniture, Mack and Linda also own and operate Westside Tennis and Fitness and enjoy spending time with their children James, Laura, Elizabeth and Regina, and their three grandchildren.



David Weekley

DAVID WEEKLEY HOMES

As Chairman of David Weekley Homes, David created a culture where people are the primary focus of the organization. This has led to the Company being named to FORTUNE magazine's "100 Best Companies to Work For®" list 12 times – and it is the only homebuilder with this honor. Since 1976, David has been recognized twice by Inc. Magazine as having one of America's 500 Fastest Growing Companies; the magazine also named him Houston Entrepreneur of the Year. J.D. Power and Associates has recognized David Weekley Homes with top customer satisfaction awards.

As a community leader and Distinguished Eagle Scout, David is Past Chairman of the Sam Houston Area Council of Boy Scouts, former member of the Board of Directors for St. Luke's Episcopal Hospital and Star of Hope, Past President of Young Presidents' Organization, Past President of the Greater Houston Builders Association, former Chairman of Metro Houston Young Life, former Chair of the Greater Houston Community Foundation and Trustee Emeritus for Kinkaid School.

Since establishing the David Weekley Family Foundation in 1991, he has donated more than \$100 million to help those less fortunate. For his tireless efforts, in 2003 he received the Maurice Hirsch Award for Philanthropy and in 2015 was awarded the William E. Simon Prize for Philanthropic Leadership from the national Philanthropy Roundtable.

David holds degrees in Economics and Geology from San Antonio's Trinity University, where he was honored with the Trinity University Distinguished Alumnus Award. He and his wife Bonnie have been married for 42 years. They have three children and seven grandchildren.



Richard (Dick) Weekley

TEXANS FOR LAWSUIT REFORM/
DAVID WEEKLEY HOMES

Dick has been active in civic and community affairs, including as a member of the Greater Houston Partnership Board of Directors Executive Committee, and a life board member of the Metropolitan YMCA, where he formerly served as chairman. He is also a member of the Texas Business Leadership Council, which recognized him with the inaugural Richard W. Weekley Public Policy Leadership Award in 2014. Dick is a former board member of the Houston Branch of the Federal Reserve Bank of Dallas and a former member of the Executive Committee of the Governor's Business Council.

Dick co-founded Texans for Lawsuit Reform (TLR) in 1994, a statewide tort reform advocacy organization dedicated to bringing fairness and balance back to Texas' civil justice system. In that time, TLR has helped pass the most comprehensive lawsuit reforms in the country. He is also co-founder and president of the Quality of Life Coalition of Houston, co-founder of two education reform organizations and Houstonians for Responsible Growth, as well as several other non-profit organizations.

Dick attended Southern Methodist University, where he graduated in 1967 with a bachelor's degree in economics, and was named a Distinguished Alumnus in 2016. He was an officer in the U.S. Navy, serving a tour of duty in Vietnam and then with the Flag Staff of the Commander of Amphibious Forces, U.S. Atlantic Fleet. Dick is married to Margaret Neuhaus Weekley, and is the father of three children and a grandfather of four.



Patricia Will

BELMONT VILLAGE SENIOR LIVING

Two days before she was scheduled to announce her new venture to the shareholders of Security Capital Group, the former real estate investment company founded by legendary investor William D. Sanders, Patricia Will took a call from the Wall Street Journal to explain what she planned to do with the \$175MM that Sanders had promised her. It was May 19, 1998.

Looking at investment potential, SCG had quietly underwritten Will's research into the small but growing assisted living industry. During the previous year, she had started to assemble her Houston-based start-up team and began construction on her first community in Houston, which she and her co-founder Walt Mischer had begun with their own money.

The timing could not have been worse. The fledgling assisted living industry was in contraction, suffering from over-supply as developers with little or no operating experience got in over their heads. She explained to the reporter that in spite of the current business climate, assisted living presented a fertile opportunity for value creation, fueled by an unprecedented growth in the senior population – the Baby Boomers were coming. She and SCG believed that there was room for a national assisted living brand that understood the value of coupling best-in-class real estate with high quality operations. It was soon to be the differentiating factor of her de novo company, Belmont Village Senior Living.

Will had extensive experience as a commercial and medical campus developer but was a neophyte in operations, which would be critical to address the needs of her frail, elderly residents. Wanting to change the paradigm in assisted living, she turned to university experts for answers. With characteristic discipline, she and her team worked side by side with scholars designing wellness, hospitality, activity, memory care and employee development programs, and the buildings to support them.

Many of her ideas were forward thinking. Her buildings, for example, were large by the industry standards of the day - 156 vs the typical 80-90 units. Her research told her she would need a lot of dedicated common areas for programs to support successful aging. The large number of units would help to spread the costs.

Not everyone agreed. With a decade of senior living development experience under his belt, Bill Marriott of the Marriott Corporation intimated: "Patricia has no idea what she is doing. You can't put that much capacity on the ground and fill it." A bet against Patricia Will's determination is a losing proposition. In 2018, at 21 years and counting, Belmont Village Senior Living has become a nationally respected brand with 27 best-in-class communities in the U.S. and one community in Mexico City. Almost half of the company's portfolio is in coastal California, a market that Will astutely identified early on as large, prosperous and under-served. Her company supports over 4,000 residents and employs 4,000 people, many of whom have been with her from the start.

The privately-held Belmont Village L.P. portfolio is valued at over \$2B, with 3 new communities in construction (Orange County, Chicago, Ft. Lauderdale) and several new developments in the pipeline. The enterprise is managed from the company's Houston headquarters and includes 120 professionals who support operations, accounting, human resources, IT, communications, and development.

Will's penchant for research has defined her company and to some extent the direction of the industry over the past 20 years. She was one of the first to recognize the emergence of Mild Cognitive Impairment in her resident population and worked with Vanderbilt University to develop Circle of Friends®, a ground-breaking brain fitness program to thwart memory loss. Research continues to guide her innovation. In 2017, she launched an initiative with TIRR/Memorial Houston to create a fall prevention program for her customers.

Her vision realized, Will reflects on her experience as Founder and Chief Executive. "My goal was never to be the biggest, but the best," she explains. "Senior Living is not an arms race. You can't throw down a building on every corner. Even today, I find that we're excited but stretched every time we open a new community."

Lessons learned? Safe buildings made of noncombustible materials were more expensive and took longer to build but were eminently more attractive to families and institutional investors.

Education was critical in the early days and she wasted no time informing, cajoling and teaching everyone she needed to be successful: employees, investors, legislators, hospitals, city planners, contractors, journalists, consumers, gerontologists and business schools - even her own industry where Will has been instrumental in guiding public policy, workforce development and state regulations. In 2002 when UCLA emeriti came to her to develop a retirement community for emeriti professors, the decision was made easier because she and her company spoke their language.

Pick your partners carefully. A grueling schedule of road shows in the early 2000s had shown her that large institutional investors – "patient capital" - would be the best fit. Will's company maintains an ownership stake in every property, which she insists is the only way to maintain high standards and to provide long term incentives for her employees.

Patricia Will is, in the end, a people person with a deep abiding love of family. Her mother-in law, Josephine Will, who suffered from dementia before there was assisted living, was the inspiration for her company. Her recently deceased mother, Jacqueline Gutierrez, a successful businesswoman in her own right, was a mentor and her first researcher who shopped competitors. Her husband Ed Will has joined her at the ribbon cutting for every grand opening. Her children, Aron and Adam, once stomped around construction sites with her as kids. Now they both have rich careers in the seniors housing industry. She will be the first to admit that while scrutinizing term sheets and flash reports are stimulating and necessary, she would go crazy if she didn't visit her employees and residents on a regular basis, which she does.

Will continues to be inspired by the idea of being a force for good through the platform of her company. Belmont Village and its employees have raised enough money over the years to make it into the top 50 in fundraising for the Alzheimer's Association, a list that includes many of the country's largest companies. Her BV Cares program, which was implemented in 2004 to provide no-strings-attached financial support for associates in need, raised \$250,000 following Hurricane Harvey through individual donations from fellow employees, residents, family members and a company match. Will's support of JVSLSA, a not-for-profit career development organization in Los Angeles, was recognized at the organization's 2017 gala and helped to raise \$408,000 to support its programs.

As a testament to Will's efforts to develop her workforce, Belmont Village was accredited this year as a Great Place To Work®, a national recognition that will prepare her company for the now-cresting wave of Baby Boomers. She is poised to be at the forefront of an industry that is just getting started, again. As she would tell you, stay tuned.