



Greg L. Armstrong is Chairman and Chief Executive Officer, and co-founder, of Plains All American Pipeline, L.P. (“PAA”), and its general partner holding company Plains GP Holdings (“PAGP”), both of which are listed on the NYSE.

GREG ARMSTRONG

PAA and PAGP have an aggregate enterprise value of over \$40 billion, and PAA is one of the largest crude oil transportation companies in North America. Armstrong has spent almost his entire professional career with PAA and its predecessor entities (collectively, “Plains”), having joined the company at age 23 when Plains had a total enterprise value of \$10 million.

Armstrong was raised in Durant, Oklahoma. He graduated with honors from Southeastern Oklahoma State University in 1980 with a Bachelor’s Degree in Accounting and Management. While attending Southeastern, Armstrong was a four-year letterman in track and field, and also served as an assistant football coach at Durant High School in 1978 and 1979, where Durant finished as state runner-up and state champion, respectively. Upon graduation from Southeastern, Armstrong joined the accounting firm of PricewaterhouseCoopers where he obtained his CPA certification.

While at PricewaterhouseCoopers, Armstrong served as a member of the audit team for the initial public offering of Plains, a small exploration and production company based in Oklahoma City, Oklahoma. At the time of its IPO in May 1981, Plains’ annual revenue totaled less than \$1 million and its principal assets consisted of 225,000 undeveloped acres and three wells producing 100 barrels of oil equivalent per day. Armstrong joined Plains as controller in September 1981, approximately four months after the IPO.

In 1984, at age 25 Armstrong was promoted to Vice President and Chief Financial Officer. In 1986, Armstrong led the effort to move Plains’ headquarters to Texas through a merger-of-equals with a Houston-based E&P company. In 1991 he was named Executive Vice President and Chief Operating Officer and subsequently President and a member of the board of directors. In 1992, at age 34 Armstrong was promoted to Chief Executive Officer, at which point Plains’ enterprise value was approximately \$160 million.

Under Armstrong’s leadership, Plains substantially grew its upstream E&P activities, and also formed PAA as a subsidiary to pursue midstream growth opportunities. PAA completed its IPO in 1998 as a master limited partnership, but remained under common management and control with its E&P affiliate until 2001, when the upstream and midstream businesses were separated through a management led institutional buyout.

Since its IPO, PAA has completed more than 80 acquisitions for total consideration aggregating \$12 billion and executed

numerous expansion capital projects totaling \$10 billion. On a daily basis, PAA handles 4.5 million barrels per day of crude oil and NGLs through its pipeline, gathering, trucking, railcar, barge and terminal assets. In 2015, PAGP was ranked 67 in the Fortune 500 and for multiple years PAA has been named by Fortune Magazine as one of “America’s Most Admired Companies.” PAA has also been named by the Houston Chronicle as one of the Top Workplaces in Houston each year since the award process began in 2010 and Armstrong received the leadership award for the large company category in 2010 and 2012.

Throughout his career, Armstrong has been involved in a number of industry, charitable and civic organizations. He is currently a director of The Federal Reserve Bank of Dallas and previously served as Chairman of its Houston Branch Board. In addition to serving as a director of National Oilwell Varco Inc., Armstrong is also a member of the National Petroleum Council, the Advisory Board of the Cox School’s Maguire Energy Institute at Southern Methodist University, and the Board of Trustees of the Foundation for The Council on Alcohol and Drugs (Houston). Armstrong is a Distinguished Alumnus at Southeastern Oklahoma State University and is also involved in a number of efforts to promote education through the granting of scholarships.

Armstrong considers himself blessed with a wonderful family that includes his wife, Melinda, his daughter Alexis and his son Tylon, and a long list of treasured friends – many of which he worked with or met while at Plains. Favorite saying: “On a bad day I am still doing better than I deserve.”

Armstrong and Harry Pefanis met in 1980 when both were at PricewaterhouseCoopers. They have worked as business partners continuously since 1983 when Pefanis joined Plains; together, they designed and co-founded PAA, building it a from a small subsidiary of its upstream affiliate with less than 20 employees to a leading, investment grade North American midstream player with over 5,000 employees and total assets of over \$20 billion.

Harry N. Pefanis is President and Chief Operating Officer, and a co-founder, of Plains All American Pipeline, L.P. ("PAA"), and its general partner holding company Plains GP Holdings ("PAGP"), which are both listed on the NYSE.



HARRY PEFANIS

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Pefanis attended The University of Oklahoma where he graduated in 1979 with a BBA in Accounting. Upon graduation from OU in 1979, Pefanis joined the Accounting firm of PricewaterhouseCoopers, where he worked for more than four years as a staff and senior auditor and where he first met Greg Armstrong. While at PricewaterhouseCoopers, he obtained his CPA certification and performed audit services for a variety of clients, including companies in the energy, banking and manufacturing industries.

Pefanis was lured to Plains in 1983 by his now long-time friend and business partner Armstrong. He joined as Special Assistant for Corporate Planning and in 1987, following the deregulation of both oil and gas prices, and the unbundling of services provided by gas pipeline companies, Pefanis was appointed Manager of Products Marketing, charged with developing the Plains marketing and transportation strategy. In the following year, PAA's predecessor, Plains Marketing and Transportation, was formed for the purpose of expanding the marketing effort to include oil and gas produced by third parties. Pefanis was named the President of this subsidiary of Plains in 1988.

In 1993 and 1994, Pefanis stewarded the construction of Plains' crude oil terminal in Cushing, Oklahoma, which today is the largest facility at the Cushing Interchange, the delivery point for the NYMEX crude oil futures contract and the most liquid physical trading point in the world. Pefanis' leadership

and success in developing Plains' commercial marketing activities and the construction of the Cushing terminal were instrumental in the formation of Plains All American, its initial public offering in 1998 and its growth to one of the largest crude oil midstream entities in North America.

Since its IPO, PAA has completed more than 80 acquisitions for \$12 billion and also executed approximately 1,000 expansion capital projects for \$10 billion. PAA's commercial presence includes purchasing approximately 950,000 barrels per day of crude oil at the wellhead, making PAA one of the largest crude oil purchasers in the country.

Pefanis currently serves on the Boards of the American Petroleum Institute, where he also serves as Chair of the Midstream Committee, the Association of Oil Pipelines, the Memorial Hermann Foundation and the Advisory Board for the Price College of Business at the University of Oklahoma. He has also served on the New York Mercantile Exchange's Crude Oil Advisory Committee from 1996 through 2003 and on the Board of Trustees for both Episcopal High School and Annunciation Orthodox School, where he served as Board Chair.

Harry and his wife Jane have supported a number of philanthropic efforts, particularly those associated with Episcopal High School, Annunciation Orthodox School and The University of Oklahoma, where they fund the annual Sooner Launch Pad Pitch Competition, and the development of the first Active Learning Center Classroom in Price College.

Pefanis has a very close relationship with his parents, Nick and Penny, and his three brothers, Terry, Dean and Jim. He has been supported for most of his professional career by his lovely and patient wife of 25 years, Jane, and they are blessed to have two wonderful children, Elisabeth (23) and Nick (21).



Woody Hunt is Executive Chairman of Hunt Companies, Inc. (Hunt). Hunt, an international company, is a developer, investor, manager, and financier of real assets, providing a broad range of services to public and private sector clients.

*WOODY L.
HUNT*

Since its founding in 1947, Hunt has a proven track record in developing more than \$10.6 billion in project value. Hunt currently owns and/or manages, through its diverse business platforms and integrated affiliate companies, more than 214,500 multifamily units and 4.9 million square feet of industrial, office and retail property; has a financing platform that originates over \$2.0 billion in new commercial loans annually; and a commercial loan servicing portfolio of more than \$11 billion.

Hunt has more than 1,000 direct employees and has separate ownership positions in Amber Infrastructure, Moss & Associates, and Pinnacle Property Management.

Woody graduated with honors from The University of Texas at Austin with a Bachelor's Degree in Finance, and he subsequently received his MBA in Finance from UT. Woody also earned an MA Degree in Management from the Drucker School of Management at Claremont Graduate University in Claremont, California.

In addition to his duties with Hunt, Mr. Hunt is a member of the Board of Directors for Complete College America; foundation trustee of the College for all Texans Foundation; member of the Board of Visitors of the University of Texas MD Anderson Cancer Center-Houston; chairman of the Borderplex Alliance in El Paso; previously served as Chairman of the Texas Business Leadership Council, where he now serves on the Executive Committee; member of the Texas Institute for Education Reform; member of the Texans for Education Reform; a member of the Western Governors University (WGU) Texas Advisory Board; member of the Paso del Norte Foundation; and a member of the Board of Directors for El Paso Electric (Nasdaq: EE) and WestStar Bank.

Woody was previously Chairman of the Texas Higher Education Strategic Planning Committee, which was charged with developing the Higher Education Plan for the State of Texas for 2015 to 2030; Vice Chairman of The University of Texas System Board of Regents; served seven years, three

as Chairman, on the Board of Directors of The University of Texas Investment Management Company (UTIMCO); was founding chairman and a board member of the Medical Centers of the Americas Foundation in El Paso; was chairman of the Texas Select Commission on Higher Education and Global Competitiveness; was a member of the Commission for College Ready Texas and the Texas Tax Reform Commission; was a member of the National Board of the Fund for the Improvement of Postsecondary Education (FIPSE); was a member of the Texas Advisory Committee on Higher Education Cost Efficiencies; was a member of the Task Force on Higher Education Incentive Funding; was a member of the Council for Continuous Improvement and Innovation in Texas Higher Education; and was the chairman of the Paso del Norte Health Foundation. He was a member of the Board of Directors and chairman of the Finance Committee of PNM Resources (NYSE: PNM) in Albuquerque, New Mexico; and has served on numerous other civic, non-profit, and professional boards.

Mr. Hunt also serves as Chairman of the Hunt Family Foundation, a private family foundation he and his wife Gayle, established in 1987. Mr. Hunt has been inducted into the McCombs School of Business Hall of Fame, and the El Paso Business Hall of Fame. He has received the City of El Paso's Conquistador Award, and was an El Paso County Historical Society Honoree. Mr. Hunt was named "Top Newsmaker" by the El Paso Times and "El Pasoan of the Year" by the El Paso Inc.

Michael C. Linn founded Linn Energy in 2003 with only four employees, no production or wells, and with the \$20 million funded by Quantum Energy Partners and himself, exponentially raised the company to \$750 million within three years.

MICHAEL C. LINN



Linn Energy went public in 2006 as the first publicly traded E&P, LLC, taxed as a partnership and operating as an upstream MLP with no general or limited partner. Today, dozens of upstream LLCs or MLPs exist because of Linn's visionary structure.

Linn's business aspiration and entrepreneurial spirit took root in his formative years. At age seven, he curiously studied his father's days as a petroleum engineer in Pittsburgh. Then at eleven, Linn started a paper route he ran for four years before handing over to his brother. Linn's family and their businesses have always intertwined. He worked at the same drug store in which his grandfather worked, and during college followed his father's passion for oil and gas, working oilrigs and other ground-floor positions. Even his brother and brother-in-law are geologists. Although Linn graduated cum laude from Villanova University in 1974 with a BA in Political Science and cum laude from the University of Baltimore School of Law in 1977, his inherent interest in oil and gas prevailed. He practiced law for the law firm of Ecker, Ecker, Zofer and Rome until 1980, when he joined his father's company, Meridian Exploration Corporation as General Counsel.

A self-acknowledged risk taker, Linn bought his father's interest in Meridian in 1985, taking no salary for two years and venturing his personal net worth. Linn's keen instinct for parlaying risk into opportunity took flight in these years, and became the theme that defines his career. Linn served Meridian, a private oil and natural gas investment company with operations in both the Appalachian and Permian Basins, as President and Chief Executive Officer until its sale in 1999. From 2000 to 2003, he was President of Allegheny Interests, Inc. before forming Linn Energy. Today, Houston-based Linn Energy, LLC (Nasdaq: LINE), valued as an \$18 billion dollar enterprise prior to the price collapse of oil, has approximately 2,000 employees in more than 26 offices across a dozen states.

In addition to serving on Linn Energy's board of directors, Linn serves Nabors Industries, Ltd. as a board member and as Chairman of the Compensation Committee; as board member for Black Stone Minerals; as senior advisor for Quantum Energy Partners, LLC; as a non-executive director for Centrica plc; and on Western Refining Logistics GP, LLC's board.

Linn regularly holds leadership positions in industry associations both past and present, including the National Petroleum Council; Independent Petroleum Association of

America (IPAA), serving as chairman, board member, and as the 2011 IPAA Chief Roughneck of the Year honoree; as a member in the All American Wildcatter's, a select group of individuals who have made significant contributions to the wildcating profession, are of good character, high integrity, respected by their peers, and whose word is their bond; Natural Gas Supply Association; National Gas Council; President of the Independent Oil and Gas Associations of New York, Pennsylvania, and West Virginia; and as a Texas Representative for the Legal and Regulatory Affairs Committee of the Interstate Oil and Gas Compact Commission.

Linn regularly represents the oil and natural gas industry before state and federal agencies, the U.S. House of Representatives, the U.S. Senate, as well as in the media on CNBC.

In 2013, Linn received the Wilson Center's Woodrow Wilson Award for Public Service, an honor bestowed to individuals who have served with distinction in public life, who pour their time, talents, and resources into improving the lives and futures of others. The Wilson Center was chartered by Congress as the official memorial to President Woodrow Wilson and seeks to be the leading institution for in-depth research and dialogue to inform actionable ideas on global issues.

Linn's notable civic affiliations include Texas Children's Hospital, serving on the executive committee, board of trustees, as Chairman of the Compensation Committee, member of the finance committee, and alongside wife, Carol, as co-Chairmen of the Care First \$475 Million Capital Campaign; MD Anderson; Houston Methodist Hospital; Texas Heart Institute; Houston Children's Charity; Museum of Fine Arts Houston; and the Houston Police Foundation.

Additionally, Linn served the C.T. Bauer School of Business at the University of Houston on its advisory board, the Chancellor's Energy Advisory Board, and as a lecturer; Villanova University as a founding member of the Dean's Advisory Council for College of Liberal Arts and Sciences; and as a member of the Council of Overseers at Jones Graduate School of Business at Rice University.

Today, Linn is President and CEO of MCL Ventures LLC, an oil/gas/real estate investment firm based in Houston.



Mr. Rosier's invaluable leadership at McLane Company, Inc., has resulted in significant market share growth and substantial revenue increases—from \$5.6 billion when he became president and CEO in 1995, to \$46 billion in 2014—all while maintaining the company's beliefs, values and philanthropic efforts and while servicing many of the nation's top grocery and foodservice retailers.

GRADY ROSIER

In 2003, the company was sold to Berkshire Hathaway, with Mr. Rosier left in charge to focus on the shared values of efficiency, a team approach and delivering value to customers.

Mr. Rosier took an unusual path to the chief executive office. He grew up in humble beginnings in Florida. After he finished high school, he joined the Marines.

During his time in the service, working primarily as an aviation electrician, he developed many of the attributes that stick with him today. "In the Marines I learned to achieve things I never thought I would do. I learned a lot of mental discipline," says Mr. Rosier. Following his discharge, he remained in the reserves and raced through college, taking double the normal course load, and earned a B.A. in history from the University of Florida. After college, Mr. Rosier went to work in retail and distribution, eventually rising to vice president and general manager of Sav-A-Stop, a non-food convenience distributor.

Mr. Rosier was recruited to McLane in 1984 as a regional executive, joining the 90-year-old company run by former Texas Business Hall of Fame winner, Drayton McLane, Jr. He worked his way up through the ranks, serving in a variety of senior executive positions, learning every aspect of the business, including stints in sales, marketing and customer service.

When he was named chief executive in 1995, Mr. Rosier embarked on a plan to revamp the distribution company as a full service logistics and supply chain provider. He sold non-core assets to focus exclusively on retail services and transportation, as McLane trucks and warehouses became ubiquitous around the country.

As president and CEO of McLane, Mr. Rosier isn't known as CEO or President or even Mr. Rosier. He's simply known as Grady. And he prefers to be called "Head Coach". Also, according to Mr. Rosier; "The people of McLane, which we affectionately refer to as teammates, really drive this show. Our teammates are the "magic sauce" if you will."

With Mr. Rosier at the helm, the company entered a new phase in 2003 when he was instrumental in the negotiation of the sale of McLane from Wal-Mart to Berkshire Hathaway for a \$1.5 billion cash deal. Under Berkshire, McLane was ensured financial stability and access to a wide array of potential new customers. Mr. Rosier increased focus on employee relations, education and benefits, while continuing to expand through a mixture of organic sales and acquisitions.

When the economic downturn hit in 2008, Mr. Rosier continued to invest in technology and customer service, as well as commitments to teammate 401(k) programs. The company's revenues continued to grow, despite the national slowdown. In 2009, McLane posted record pre-tax earnings of \$344 million on sales of \$31.2 billion for the year. In Berkshire's shareholder report, Mr. Buffet wrote, "McLane employs a vast array of physical assets. McLane's prime asset, however, is Grady."

Over the years, Mr. Rosier has used strategic purchases to help grow market share and expand McLane into an array of related markets. In 2010, the company entered alcoholic beverage distribution with the purchase of Empire Distribution, Inc., a 70-year-old wholesale distributor of distilled spirits, wine and beer operating mainly in the Southeastern United States. In 2012, McLane purchased Meadowbrook Meat Company (MBM), one of the nation's largest customized foodservice distributors for national restaurant chains.

McLane has also developed as an industry leader in green technologies with more than \$100 million in energy-conserving automation and other beneficial initiatives. Initiatives like replacing 48% of their tractors over the next year to improve emissions performance and working with organic vendors to divert expired or recalled food product from landfills to repurpose for compost, animal feed and waste-to-energy.

Under Mr. Rosier's leadership, McLane has continually increased its participation in a wide range of community groups, focusing on organizations that help children. Over the past 28 years, McLane teammates have raised more than \$90 million for the Children's Miracle Network Hospitals, and actively supported the United Way. In 2013, McLane introduced the SPARK Initiative to increase awareness and provide employment opportunities to people with disabilities.

The giving culture that Mr. Rosier has created at McLane stretches far beyond the McLane walls when it comes to his personal dedication to causes. In addition to the many boards he sits on, he is very active in supporting The Pangea Network, a Texas-based nonprofit dedicated to educating, training and providing resources for personal development and financial growth in both women and young people in central Texas and Africa.

Grady serves in a wide variety of roles in the community. He is the first past chairman of the National Association of Wholesale-Distributors, a current director of NVR, Inc. and a director of NuStar Energy.

Today, McLane delivers 10 billion pounds of merchandise to customers every year. The company operates one of the nation's largest private fleets of more than 2,100 tractors and 3,000 multi-temp trailers, but when it comes to McLane, Grady says: "It's not just a company to me. It's my passion. This is what I do. And the people at McLane are my family."

Dan Wolterman joined Memorial Hermann Health System in 1999 and was named president and CEO in 2002. Under Mr. Wolterman's inspired and strategic leadership, Memorial Hermann has experienced robust year-over-year double digit growth, resulting in its ascent to the largest not-for-profit health system in Southeast Texas.



DAN WOLTERMAN

Mr. Wolterman's stewardship of Memorial Hermann saw the system grow to 13 hospitals and 201 outpatient care sites, more than 24,000 employees and 5,000 affiliated physicians, and garner numerous national quality and patient safety awards. The system annually generates \$4.5 billion of revenue; has more than 2 million patient visits; and, in 2014, provided \$438 million of free services to the community's indigent population.

Mr. Wolterman has more than 35 years of experience in health care, and is perennially recognized as one of the industry's most influential leaders and policy experts. His career has seen him hold a range of senior managerial positions in hospitals from Florida and Indiana to Utah and Texas.

Mr. Wolterman's leadership of Memorial Hermann has been adept and visionary, and has transcended just building a fiscally sound health system. Sensitive to the plight of the poor and uninsured in the Houston region, Mr. Wolterman has worked tirelessly to help create solutions, and often has stated that: "I want Memorial Hermann to be a part of reforming the healthcare system in America and truly get to a model where everybody has access to basic health services. I'm passionate about coming up with solutions. That's the best part of being the CEO – I can use this as a platform to advocate for change and try to do the right thing for people."

With a long history of community service, doing "the right thing for people" has meant Mr. Wolterman spearheading the creation of the Memorial Hermann Community Benefit Corporation to build collaboration with other healthcare providers, government, business leaders and community stakeholders to identify and deliver viable solutions to the problem of the uninsured and underinsured in the Greater Houston and Harris County region. In addition to Memorial Hermann annually committing hundreds of millions of dollars toward providing and improving access to health care for thousands of families, Mr. Wolterman has been a tireless advocate at the local, state and federal levels for this cause.

A particular concern for Mr. Wolterman has been providing care to uninsured children. He has been an advocate of Memorial Hermann's Health Centers for Schools program, which offers a medical home for uninsured students, ongoing from prekindergarten through 12th grade. The program provides primary medical care, nutrition counseling, mental health services

and dental care free of charge to families who may or may not have insurance – the primary objective being to keep students healthy and in school where they can learn.

Mr. Wolterman also has been a prolific community servant volunteering his time to chair numerous organizations, including: the Greater Houston Partnership, Texas Hospital Association Board of Directors, Voluntary Hospitals of America-Texas Board of Directors, American Heart Association-Houston Board of Directors, Air Quality Task Force (at the request of a former Houston mayor) and the 2011 National Senior Olympic Games.

He is also a board member of the 2017 Houston Super Bowl Host Committee and past board member of the American Heart Association Houston Region and the Greater Gulf Coast Chapter of United Way. He has also served on many national committees. Mr. Wolterman is also an adjunct professor at The University of Texas School of Public Health, and serves on the University of Houston – Clear Lake Healthcare Administration Program Advisory Council.

Mr. Wolterman has received numerous recognitions, including: the Texas Hospital Association's Earl M. Collier Award for Distinguished Health Care Administration; American Hospital Association Grassroots Champion Award; Health Access Texas Public Health Award, for a leader who has a strong belief in prevention and better access to healthcare; the InterFaith CarePartners Sustaining Presence Award, for activities that constitute an exemplary contribution to the creation of caring communities; Xavier University Distinguished Alumni Award; and a past recipient of Community Partners Father of the Year Award. He has also been annually voted one of the 100 Most Influential People in Healthcare by Modern Healthcare magazine.

Mr. Wolterman is married to Lori Genitempo Wolterman, and they have three children: Daniel, Savannah and Linleigh. In addition to his commitment to his family, Dan is an avid golfer with a scratch handicap.