



DALLAS BOARD OF DIRECTORS

Standing (from left):

Malcolm Gillis

President, Rice University

Julie Spicer England

Vice President, Texas Instruments

H. B. Zachry, Jr. (Chairman)

Chairman and CEO, H. B. Zachry Co.

Patricia M. Patterson

(Deputy Chairman)

President, Patterson Investments Inc.

Ray L. Hunt

Chairman and CEO,

Hunt Consolidated Inc.

Kenneth T. Murphy

Chairman, President and CEO,

First Financial Bankshares Inc.

Seated (from left):

Matthew T. Doyle

Vice Chairman and CEO,

Texas First Bank

Judy Ley Allen

Owner, Allen Investments

Dudley K. Montgomery

*Director, The Security State Bank
of Pecos*



EL PASO BOARD OF DIRECTORS

Standing (from left):

Ron C. Helm

Owner, Helm Cattle Co.

Beauregard Brite White

(Chairman)

Rancher, J. E. White, Jr. & Sons

James Haines

Vice Chairman

El Paso Electric Co.

James D. Renfrow

President and CEO, The Carlsbad

National Bank

Lester L. Parker

President and CEO, United Bank

of El Paso del Norte

Seated (from left):

Gail Darling

(Chairman Pro Tem)

President, Gail Darling Inc.

Melissa W. O'Rourke

President, Charlotte's Inc.



HOUSTON BOARD OF DIRECTORS

Standing (from left):

Lupe Fraga

*President and CEO,
Tejas Office Products Inc.*

Richard W. Weekley

Chairman, Weekley Development Co.

Alan R. Buckwalter III

*Chairman and CEO, J.P. Morgan
Chase Bank, Texas Region*

Ray B. Nesbitt

*Retired President,
Exxon Chemical Co.*

Seated (from left):

Priscilla D. Slade

President, Texas Southern University

Edward O. Gaylord

*(Chairman)
Chairman, Jacintoport Terminal Co.*

Not pictured:

Jeffrey K. Skilling

*(Chairman Pro Tem)
President and CEO,
Veld Interests Inc.*



SAN ANTONIO BOARD OF DIRECTORS

Standing (from left):

R. Tom Roddy

Chairman, Clear Lake National Bank

Arthur R. Emerson

*Chairman and CEO,
Groves Rojas Emerson*

Daniel B. Hastings, Jr.

*President and Owner,
Daniel B. Hastings Inc.*

Ron R. Harris

*(Chairman Pro Tem)
President and CEO,
Pervasive Software Inc.*

Seated (from left):

Mary Rose Cardenas

*Executive Vice President,
Cardenas Motors Inc.*

Patty P. Mueller

*(Chairman)
Vice President/Finance,
Mueller Energetics Corp.*

Not pictured:

Marvin L. Ragsdale

*President, Iron Workers' District
Council of the State of Texas*