

Robert C. McNair
Founder, Chairman and Chief Executive Officer
Houston Texans

Robert C. McNair is perhaps best known in the business community as the founder of Cogen Technologies, which was sold in 1999. Cogen was the largest privately-owned cogeneration company in the world, with aggregate capacity of 1,400 megawatts.

McNair also serves as Chairman and Chief Executive Officer of The McNair Group, headquartered in Houston, Texas, where he oversees an investment portfolio that includes interests in two cogeneration plants in the eastern United States. Mr. McNair owns Palmetto Partners, Ltd. and RCM Financial Services, L.P., private investment entities that manage the McNairs' public and private equity investments, and is Chairman of the McNair Foundation and the Houston Texans Foundation.

Committed to bringing a National Football League team to Houston, Mr. McNair formed Houston NFL Holdings in 1998. On October 6, 1999, the NFL announced that the 32nd NFL franchise had been awarded to Mr. McNair, returning football to the City of Houston in the year 2002 and Super Bowl XXXVIII in 2004.

On September 8, 2002, the *Houston Texans* kicked off their Inaugural Season with a victory over the Dallas Cowboys, 19 to 10, in its nationally-televised season opener. The victory over Dallas made Houston the first expansion club to win its opening game since the 1961 Minnesota Vikings. The Texans also won at Jacksonville and upset the Giants and Steelers, both playoff teams.

Despite facing a rash of injuries and the NFL's toughest schedule in 2003, the Texans posted a 5-11 campaign in their second NFL season. And in 2004, the Texans continued their steady climb by winning seven games. Houston won consecutive games for the first time and earned its first sweeps of divisional opponents by defeating Jacksonville and Tennessee twice. The Texans' second win over the Jaguars, a 21-0 road triumph, marked Houston's first shutout win in franchise history.

After the team finished with a disappointing 2-14 record in 2005, Mr. McNair displayed courage and conviction by hiring a rookie head coach and a first-time general manager to build a winning team in Houston. Gary Kubiak, a Houston native, was named the Texans' second head coach on January 26, 2006 after spending the last 11 seasons as the offensive coordinator for the Denver Broncos. On June 5, 2006, Mr. McNair introduced Rick Smith as the franchise's second general manager. Smith, who followed Kubiak from Denver where he was the assistant general manager, became the youngest general manager in the NFL at age 36.

Stonerside Stable, a major thoroughbred horse farm in Kentucky, is also among McNair's successes. A 1,500-acre thoroughbred horse farm and racing stable, Stonerside is home to over 200 racehorses, broodmares, yearlings and weanlings. Since its inception in 1994, Stonerside has won 59 Graded Stakes races including Grade I wins in the Belmont, Breeders Cup Mile, the Travers, the Haskell, the Hollywood Gold Cup, the Cigar Mile, the Carter, the Swaps, the Wood Memorial, the Matriarch and the Oak Leaf Stakes. Stonerside also has finished second and third in the Kentucky Derby and was the co-breeder of Fusaichi Pegasus, winner of the Derby.

Mr. McNair is a current or past member of the Boards of Trustees of a number of institutions, including Rice University, Baylor College of Medicine, the Museum of Fine Arts, Houston Grand Opera, the Greater Houston Partnership, the Greater Houston Convention and Visitors Bureau, the Free Enterprise Institute and the Federal Reserve Banks of Dallas and Houston.

Mr. McNair is a member of the Texas Business Hall of Fame and a recipient of the Anti-Defamation League's Torch of Liberty Award, the Northwood University Outstanding Business Leader Award and the Association for Private Enterprise Education's Herman W. Lay Memorial Award. In 1999 he received the Distinguished American Award from the Houston Chapter of the National Football Foundation and the Distinguished Citizen Award from the Rotary Club of Houston. In April 2002, The South Main Center Association presented Mr. McNair with the prestigious City Builder Award. The Houston Advertising Federation honored Mr. McNair in November 2002 with the Annual Trailblazer Award recognizing him for significantly enhancing the overall image of Houston, both locally and globally. In April 2003, McNair received the Distinguished Citizen Award from the Sam Houston Area Council of the Boy Scouts of America, and in May 2003, McNair received The Denton A. Cooley Leadership Award from the Texas Heart Institute. In November 2003, the McNairs received the Freedoms Foundation at Valley Forge National Award for Outstanding Patriotism, Responsible Citizenship and Community Involvement. The McNair Foundation was honored as the 2003 Outstanding Philanthropic Foundation at the National Philanthropy Day luncheon sponsored by the Association of Fundraising Professionals, and in November 2004, the Foundation was honored at the Houston Independent School District Partnership Appreciation Breakfast with a Hall of Fame Award. In April 2004, McNair was honored with the Heart of Houston award from the Fifth Ward Enrichment Program. In March 2005, the Fellowship of Christian Athletes presented McNair with the President & Mrs. George H. W. Bush Community Impact Award. In June 2005, Rice University announced that the newest building on the campus, the 167,000 square foot home of the Jesse H. Jones Graduate School of Management, had been officially named *Janice and Robert McNair Hall* by the Rice Board of Trustees. McNair also is a founder of the Cotswold project, a revitalization project focused on downtown Houston.

Born in Tampa, Fla., Mr. McNair has been a resident of Houston since 1960. He graduated from the University of South Carolina in Columbia in 1958 with a Bachelor of Science degree. In 1999, Mr. McNair received an honorary doctor of humane letters degree from the University of South Carolina.