



Pat Collawn

President & Chief Operating Officer

PNM Resources

As President and COO for PNM Resources, Pat is responsible for utility operations for PNM and TNMP. Together, PNM and TNMP operations span two states and serve 859,000 electric and 495,000 gas customers. In addition, Pat oversees the company's Regulatory, Marketing, Customer Service, and Communications functions as well as Governmental and Federal Affairs.

Pat is also a board member of EnergyCo, PNM Resources' joint venture with Cascade Investment, LLC, the personal investment vehicle for Microsoft founder Bill Gates.

With more than 15 years of utility experience, Pat previously served as President and CEO of Public Service Company of Colorado, a subsidiary of Xcel Energy, and Vice President of Marketing and Sales at Arizona Public Service Company.

PNM Resources (NYSE: PNM) is an energy holding company based in Albuquerque, N.M., with 2007 consolidated operating revenues from continuing and discontinued operations of \$2.4 billion. Through its utility and energy subsidiaries, PNM Resources serves electricity to more than 859,000 homes and businesses in New Mexico and Texas and natural gas to nearly 495,000 customers in New Mexico. Its utility subsidiaries are PNM and TNMP. Another subsidiary, First Choice Power, is a deregulated competitive retail electric provider in Texas. With generation resources of more than 2,700 megawatts, PNM Resources and its subsidiaries market power throughout the Southwest, Texas and the West. In addition, the company has a 50-percent ownership in EnergyCo, which owns approximately 920 megawatts of generation. For more information, visit www.PNMResources.com.

Subsidiaries

PNM provides electricity to 487,000 and natural gas to 492,000 customers in New Mexico (PNM.com).

TNMP provides transmission and distribution services for 225,000 customers in Texas (TNMP.com).

First Choice Power, a retail electric provider in the competitive Texas market, serves 257,000 in that state (FirstChoicePower.com).

Business Experience

PNM Resources

- President and COO
- Utilities President

EnergyCo

- Board of Directors

Xcel Energy

- President and CEO, Public Service Company of Colorado
- President, Customer and Field Operations
- President, Retail Services
- Vice President, Marketing and Sales

Arizona Public Service Company

- Vice President, Marketing and Sales
- Director, Marketing

Price Waterhouse

- Manager, Strategic Consulting Group

Quaker Oats Company

- Brand Manager, Assistant Brand Manager, Marketing Assistant

Community Activities

Greater Albuquerque Chamber of Commerce

- Board member, Executive Committee member

United Way of Central New Mexico

- Executive committee

Rocky Mountain Junior Achievement

- Former board member

Denver Metro Chamber of Commerce

- Chair-elect
- Former board and executive member

Downtown Denver Partnership Economic Development Council

- Former co-chairman
- Economic Development Council
- Management Group member

Education

- Harvard University, MBA
- Drake University, bachelor's in journalism and public relations