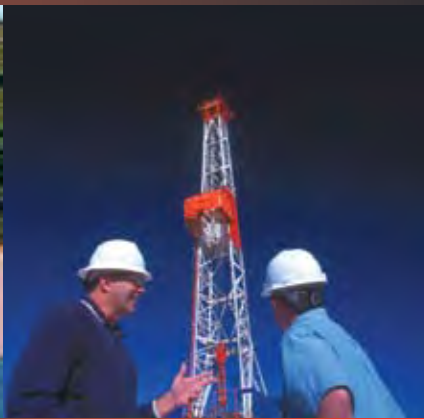


KINDER MORGAN



Welcome



Kinder Morgan's principal assets are pipelines and terminals. Our business model is simple. We own, operate, expand, build and acquire primarily fee-based midstream energy assets that serve growing markets and have minimal exposure to commodity price volatility.

The Kinder Morgan companies include Kinder Morgan Energy Partners, L.P. (NYSE: KMP), Kinder Morgan Management, LLC (NYSE: KMR) and Kinder Morgan, Inc., a private company which owns the general partner of KMP. Kinder Morgan is financially strong and our large footprint of diversified assets consistently produces tremendous amounts of stable cash flow in all types of market conditions.

We invest billions of dollars to build and expand infrastructure to help meet the demand for energy products across North America. Recent projects include new construction of four large natural gas pipelines—Rockies Express, Midcontinent Express, Kinder Morgan Louisiana and Fayetteville Express—that are dramatically changing how natural gas is delivered across the United States. Additionally, we are making substantial investments to handle more ethanol and other alternative fuels to help our customers meet the National Renewable Fuel Standard program.

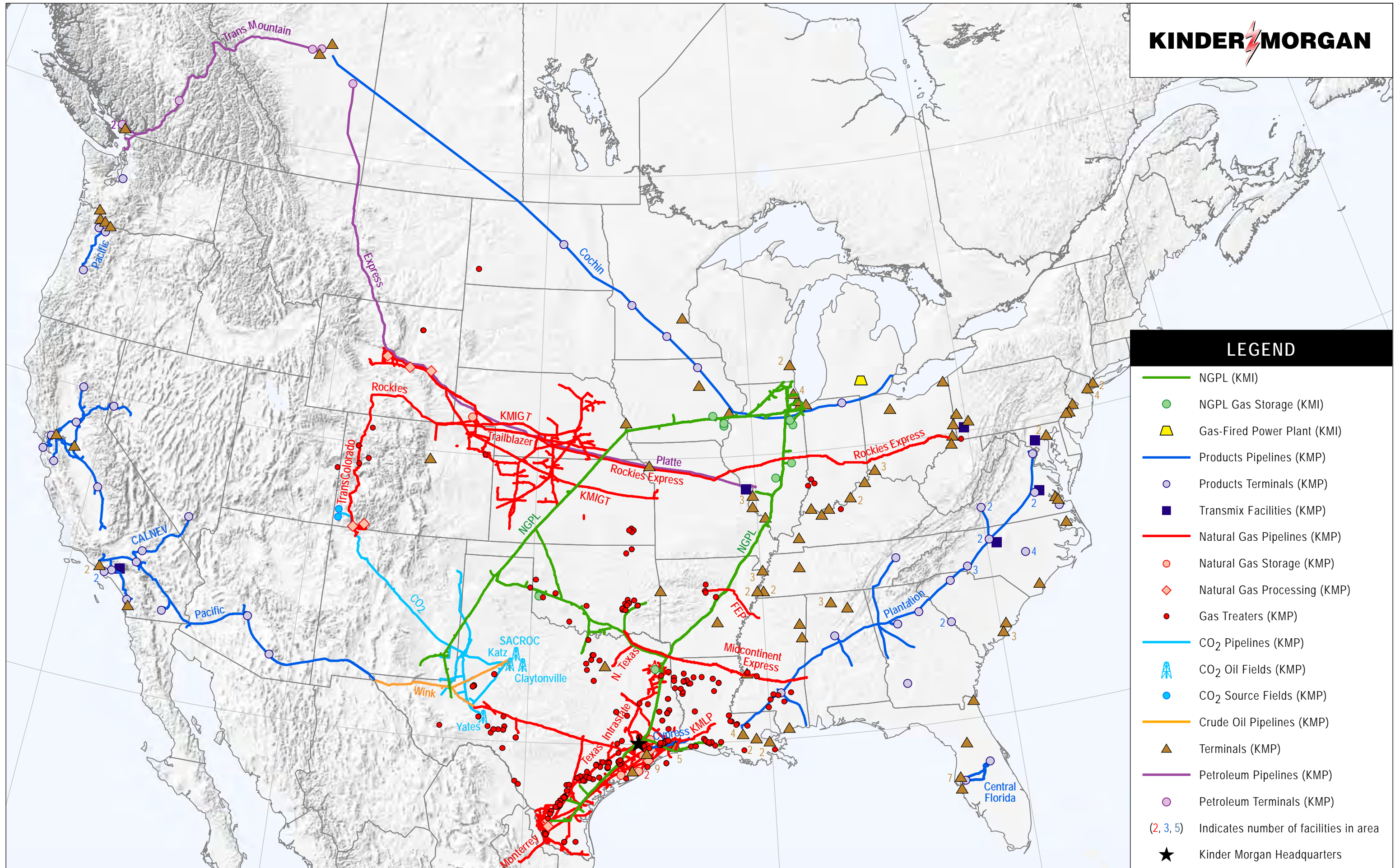
At Kinder Morgan, we are committed to being a good corporate citizen, conducting ourselves in an ethical and responsible manner, and employing sustainable business practices. Toward that end, we spend hundreds of millions of dollars each year on integrity management programs and maintenance of our assets, as we are dedicated to protecting the public, the environment and our employees.

We have always prided ourselves on being a low-cost asset operator by eliminating unnecessary expenses. For instance, we don't own corporate aircraft or tickets to sports events, and we don't spend money on executive perks or glitzy marketing initiatives. We also cap senior executives' base salaries below industry standards and tie their financial incentives directly to the results of the company and their individual performance. My salary is \$1 per year, and I don't receive a bonus, stock options or restricted stock grants. Thus, my financial interests are aligned directly with our shareholders.

We pledge to do our best to continue focusing on meeting our customers' needs, operating our assets safely and efficiently, delivering value to our unitholders and shareholders and fostering mutually beneficial relationships with our stakeholders today to shape a better tomorrow.

A handwritten signature in black ink, appearing to read "Richard D. Kinder". The signature is written in a cursive, slightly stylized font.

Richard D. Kinder
Chairman and CEO



LEGEND

- NGPL (KMI)
- NGPL Gas Storage (KMI)
- ▲ Gas-Fired Power Plant (KMI)
- Products Pipelines (KMP)
- Products Terminals (KMP)
- Transmix Facilities (KMP)
- Natural Gas Pipelines (KMP)
- Natural Gas Storage (KMP)
- ◇ Natural Gas Processing (KMP)
- Gas Treaters (KMP)
- CO₂ Pipelines (KMP)
- ▲ CO₂ Oil Fields (KMP)
- CO₂ Source Fields (KMP)
- Crude Oil Pipelines (KMP)
- ▲ Terminals (KMP)
- Petroleum Pipelines (KMP)
- Petroleum Terminals (KMP)
- (2, 3, 5) Indicates number of facilities in area
- ★ Kinder Morgan Headquarters



Kinder Morgan Delivers

- **Customers** are looking for a dependable asset operator that can transport, store and handle their products at competitive rates. At Kinder Morgan we strive for operational excellence and work hard to retain existing customers and attract new ones. Our goal is to operate our assets safely and reliably and to partner with our customers to meet their needs.
- **Investors** are looking for a well-managed company with a strategy that will produce strong returns to unitholders and shareholders. While past performance is no guarantee of future results, KMP has delivered an average annual return of 27 percent to unitholders since 1996. Our goal is to continue growing the company and delivering value to our unitholders and shareholders.
- **Regulators** are looking for us to operate our assets safely, adhere to appropriate regulations and keep them apprised of issues regarding our operations. We are dedicated to maintaining good working relationships with regulators, as well as political and community leaders. Our goal is to communicate openly with these stakeholders and to ensure that we comply with or exceed applicable federal, state and local laws and regulations.
- **Employees** are looking for a place to work in which they can take pride, make a difference and be fairly compensated. Kinder Morgan is highly respected within the energy industry. We have been recognized as one of the best places to work in Houston, and we have received awards for both our operational and financial performance. Our goal is to be a preferred employer and to continue building a company that attracts and retains talented employees.

Kinder Morgan Businesses

Products Pipelines

We transport about 1.9 million barrels daily of gasoline, jet fuel, diesel and natural gas liquids through more than 8,000 miles of pipelines. Key assets include refined petroleum pipelines, along with terminal storage and blending systems that serve California and other states in the West and Southeast. Relative to alternative fuels, we expect to continue handling about 25 to 30 percent of all of the ethanol shipped in the United States at the facilities in our products pipelines and terminals businesses.

Natural Gas Pipelines

We are a major natural gas transporter and storage operator in Texas, the Rocky Mountains, the Midwest and the South. Approximately 24,000 miles of pipelines have a transportation capacity of over 22 billion cubic feet per day and working gas storage capacity of almost 400 billion cubic feet. Key assets include the Rockies Express Pipeline, which moves gas from

the Rocky Mountains to the eastern United States, Natural Gas Pipeline Company of America, which serves the high demand Chicago market, and a large intrastate pipeline system in Texas. Texas is the largest producer and consumer of natural gas in the United States.

CO₂

We transport over 1.3 billion cubic feet per day of CO₂ through about 1,300 miles of pipelines. We are also the second largest oil producer in Texas, producing 55,000 to 60,000 barrels of oil per day. Key assets include the McElmo Dome CO₂ source field in southwestern Colorado, pipelines that transport CO₂ from Colorado to New Mexico and Texas, and the SACROC and Yates oil production fields in the Permian Basin of West Texas.

Terminals

We operate more than 180 terminals that have a combined liquids storage capacity of about 100 million barrels for refined petroleum products, chemicals

and crude oil. We also handle more than 90 million tons of coal, petroleum coke, steel and other bulk materials each year. Key assets include large liquids terminals on the Houston Ship Channel and in New York Harbor, Los Angeles Harbor and Edmonton, Alberta, along with strategically located coal terminals in the Southeast, petcoke terminals in Texas and steel terminals in the Midwest.

Kinder Morgan Canada

Our Trans Mountain pipeline system originates in Edmonton, Alberta, and is the only oilsands pipeline that transports crude oil and refined petroleum to Vancouver, British Columbia, and Washington state. Trans Mountain has a capacity of approximately 300,000 barrels per day. Other key assets include the Express-Platte pipeline system, which delivers crude oil from Alberta to Wyoming and on to Illinois, and a jet fuel pipeline that serves Vancouver International Airport.



Kinder Morgan

Who we are

Kinder Morgan is a premier energy company in North America with about 37,000 miles of pipelines and more than 180 terminals. Almost all of our assets are owned by Kinder Morgan Energy Partners, one of the largest publicly traded pipeline master limited partnerships in the United States with an enterprise value of approximately \$30 billion.

What we do

Kinder Morgan transports, stores and handles various energy products including natural gas, refined petroleum products, crude oil, ethanol, coal and CO₂. In most of our businesses we operate like a giant toll road, receiving a fee for our services and providing connectivity for our customers. Our large footprint of diversified and strategically located assets helps producers, shippers, oil companies, utilities and others move energy products across North America. These energy products are essential for generating electricity, heating homes, powering cars and airplanes and much more.

Doing business with us

Kinder Morgan employs some of the most experienced and knowledgeable people in the energy industry, and we are dedicated to working with our customers to assist them in achieving their objectives. Our forte is building and operating energy assets, and we have established ourselves as a market leader in many of our businesses. For example, in North America we are:

- The largest independent transporter of petroleum products
- The second largest natural gas transporter
- The largest provider of contracted natural gas treating services
- The largest transporter and marketer of CO₂
- The largest independent terminal operator
- The largest handler of petroleum coke

Kinder Morgan has been recognized by *Fortune* magazine as one of America's Most Admired Companies. Voted on by industry peers and competitors, the list

focuses on corporate reputation and takes into account such things as customer satisfaction, social responsibility and investment value.

Doing the right thing

Striking the proper balance between running a profitable business, meeting stakeholder demands and protecting the public and the environment can be very challenging. But at Kinder Morgan that's what we aim to do. Committed to transparency, we publish our annual budget and statistics about our operational performance on our web site at www.kindermorgan.com. We are proud of our track record which demonstrates that Kinder Morgan delivers strong returns to shareholders and is one of the safest asset operators in the industry. If we do have an incident involving one of our assets, we initiate appropriate action and work diligently to remedy the situation in a responsible manner.



Kinder Morgan Facts

- Headquartered in Houston, Texas, with approximately 8,000 employees in the United States and Canada. The company has been recognized as an industry leader in identifying and hiring qualified minority- and women-owned businesses.
- It is Kinder Morgan's policy to provide equal employment for all employees and job applicants in accordance with applicable federal and state laws. The company is committed to maintaining a work environment that ensures the fair treatment of all employees. Discrimination or harassment of any kind is prohibited.
- Our Code of Business Conduct and Ethics includes certain business principles that govern how the company and its employees should conduct their affairs. We use EthicsPoint to host a third-party integrity hotline that allows employees and customers to conveniently and confidentially seek assistance and report potential violations regarding ethics and compliance issues.
- We work with local emergency responders, law enforcement agencies and the U.S. Department of Homeland Security to prepare to respond if an incident or emergency occurs at any of our facilities.
- We have a public awareness section on our web site, www.kindermorgan.com, dedicated to informing the public about where our pipelines are located and providing additional information to help keep communities safe. Communicating this information to the public is designed to help prevent pipeline accidents, the majority of which are caused by third parties digging near pipelines.
- The Kinder Morgan Foundation focuses on supporting youth programs in the areas of education, arts and the environment by making charitable contributions to qualifying non-profit organizations across North America.
- Kinder Morgan does not have a political action committee and we do not make any political contributions.



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