2020 ESG REPORT PRESENTATION

October 2021

KINDER MORGAN

Disclosure

Forward-looking statements / non-GAAP financial measures / industry & market data

General – The information contained in this presentation does not purport to be all-inclusive or to contain all information that prospective investors may require. Prospective investors are encouraged to conduct their own analysis and review of information contained in this presentation as well as important additional information through the Securities and Exchange Commission's ("SEC") EDGAR system at www.sec.gov and on our website at www.kindermorgan.com.

Policies and Procedures – This presentation includes descriptions of our vision, mission and values and various policies, standards, procedures, processes, systems, programs, initiatives, assessments, technologies, practices, and similar measures related to our operations and compliance systems ("Policies and Procedures"). References to Policies and Procedures in this presentation do not represent guarantees or promises about their efficacy, or any assurance that such measures will apply in every case, as there may be exigent circumstances or other factors or considerations that may cause implementation of other measures or exceptions in specific instances.

Forward-Looking Statements – This presentation includes forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and Section 21E of the Securities Exchange Act of 1934 ("Exchange Act"). Forward-looking statements include any statement that does not relate strictly to historical or current facts and include statements accompanied by or using words such as "anticipate," "believe," "intend," "plan," "projection," "forecast," "strategy," "outlook," "continue," "estimate," "expect," "may," "to," "will," "shall," and "long-term" or comparable terms. In particular, express or implied statements concerning the occurrence, timing or impact of future actions, conditions or events, including our Policies and Procedures and their efficacy, long term demand for our assets and services, our future operating results or our ability to generate revenues, income or cash flow or to pay dividends, or energy transition-related opportunities, including the role of natural gas in the energy transition and opportunities related to lower carbon fuels and CCUS, are forward-looking statements. Forward-looking statements are not guarantees or assurance of performance. They involve risks, uncertainties and assumptions. There is no assurance that any of the actions, events or results of the forward-looking statements will occur, or if any of them do, what impact they will have on our results of operations or financial condition. Because of these uncertainties, you are cautioned not to put undue reliance on any forward-looking statement.

Future actions, conditions or events and future results of operations may differ materially from those expressed in or implied by these forward-looking statements. Many of the factors that will determine these outcomes are beyond our ability to control or predict. These statements are necessarily based upon various assumptions involving judgments with respect to the future, including, among others, our ability to estimate accurately the time and resources necessary to meet the reporting and assurance testing standards applicable to additional measures we expect to include in future reports; the timing and extent of changes in the supply of and demand for the products we transport and handle; national, international, regional and local economic, competitive, political and regulatory conditions and developments, including, among others, near- and long-term effects of the COVID-19 pandemic; the timing and success of business development efforts; the timing, cost, and success of expansion projects; technological developments; commodity prices; counterparty financial risk; the condition of capital and credit markets; inflation rates; interest rates; the political and economic stability of oil-producing nations; energy markets; federal, state or local income tax legislation; weather conditions; environmental conditions; business, regulatory and legal decisions; terrorism; cyber-attacks; and other uncertainties. The foregoing and the other risks and uncertainties described in our most recent Annual Report on Form 10-K and subsequent Exchange Act reports filed with the SEC (including under the headings "Risk Factors," "Information Regarding Forward-Looking Statements," "Management's Discussion and Analysis of Financial Condition and Results of Operations" and elsewhere) could cause actual results to differ materially from those expressed in or implied by forward-looking statements. These reports are available through the SEC's EDGAR system at www.sec.gov and on our website at www.kindermorgan.com.

Forward-looking statements speak only as of the date they were made, and except to the extent required by law, we undertake no obligation to update any forward-looking statement because of new information, future events, or other factors.

Industry and Market Data - Certain data included in this presentation has been derived from a variety of sources, including independent industry publications, government publications and other published independent sources. Although we believe that such third-party sources are reliable, we have not independently verified, and take no responsibility for, the accuracy or completeness of such data.

ESG Strategy

KINDER MORGAN

Provide energy services in a safe, efficient, and environmentally responsible manner for the benefit of people, communities, and businesses

environmental

Invest in low carbon future

- Grow natural gas business
- Invest in renewable fuels
- Leverage CCUS expertise & capabilities
- Energy Transition Ventures explores opportunities beyond our core business

Minimize environmental impact from our operations

- Reduce emissions
- Restore & protect biodiversity
- Safety-focused culture

social

Build & maintain relationships with stakeholders where we operate

Foster a diverse, inclusive, and respectful workplace

Support employee career development

Expect employees & representatives to adhere to our Code of Business Conduct and Ethics and Supplier Code of Conduct

governance

Risks & opportunities are continually monitored and communicated to leadership

Board evaluates long-term business strategy for resilience & adaptability

Board committees include EHS (including ESG), Audit, Compensation, and Nominating & Governance

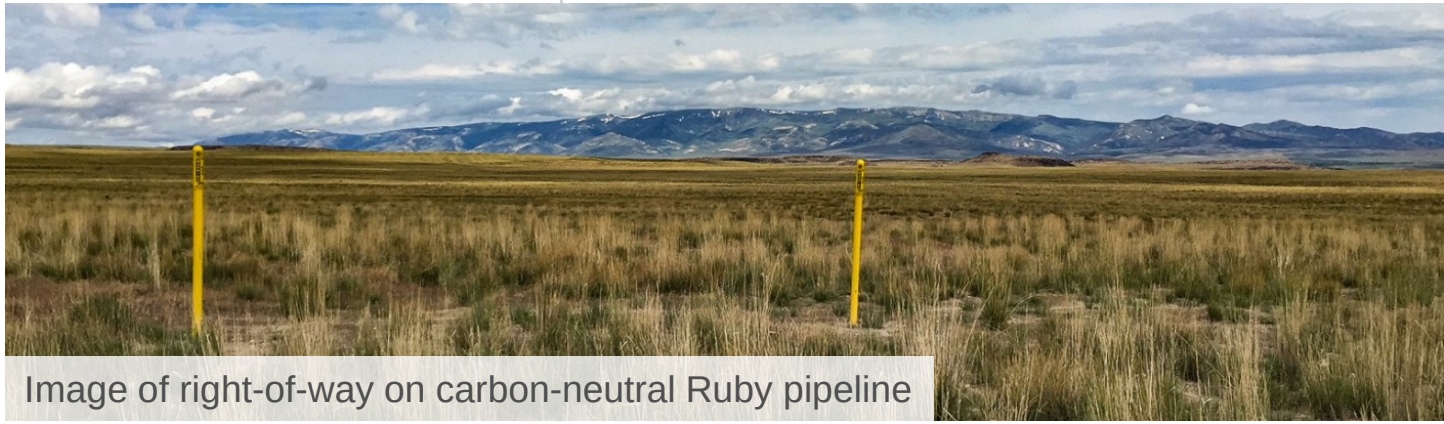


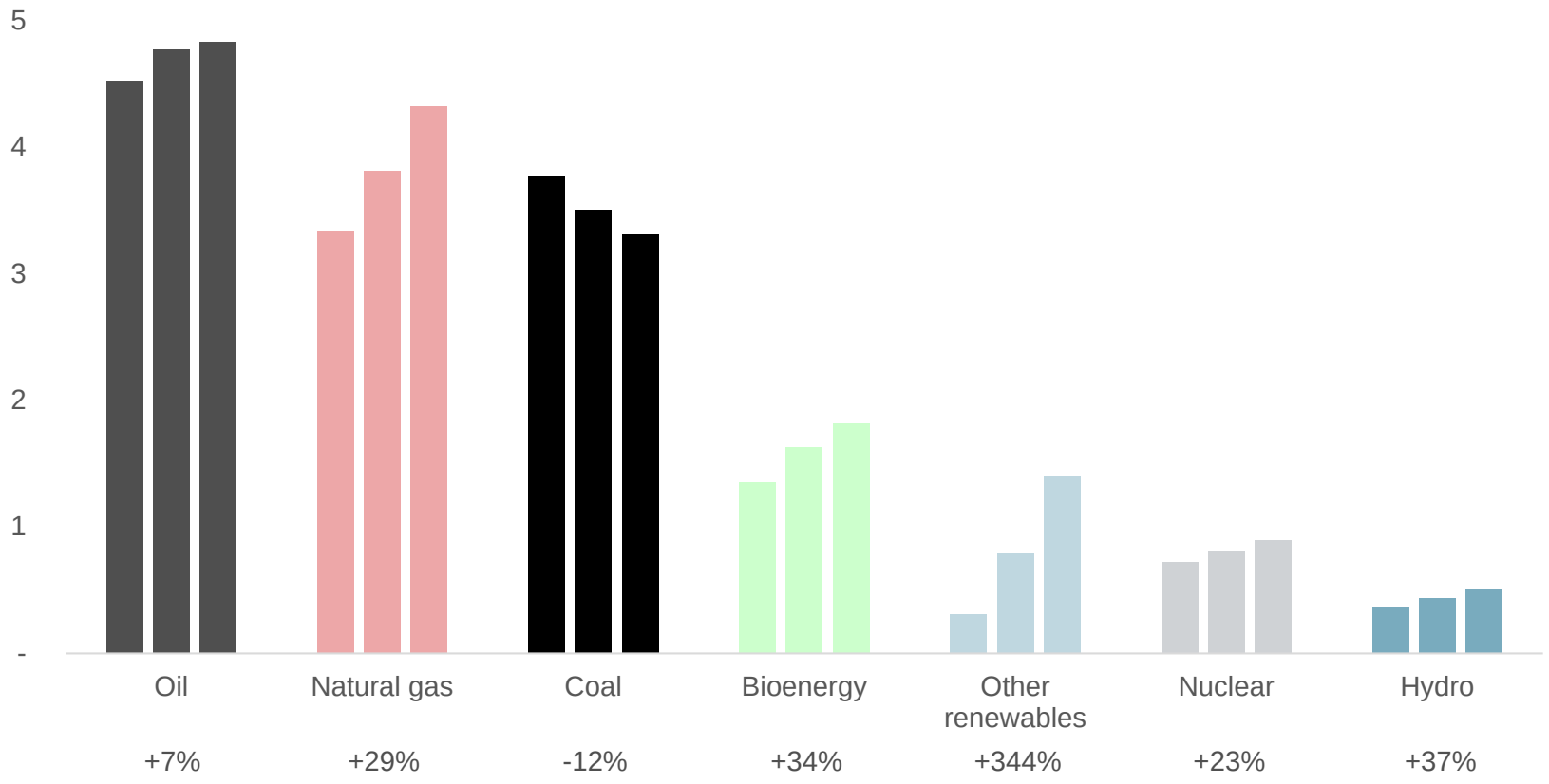
Image of right-of-way on carbon-neutral Ruby pipeline

All Energy Sources Required to Meet Demand Outlook

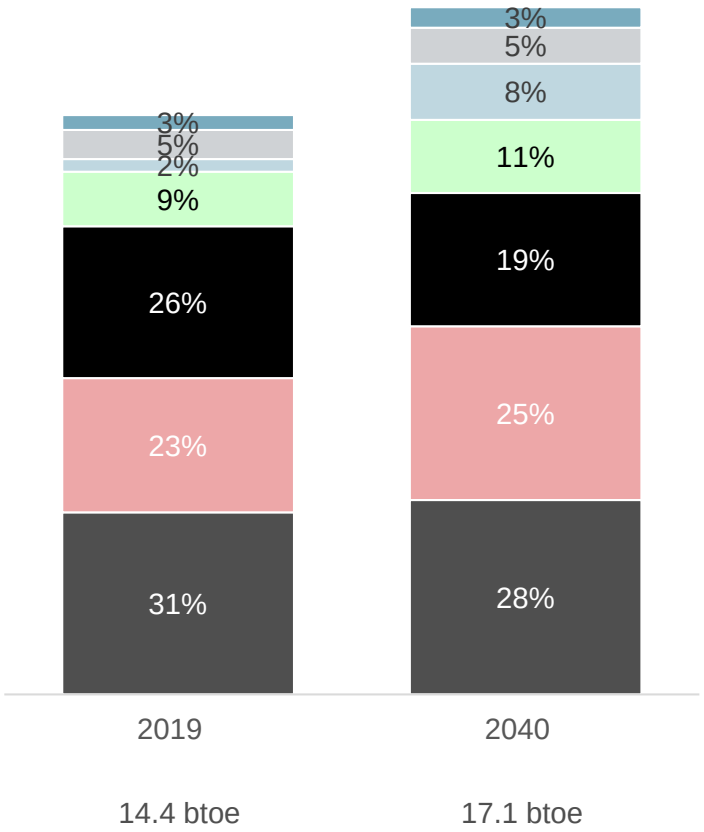
Total energy demand expected to grow nearly 20%

GLOBAL PRIMARY ENERGY DEMAND BY FUEL

billions tons oil equivalent (btoe) | 2019, 2030, 2040



total demand & % mix



Source: International Energy Agency, World Energy Outlook, October 2020 (Total Primary Demand in Stated Policies Scenario).
Note: Other renewables include geothermal, solar photovoltaics (PV), concentrating solar power (CSP), wind & marine (tide & wave) energy for electricity & heat generation.

Positioned for the Future of Energy

Our vast network of strategically-located energy infrastructure will continue delivering energy for decades to come

Moving fuels of today

U.S. exports help meet global demand from emerging economies in need of affordable, modern energy

Natural gas can rapidly lower emissions from the global power & industrial sectors, which still rely heavily on coal

Flexible storage & delivery of natural gas facilitates increased use of renewables while avoiding power outages

Our assets facilitate renewable blends with traditional fuels

& the future

Many emerging renewable fuels can be moved on our assets today

Building new infrastructure network can be difficult & costly; existing assets are likely to remain valuable

Current pipeline & storage assets can be upgraded or repurposed to handle to handle low carbon fuels

We will take a disciplined approach when evaluating new renewables opportunities

Essential to a clean, reliable, affordable energy future

Continuously Seeking New Solutions

Pushing new ideas, technology, and uses for our infrastructure

renewable power generation

2001 Hourly services on CIG to support increasingly volatile needs of power generation customers due to greater use of intermittent renewables

2006 Hourly services on EPNG

2020 Continued participation in renewable energy research by pursuing studies with NREL to enhance gas / power coordination & to electrify compression using clean-power solutions

carbon-neutral & CCUS

2011 Placed U.S.'s first carbon-neutral interstate pipeline, Ruby, in service

2019 Co-authored NPC Report on CCUS & Energy Transition defining potential pathways for integrating CCUS into the energy and industrial marketplace

2021 Approved $64mm investment expected to reduce CO2e emissions at our Galena Park & Pasadena terminals by ~17,500 tons per year, or 56%

2001 2006 2008 2011 2018 2019 2020 2021

renewable fuels & RSG

2006 Bio-diesel movements & blending in Terminals

2008 Converted Central Florida Pipeline to handle batched denatured ethanol

2011 Bio-diesel blending on Products Southeast Pipeline

2018 First RNG hookup Now have 5 hookups connected to landfills, livestock, and wastewater; aggregate capacity of ~20 mmcfd

2021 Transporting RSG to utilities in Colorado & Northeast Partnerships on our CIG and TGP pipelines

2021 Acquired RNG developer Kinetrex Energy Expect 4 bcf of landfill RNG production capacity to be operational by the beginning of 2023

2021 California RD hubs under construction Opportunities to blend RD with both biodiesel & CARB diesel over the truck rack, providing greater optionality for customers

2021 Outfitting 30 tanks to serve renewable feedstocks for NESTE by upgrading 650 mbbls of tank capacity at our Harvey Terminal

Our Infrastructure is Important to Fueling the Future

Leveraging our long-term investment in the substantial assets & expertise required to responsibly deliver energy

BENEFITS OF NATURAL GAS

LOW EMISSIONS

Natural gas is the cleanest burning fossil fuel with significantly lower emissions than coal or fuel oil

Switching from coal to natural gas has driven a substantial reduction in U.S. power sector CO_2 emissions

Helps meet environmental targets

ABUNDANT & LOW COST

Cost-effective generation

Uses substantial infrastructure already in-place

Helps maintain affordability for consumers

RELIABLE

Provides energy supply when renewable sources are intermittent

Can be dispatched quickly

ENERGY DENSE & EFFICIENT

Less land area required compared to alternative energy sources

Helps avoid additional land disturbances

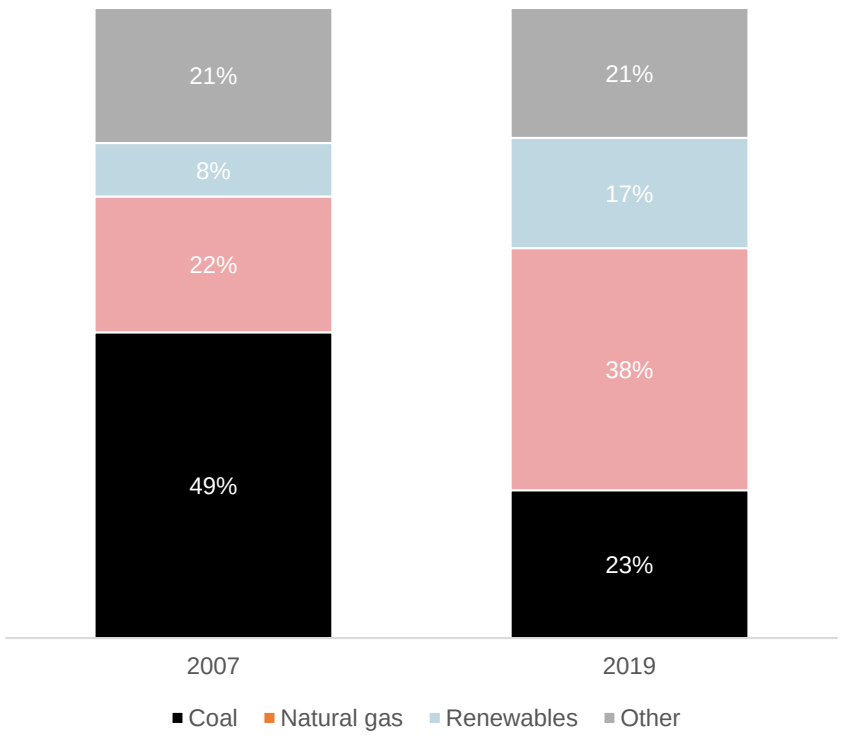
Natural gas enables economic growth without sacrificing environmental objectives
Our irreplaceable assets are essential to moving the fuels of today & tomorrow

U.S. CO_2 Emissions Declined Since 2007 while GDP grew ~50%

Primarily due to converting coal power generation to natural gas generation

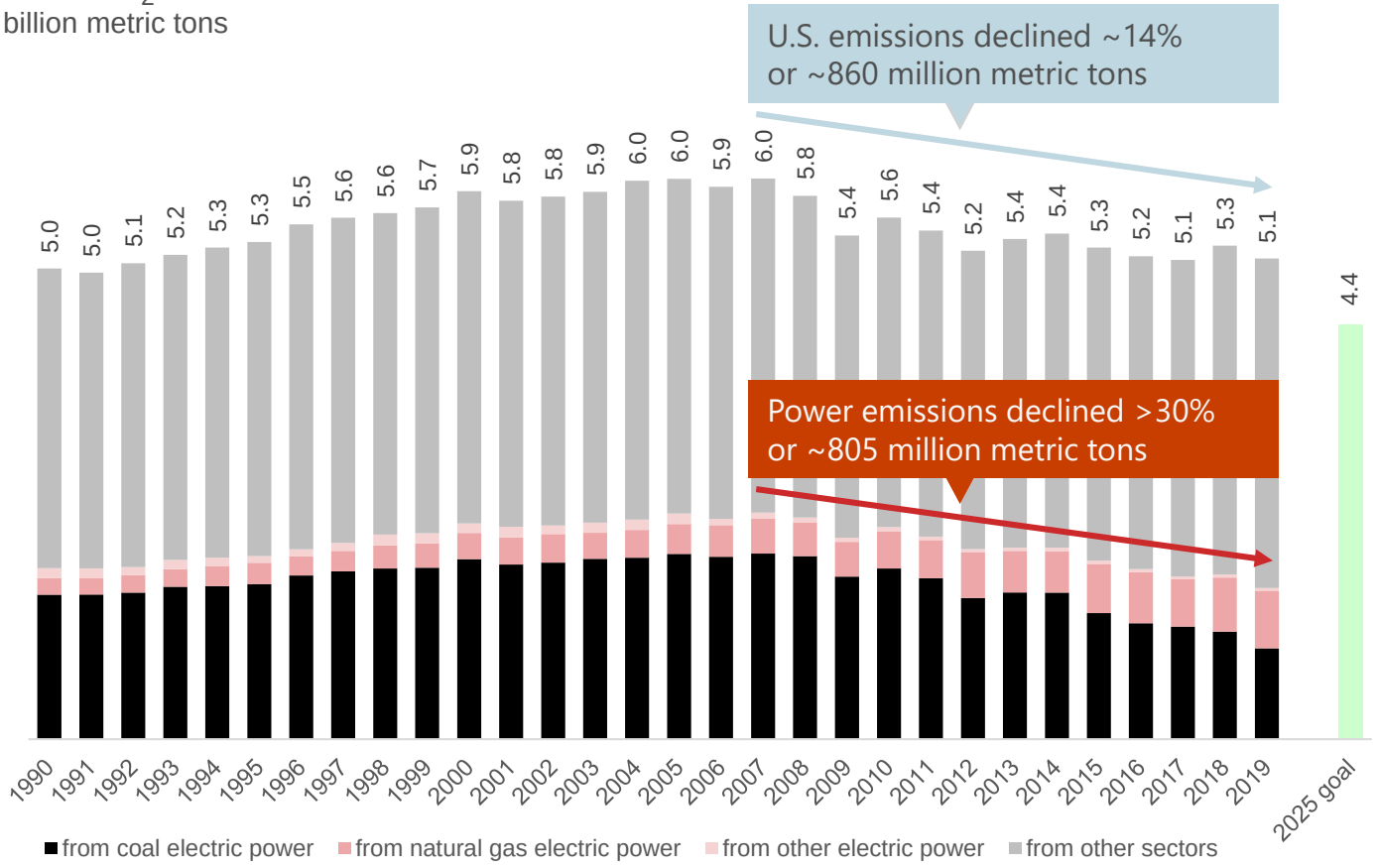
U.S. ELECTRICITY GENERATION MIX

% of total generation



U.S. CO_2 EMISSIONS

billion metric tons



Under the Paris Agreement, U.S. was to reduce 2005-level CO_2 emissions 26-28% by 2025
By 2019, over half of that reduction goal was already achieved

Source: U.S. EIA Electricity Data Browser (net generation) & Monthly Energy Review (Dec-2020); World Bank, Development Indicators, GDP, U.S.$ current (12/16/2020).

Replacing Coal Power Could Accelerate Emissions Reductions Goals

Power sector contributes ~40% of energy-related CO_2 emissions globally

Natural gas is **more efficient**

Burning natural gas is 25% more efficient than coal on average

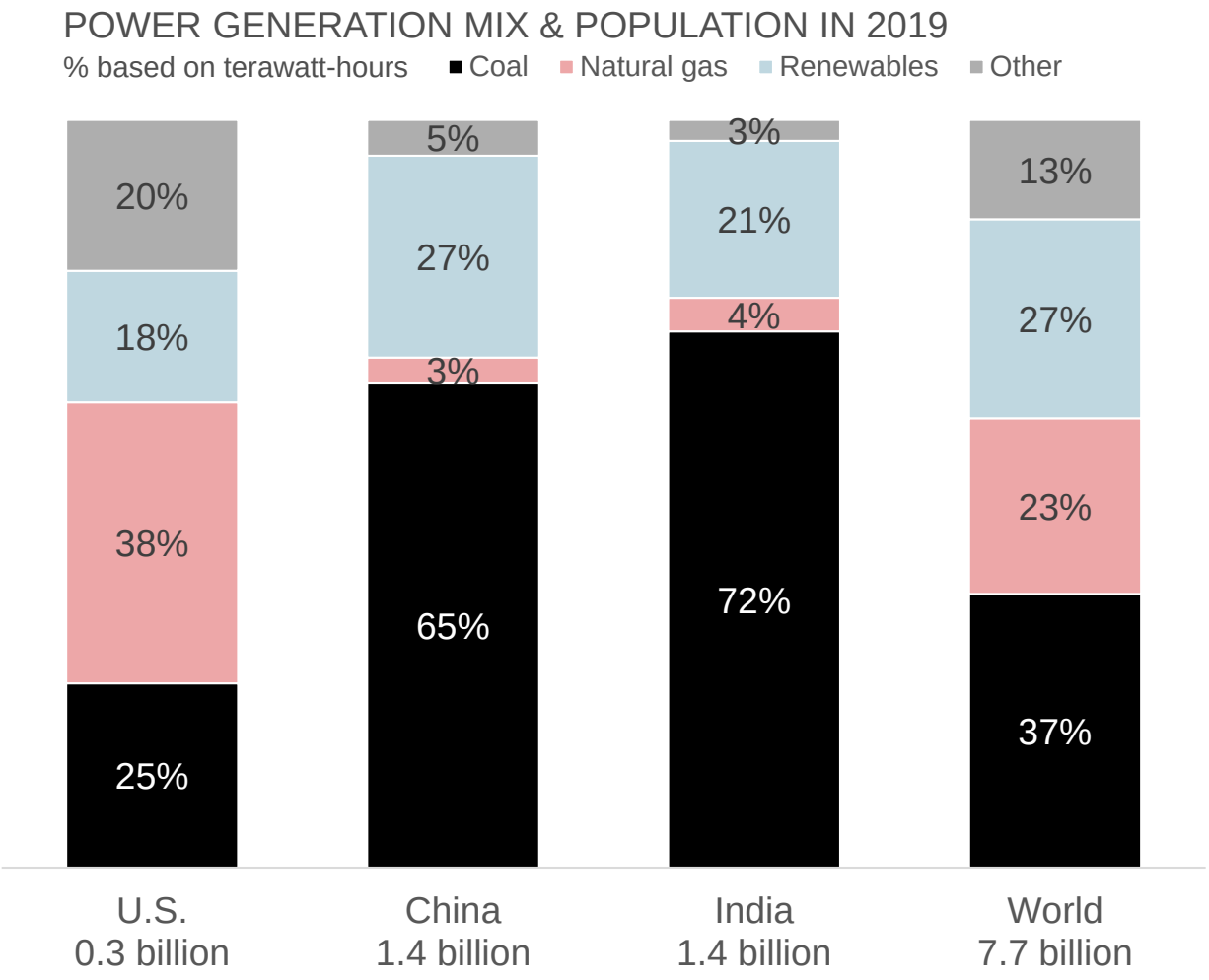
& **lower carbon** than coal

Coal releases ~75% to 85% more CO_2 per Btu than natural gas

resulting in **60% lower** emissions

from natural gas fired generation versus coal-fired plants

China & India to use coal to firm renewables
Not ideal for meeting emissions reduction goals
U.S. can't solve it alone as 4% of global population

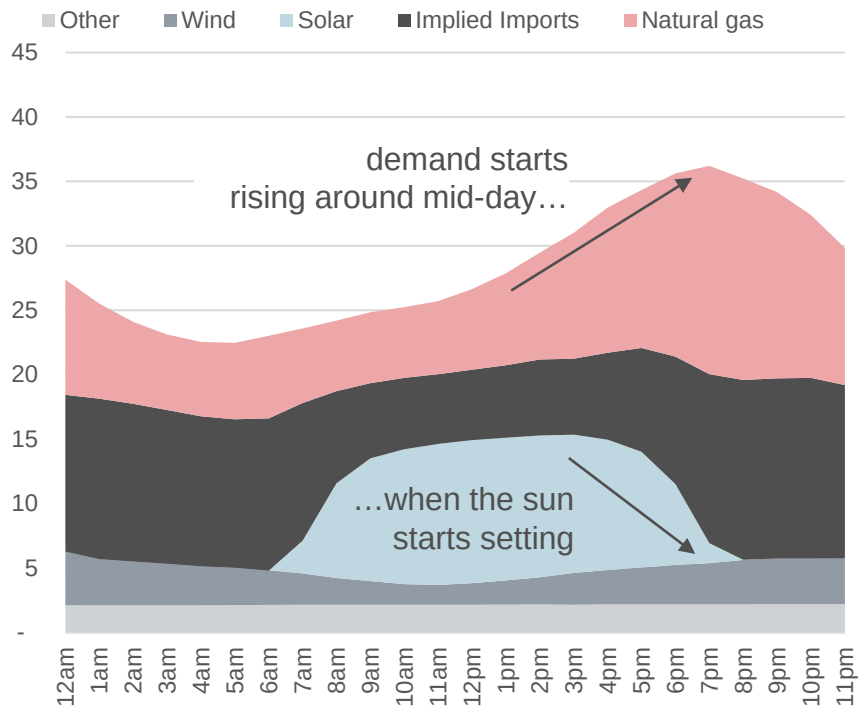


Source: U.S. Energy Information Agency, U.S. National Energy Technology Laboratory, International Energy Agency, World Energy Outlook, October 2020 (Stated Policies Scenario).
Note: Efficiency statistic based on heat rate (million Btu per kWh). Other in electric power generation mix includes nuclear & oil.

Natural Gas Steps In when Renewables Drop Out

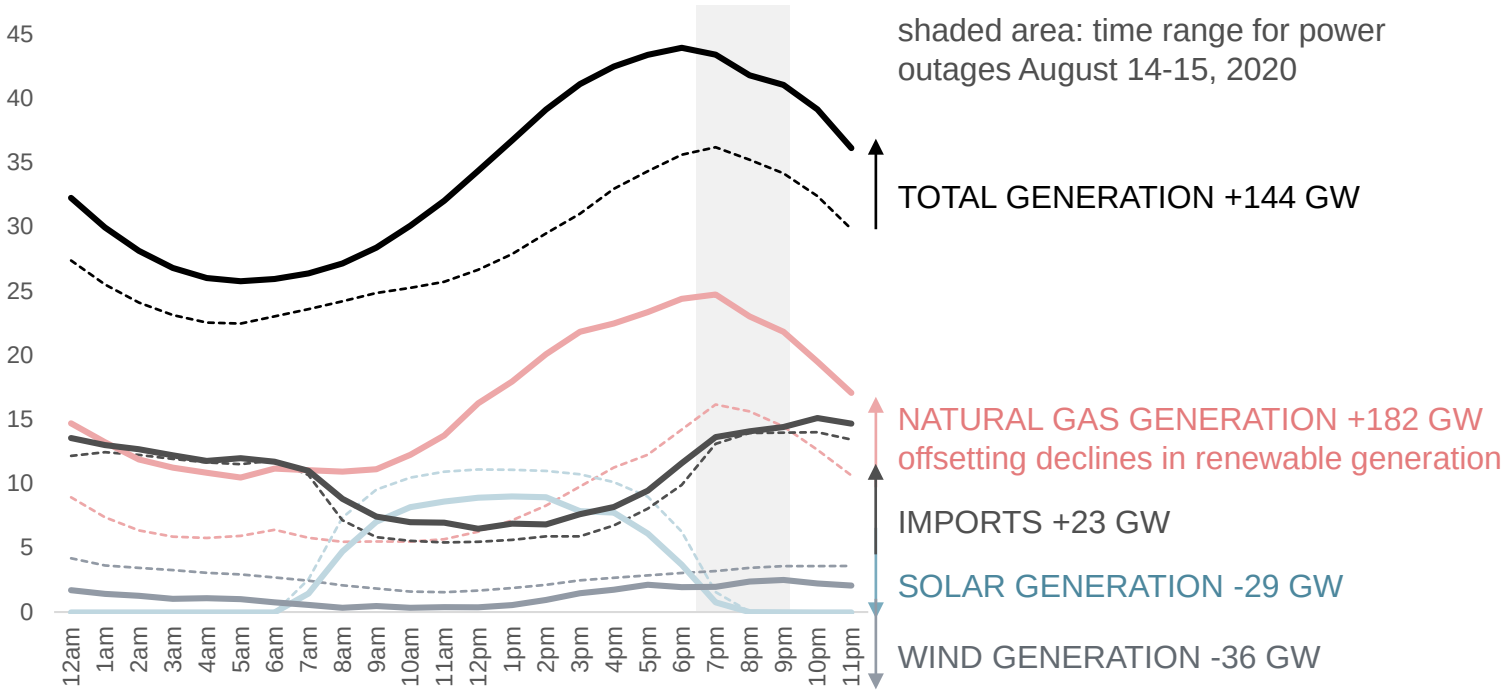
Renewable generation can be inadequate at inopportune times – during highest demand points in day or even full week

AVERAGE CALIFORNIA DAY during August 1-12, 2020
gigawatts (GW)



By peak demand hour around 7pm, solar generation is almost non-existent

SOLID LINES: AVERAGE DAY DURING CA HEAT WAVE August 13-16, 2020
DASHED LINES: AVERAGE DAY FOR TYPICAL CA WEATHER August 1-12, 2020
gigawatts



Power demand increased during heat wave, but renewable generation declined

Natural gas generation increased significantly in order to make up for the renewable shortfall

Still, customers were left without power: almost 500,000 on Aug 14 & >300,000 on Aug 15

Adequate natural gas generation capacity could have prevented the need to curtail power

Source: U.S. EIA Hourly Electric Grid Monitor. "Other" includes generation from coal, petroleum, hydro & nuclear.

Natural Gas Infrastructure Offers A Ready-Made Storage Solution

Underground storage functions as a large capacity, highly effective battery today

PROVIDING A BETTER BATTERY:

Incredibly large capacity
(enough for days, weeks & months)

Reliably dispatchable
(over short & long durations)

Uses existing infrastructure

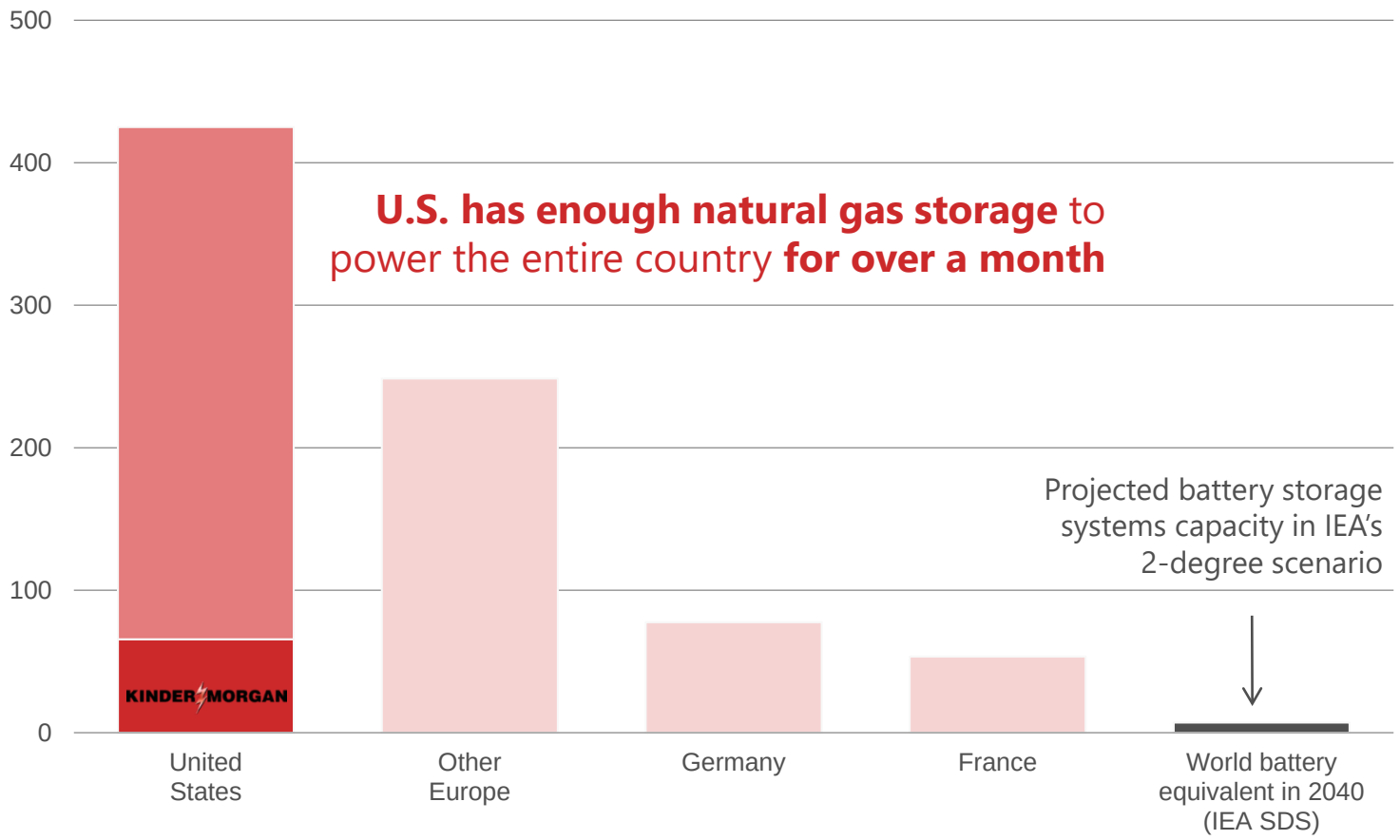
Competitively priced

Enhanced by pipeline management

Does not require technological advancement

Enabling customers across our network to deploy renewables today

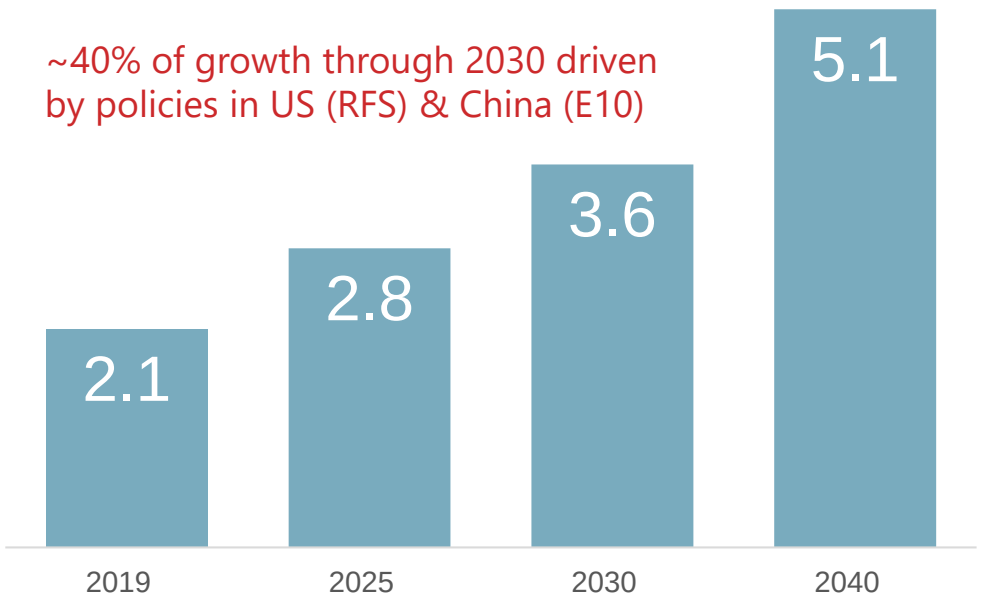
UNDERGROUND STORAGE terawatt hours of power



Source: KM analysis, IEA World Energy Outlook, October 2020.
Note: Natural gas energy converted terawatt hours (TWh) at 0.29 TWh per 1 MMDth; then, energy storage converted into power equivalent using assumed 34% efficiency rate of a natural gas peaker plant.

Attractive Potential for Renewable Fuels

GLOBAL BIOFUELS DEMAND OUTLOOK mmbbld

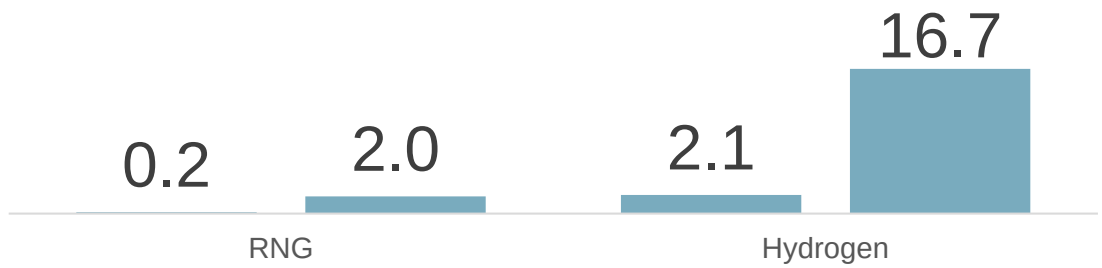


Handled nearly 260 mbbld of ethanol, biodiesel, & renewable diesel in 2020, compared to 1 mmbld U.S. production

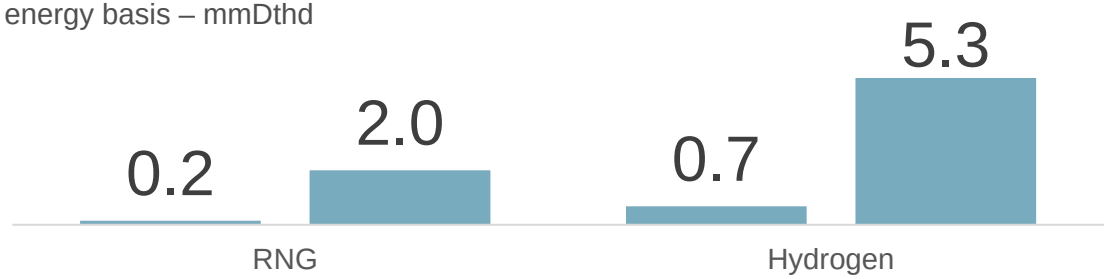
Evaluating opportunities to establish hubs for renewable feedstocks & biofuels

U.S. SUPPLY OUTLOOK 2020 & 2050 potential

volumetric basis – bcfd



energy basis – mmDthd



The volumetric vs energy conversion illustrates that RNG is 3x more energy dense than hydrogen

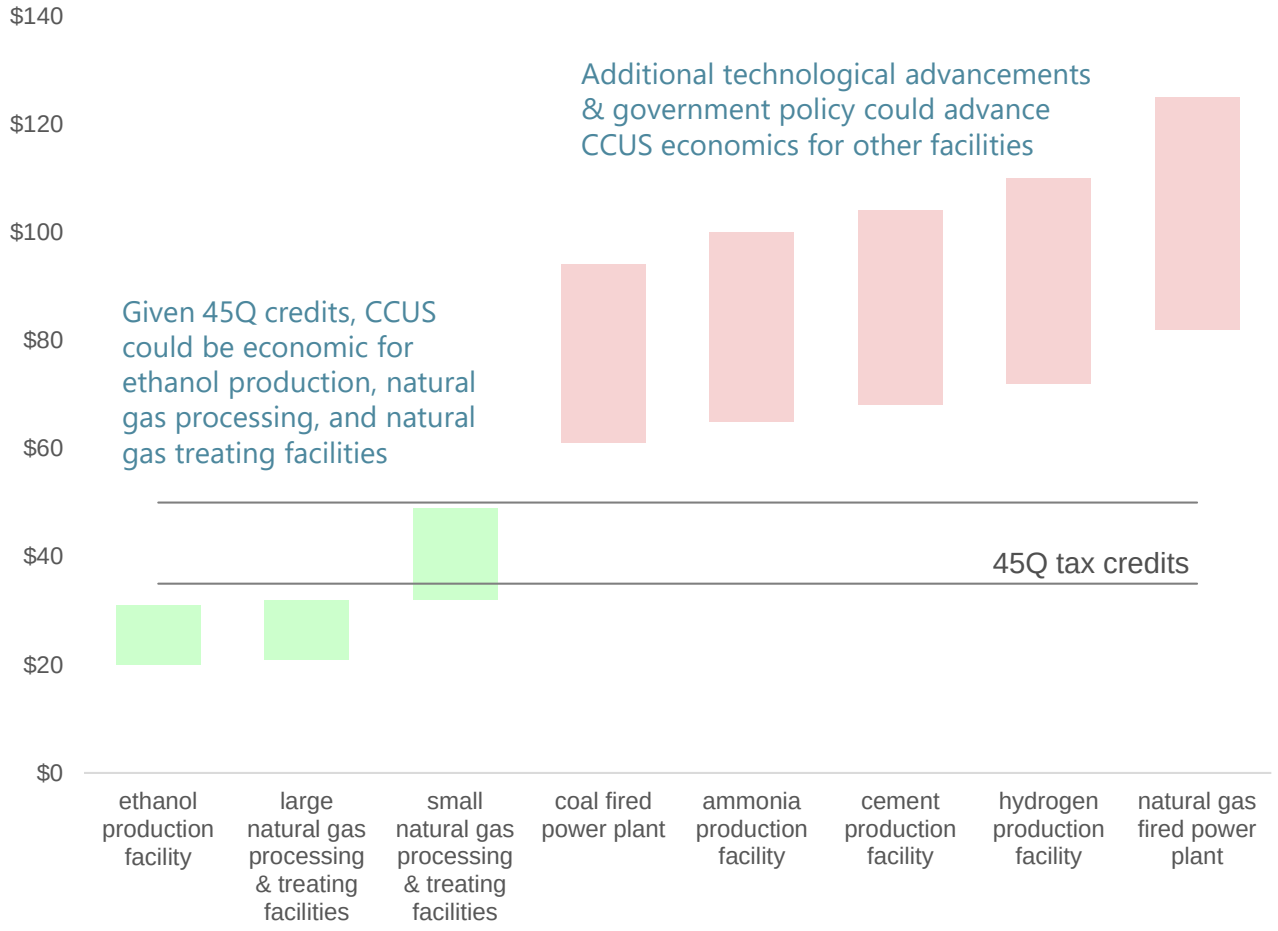
Acquired RNG platform Kinetrex Energy

Demand outlook per International Energy Agency, World Energy Outlook, October 2020 (Stated Policies Scenario). U.S. production from EIA Weekly U.S. Oxygenate Plant Production of Fuel Ethanol (1/6/2021) & Monthly Biodiesel Report (2/26/2021); RD production estimated based on EPA RIN data.

Source: U.S. RNG supply per WoodMackenzie Summer 2021 Long Term Outlook. 2020 U.S. hydrogen supply estimated from EIA. 2050 U.S. hydrogen supply potential from Hydrogen Council. "Hydrogen scaling up: A sustainable pathway for the global energy transition." November 2017.

CCUS Economics are Improving but Remain Challenged

CURRENT ESTIMATED U.S. CARBON CAPTURE COST $/tonne



45Q TAX CREDITS

- Capturer controls the tax credit
- Industry still contemplating economics across the value chain
- Proposed direct pay option could be a catalyst for CCUS

SEQUESTRATION

- $50/tonne deductible tax credit starting in 2027
- Lengthy EPA permitting process; only 2 permits ever issued
- States considering regulatory primacy to shorten permitting process, including Texas
- Our source fields in Colorado could potentially be used for sequestration in the future

EOR

- $35/tonne tax credit (beginning in 2027) is lower than for sequestration, but more feasible today
- Our 1.5 bcfd Cortez pipeline delivers ~80% of the CO2 used for Permian EOR

Source: KM analysis, National Energy Technology Laboratory.
Note: Estimated costs are based on 20% BFIT IRR at capture unit tailgate, no tax credits, and at pressure ready for pipeline.

Aligned with TCFD Recommendations

CORE ELEMENTS OF TCFD'S RECOMMNEDED CLIMATE-RELATED FINANICAL DISCLOSURES

	Applicable pages in the 2020 ESG Report
Around climate-related risks & opportunities	84-86
Actual & potential impacts of climate-related risks & opportunities on the business, strategy, and financial planning	87-105
Processes to identify, assess, and manage climate-related risks	105-108
Used to assess & manage relevant climate-related risks & opportunities	27-30 108-109

Recognized as an ESG Leader

Highly rated by multiple agencies

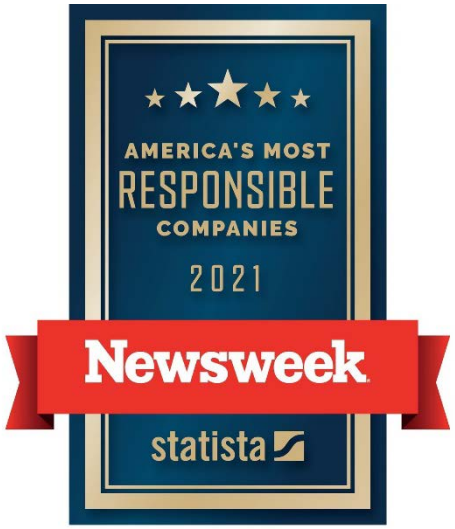
Sustainalytics #1
of 187 Refiners & Pipelines
of 101 Oil & Gas Storage & Transportation

FTSE #2
tied for #2 in
Oil & Gas Pipelines subsector

Refinitiv #7
of 202 Oil & Gas Related Equipment
and Services Companies

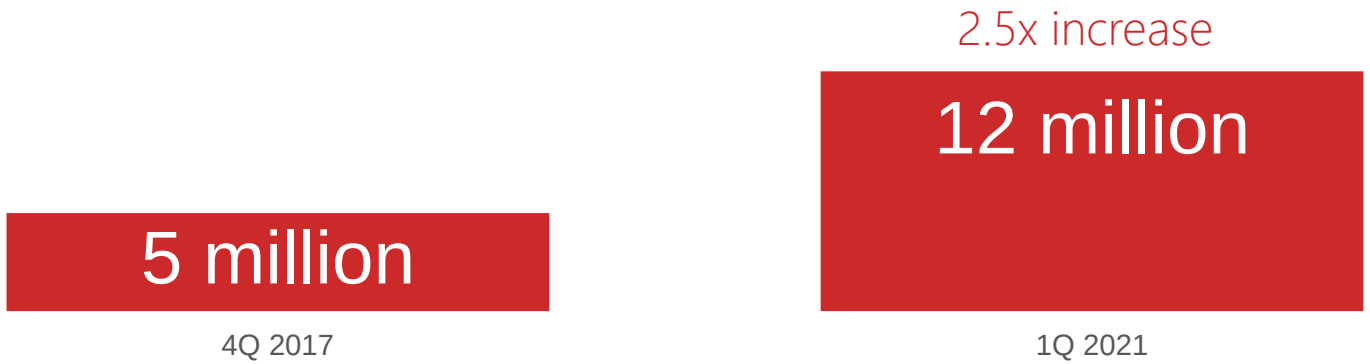
MSCI BBB
Oil & Gas Refining, Marketing, Transportation & Storage Industry

SSGA top 10%
R-Factor in
Oil & Gas – Midstream sector



Featured in several ESG indices FTSE4Good, MSCI USA ESG Leaders, S&P 500 ESG

SHARES HELD BY ESG-MANDATED FUNDS



Note: Sustainalytics ESG risk rating as of 9/21/2021. FTSE ESG rating rank as of 7/27/2021. Refinitiv ESG score rank as of March 2021, scores to be updated later in 2021 to reflect RY2020. MSCI ESG rating as of December 2020. SSGA R-Factor as of 09/01/2021.

Committed to Lowering GHG Emissions

0.4%
Scope 1 & 2 emission intensity[a] in 2018, 2019, & 2020

0.04%
2020 methane intensity per ONE Future calculation

Ruby pipeline has been carbon neutral since constructed in 2009

685 miles | 1.5 bcfd capacity

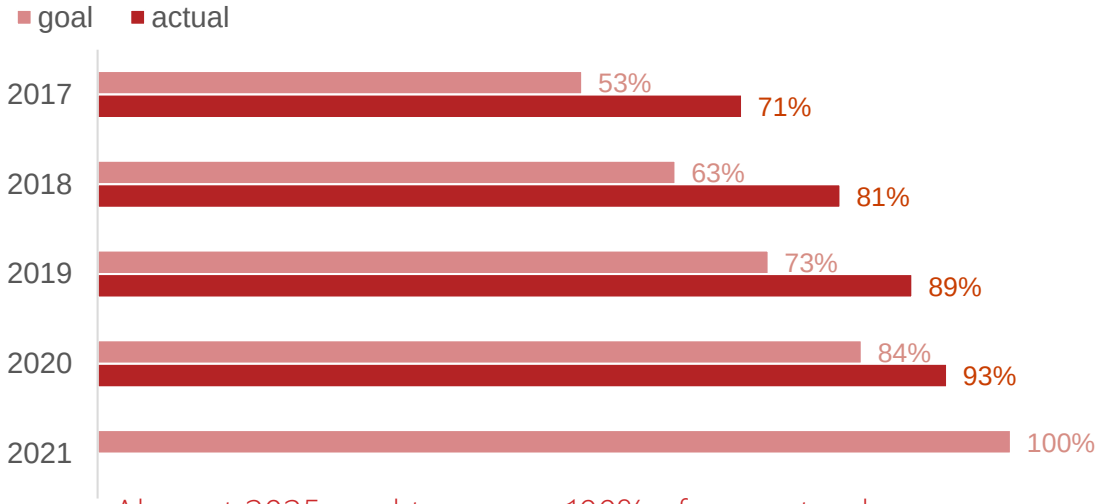
evaluating long-term GHG targets

began reporting Scope 1 & 2 GHG emissions, provides baseline for evaluating potential GHG reduction opportunities

support INGAA's 2021 Climate Change Statement, including working as an industry toward net-zero GHG emissions by 2050; supported by technology advancements and sound public policy initiatives

annual leak surveys

% of natural gas transmission & storage compressor stations surveyed



Also set 2025 goal to survey 100% of our natural gas gathering and boosting compressor stations

a) Metric tons CO2e per BOE throughput

Inaugural Scope 1 & 2 Emissions Reporting

Provides baseline for evaluating potential further reductions

POSSIBLE GHG REDUCTION METHODS:	2020 SCOPE 1 & 2 GHG EMISSION SOURCES[a]					
	55% combustion From fuels used by compressors, boilers & heaters, vapor combustion devices, engines	**17% purchased electricity**	**15% vented emissions** From blowdowns and compressor starts	**7% fugitive emissions** From equipment component leaks, refrigerants, and vapor handling systems	**4% process emissions** From dehydration and gas sweetening processes	**2% flared hydrocarbons**
improve equipment & operational methods	Replace vapor combustion devices with vapor recovery units	Increase energy efficiency	Reduce or eliminate compressor blowdowns when unit is idle Minimize pipeline blowdowns by: pumping down pipelines before venting, and repairing pipelines externally using sleeves and composite wraps	Survey for & repair component leaks Monitor & replace reciprocating compressor rod packing Install low- or zero-bleed natural gas pneumatic devices	Use carbon capture on our processing plants	Improve compressor reliability & flaring metering Automate gas control Optimize downtime Re-inject unprocessed natural gas when processing equipment is down for maintenance
electrification & renewables	Hybrid or electric fleet vehicles Use more renewable fuels Electrify combustion equipment	Self-power our operations using renewable energy Purchase green power or renewable energy credits	Convert natural gas-powered engine and turbine starters to electric- or air-powered	Replace natural gas-operated pumps with electrically-operated		

Economic and operational feasibility of these reduction methods must also be considered

For example, it's critical for compressors to have reliable power, and the power grid isn't always reliable – the importance of natural gas-fired compressors was demonstrated during Winter Storm Uri

Additionally, electrification is not synonymous with renewables – natural gas is a significant portion of U.S. power generation

And in many cases the scope 2 emissions are higher than scope 1 emissions from natural gas powered equipment

a) 2020 Scope 1 GHG Emissions. Operational control. SASB Midstream Standard and the ISO 14064-1:2006, Greenhouse gases - Part 1: Specification with guidance at the organization level for the quantification and reporting of greenhouse gas emissions and removals.

Managing Energy Consumption is Impactful

Programs in place to lower Scope 2 emissions

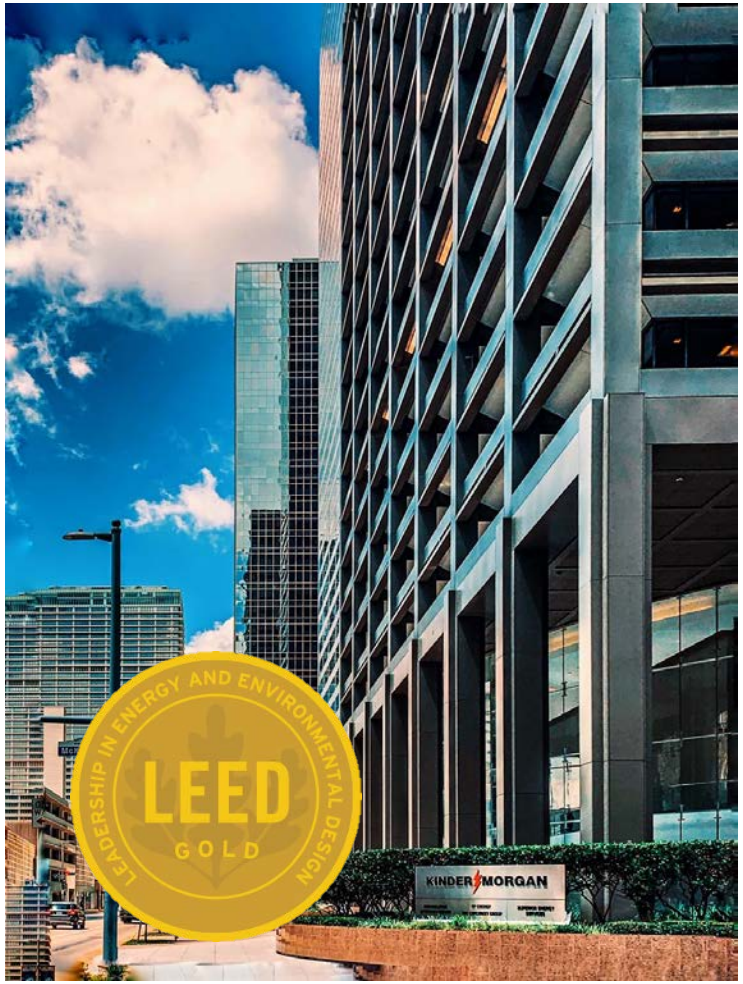
curtail
- Can quickly curtail our power demand when necessary to help maintain grid reliability
- Additional benefit of monetizing our reduced energy usage
- Biggest programs in California and Texas

efficiency
- Implement devices, like variable frequency drives, help operate assets more efficiently
- Began purchasing hybrid vehicles in 2020

renewables
- Our solar panels generated >1,000 MWh of electricity in 2020
- Purchasing ~4,300 MWh/yr of wind power beginning in 2022

DRA
- Use friction-reducing chemical inside liquids pipes
- Moves more product with less energy
- Helps us avoid annual energy consumption of ~364 GWh, comparable to carbon sequestered by 316,000 acres of US forests in a year

>250,000 metric tons CO_2e Scope 2 emissions in 2020 avoided due to dra usage



LEED Gold certified Houston HQ building

Reducing Methane Emissions for >25 Years

Natural gas is ~95% methane so we are economically incentivized to minimize methane emissions

monitor & repair

Primary reduction strategies

- Conduct annual methane leak surveys and perform maintenance & repairs as needed
- Monitor performance of compressor components and replace as needed

manage blow downs

- Due to occasional repairs or testing, natural gas must be evacuated from the pipeline (blowdown)
- Pumping down the pipeline first reduces natural gas vented during the blowdown
- Use sleeves and composite wraps which allow for external repair, avoiding blowdowns

Technician using Optical Gas Imaging to survey for leaks at one of our KM Tejas compressor stations.

Leader in methane emission reduction

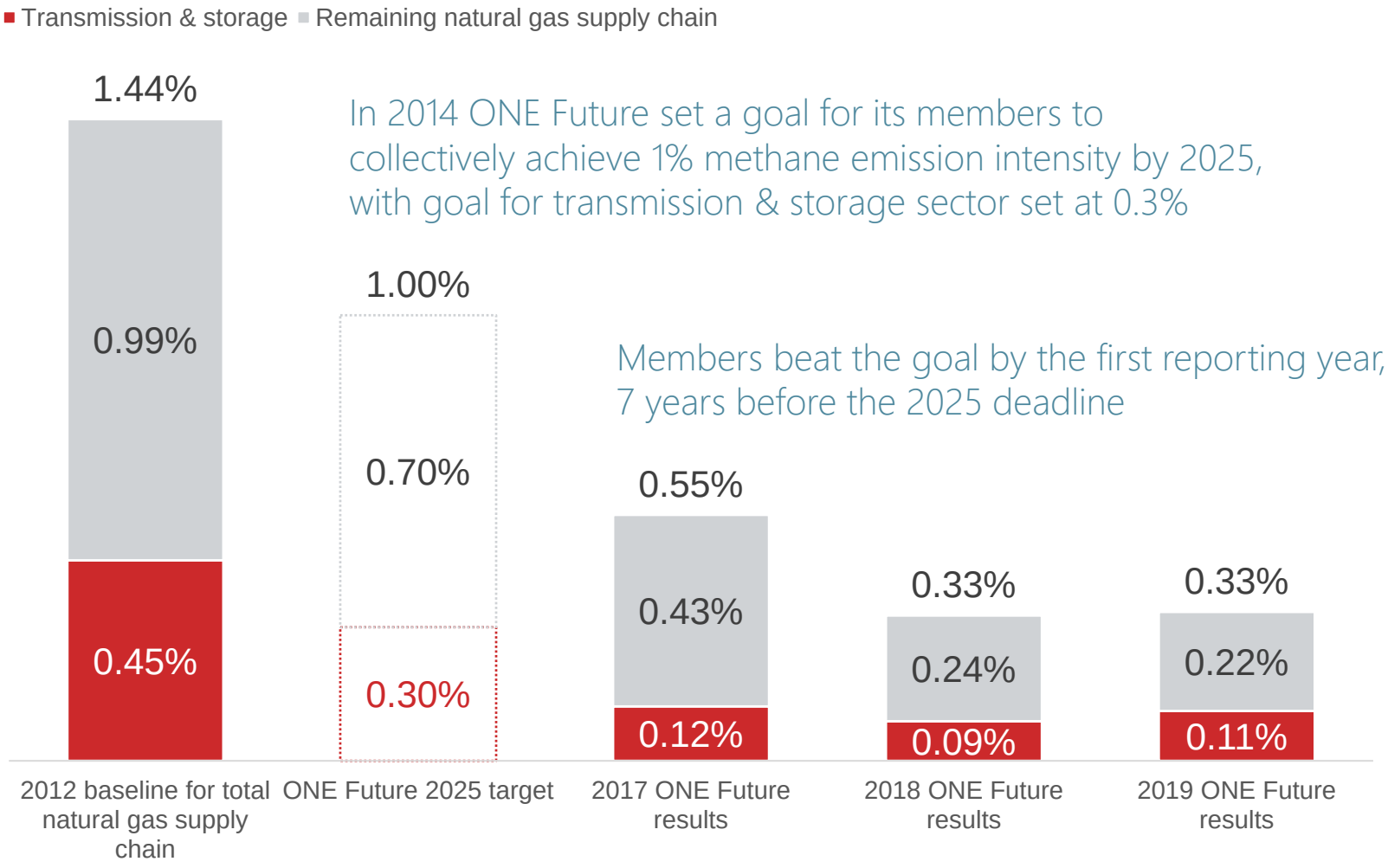
- Work with organizations like DOE, EPA, PRCI on studies & technology evaluations
- Implement detection technology like satellite & aerial methane detection, & laser absorption monitoring
- Active in methane reduction programs, including EPA programs & ONE Future

Note: DOE = Department of Energy. EPA = U.S. Environmental Protection Agency. PRCI = Pipeline Research Council International. EDF = Environmental Defense Fund.

ONE Future Proven Results

Beat goal 7 years early

ONE FUTURE METHANE EMISSION INTENSITY



In 2014 ONE Future set a goal for its members to collectively achieve 1% methane emission intensity by 2025, with goal for transmission & storage sector set at 0.3%

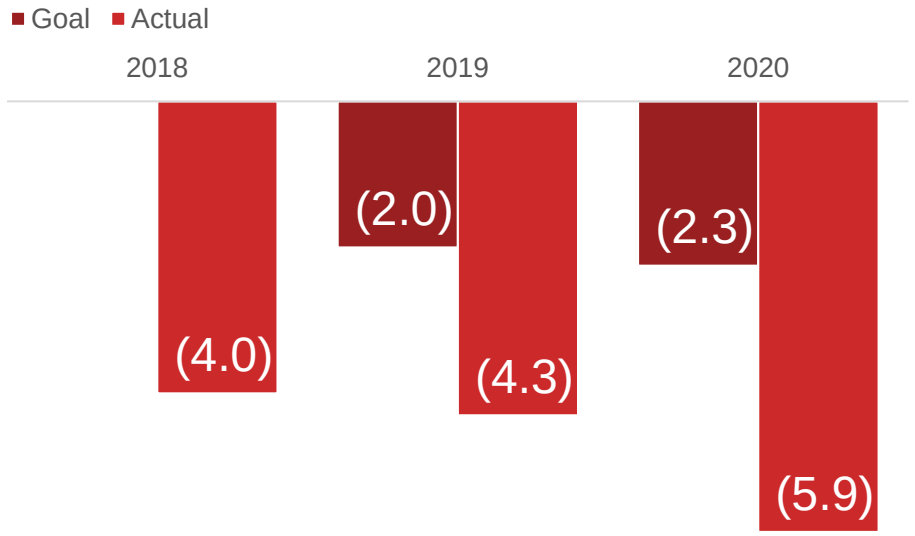
Members beat the goal by the first reporting year, 7 years before the 2025 deadline

- ONE Future uses science-based technology and methods to reduce emissions across the natural gas supply chain
- Members establish best practices for methane management
- Leadership role alongside EPA to identify the most effective methane emission reduction methods
- Kinder Morgan founded ONE Future alongside 7 other companies in 2014; 50 members today

Note: Methane intensities shown are calculated as total methane emissions divided by gross natural gas production.

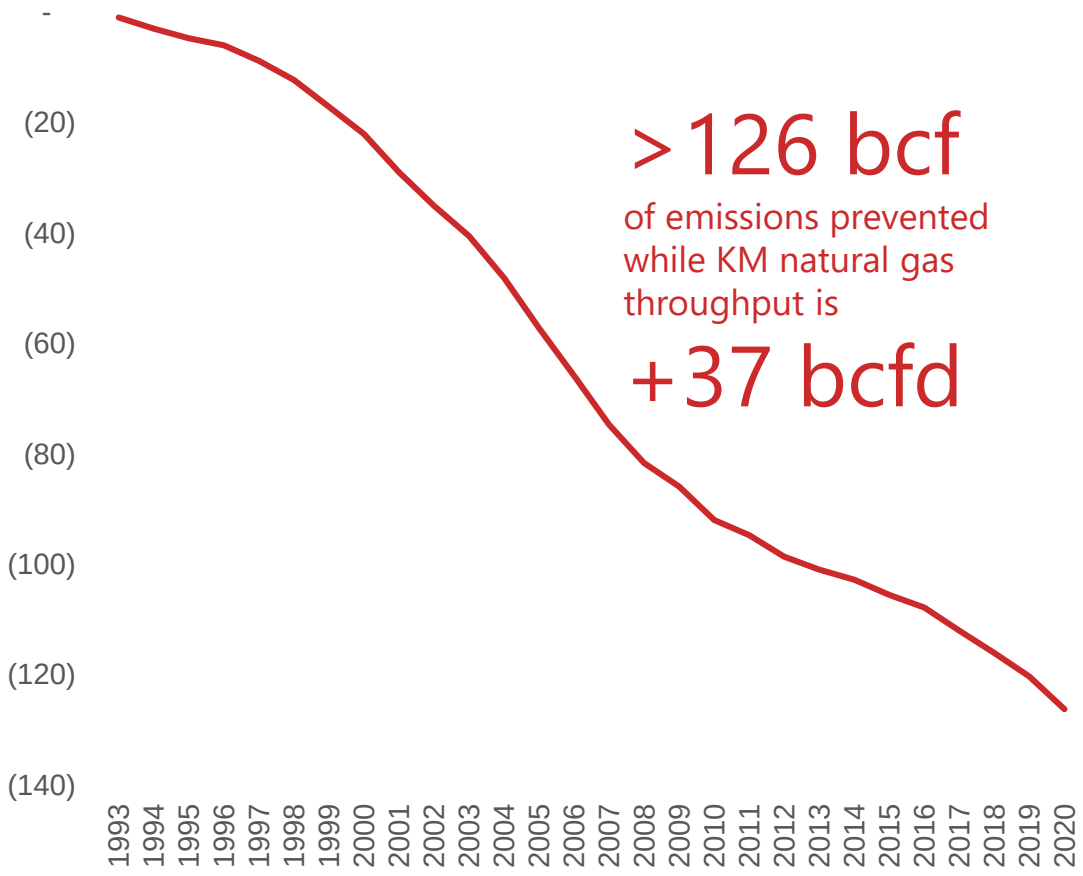
Long History of Methane Reduction Efforts

METHANE EMISSIONS REDUCTIONS bcf



CUMULATIVE METHANE EMISSIONS REDUCTIONS bcf

across our operations reported to EPA Natural Gas STAR & Methane Challenge



>126 bcf

of emissions prevented while KM natural gas throughput is

+37 bcfd

Surpassed goals by >2x

Continue to increase goal each year
2021 goal of 2.35 bcf
2022 goal of 2.50 bcf

Strong 2020 results due to

More leak repairs
Using more natural gas-fired turbines & electric compressors

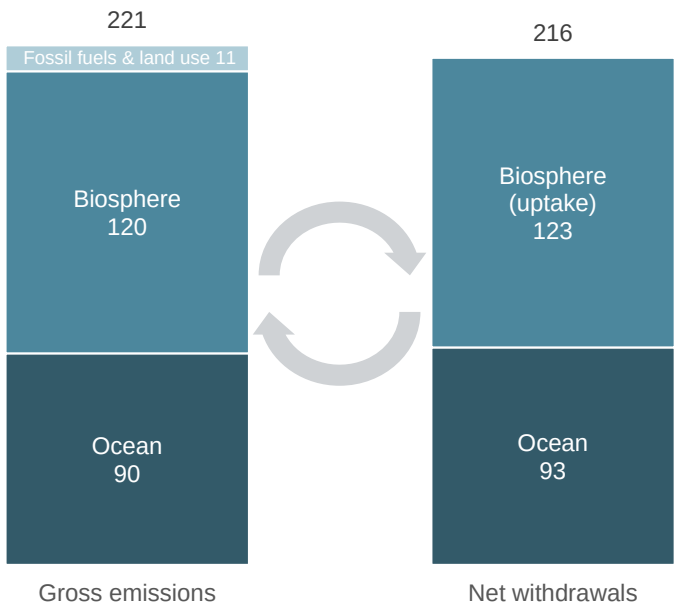
Lending our Expertise and Intellectual Capital

Research & Development efforts

CCUS	Baker Institute for Public Policy	Explored CCUS technologies in Texas
	NPC Meeting the Dual Challenge report	Evaluated requirements for at-scale deployment of CCUS
	Colorado CCUS Task Force	Evaluating how CCUS might play a role in Colorado's GHG reduction goals
Emissions	New York State's Emission Measurement Project DOE National Methane Emission Estimates & Factors Studies PRCI GHGRP Methane Emission Factors Study DOE NETL Methane Emission Life Cycle Analysis	Continue to refine methane emission factors for greater accuracy
	IAB for DOE's ARPA-E Project	Advised on a methane emission simulator & potential measurement technology
Natural gas & renewables	NREL Electric Power Grid and Natural Gas Network Operations and Coordination	Explores optimization of renewable and natural gas power generation together
	NREL Renewable Energy Opportunities at Oil & Gas Operations	Evaluated using renewable energy to power our natural gas operations
Industry contributions	INGAA GHG Task Force co-chair	Collaborated with DOE on Quadrennial Energy Review
	NYC Mayor's Office of Resiliency climate change adaption task force	Collaborated on how to best secure critical at-risk infrastructure
	Stanford Natural Gas Initiative	Collaborate on natural gas research

Land & Habitat Preservation is Key to Minimizing Environmental Impact

CARBON CYCLE in gigatons
average annual 2009-2018 estimated



commit to natural sinks

Trees for Tucson

Support Arizona's Climate Change Action Plan by participating in afforestation program

2019, contributed to planting 574 shade trees

Trees sequester CO_2 helping offset CO_2 in the atmosphere

restore habitats

Eastern Worm Snake & Eastern Box Turtle Conservation & Wetland Mitigation

~$1.5mm conservation & habitat restoration efforts

Donated 7.6 acres to Agawam, MA for conservation

Planted trees & shrubs to facilitate return of native environment

Funded endowment for land's Conservation Restrictions

protect animals & plants

Permian Highway Project

Invested >$10.3mm, donating >1,300 acres to wildlife refuge for endangered Golden-Cheeked Warbler

Donated >$1.25mm to research for conservation & recovery of endangered Houston Toad

Deployed acoustical equipment to detect and safely relocate wildlife outside the limits of disturbance

Vegetation & ocean play significant role in carbon cycle so it's important to restore & protect biodiversity

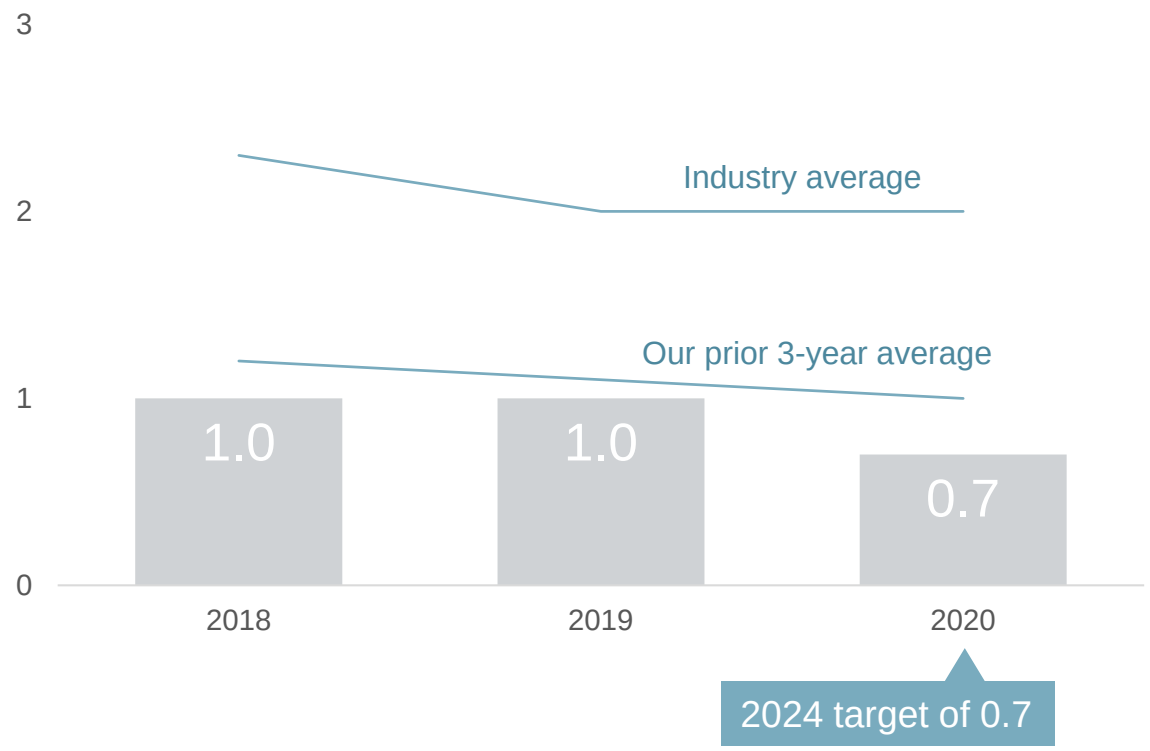
Source: Global Carbon Project.

Targeting Zero Incidents

History of outperforming our industry & prior 3-year averages

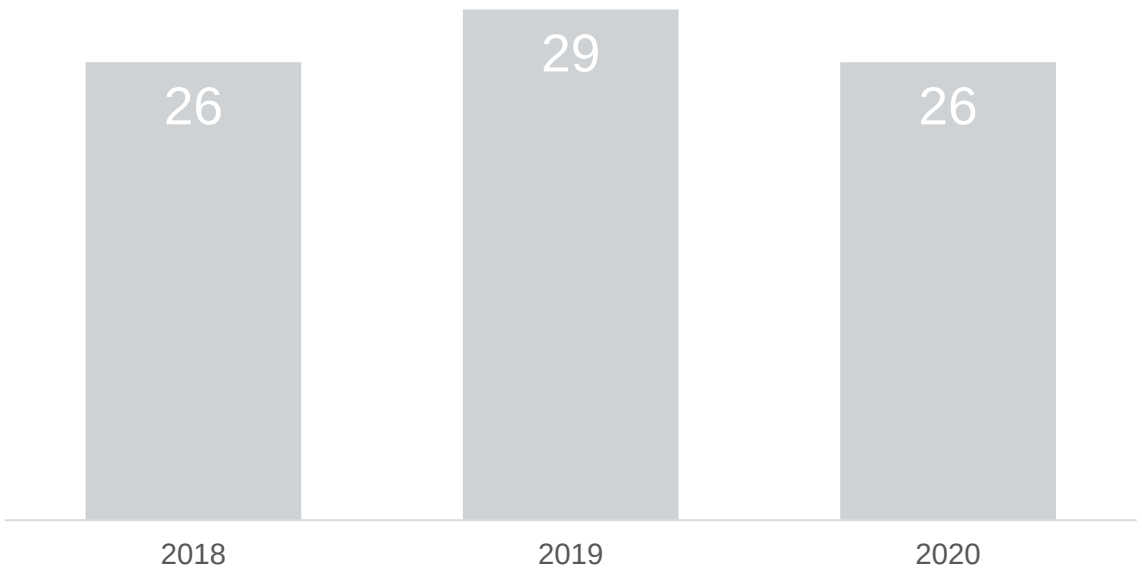
EMPLOYEE SAFETY

Company-wide total recordable incident rate (TRIR)



OUR EHS PEFORMANCE VS. INDUSTRY

of metrics where we performed better than the industry average (out of 31 tracked)



Prioritizing EHS is the responsible way to conduct business, not just to comply with requirements

Voluntarily reporting EHS performance to the public for 13 years

Incident rates and employee work-related fatalities exclude COVID-19 cases classified as recordable incidents per OSHA guidance.

Protecting Assets & Communities

KINDER MORGAN

Asset Integrity

- Monitor operations 24/7
- Visually inspect rights-of-way by air and ground
- Use smart pigs to perform internal inspections when possible
- Use cathodic protection to protect against external corrosion
- Invested nearly $700 million of sustaining capex in 2020

Over the past 3 years, assessed

~33,000 miles natural gas pipeline

~9,000 miles liquids pipeline

Public Awareness Program

- Keep local stakeholders informed about pipeline safety
- Prevent damage to our pipelines
- Educate first responders and public on our emergency preparedness response activities
- Use brochures, newsletters, advertisements, direct contact, website
- Conduct audits to assess program effectiveness

GOLD SHOVEL STANDARD

PIPELINE AG SAFETY ALLIANCE

Drain Tile Safety Coalition

811 Know what's below. Call before you dig.

Engaging Stakeholders where we Live, Work, and Play

Build trust and collaborate

Multiple avenues for communicating with stakeholders

	Landowners	Community members	Emergency responders	Government & regulators
In-person meetings	•	•	•	•
Town halls, open houses	•	•		
Project websites	•	•		
Social media	•	•		
Public awareness communications	•		•	
Facility tours			•	•
Other	Home & site visits	Community investment programs Employee volunteer projects Partnerships with local & regional organizations	Online emergency responder training Emergency response tabletops & exercises Responder E-newsletter Emergency Response Plans	Regulatory filings Public policy & legislative issue engagement Industry group involvement

Community Engagement During PHP

>150 reroutes	To best accommodate landowner requests or environmental considerations
5 open houses	Directly notified landowners & published in local newspaper to increase awareness
12 site visits	To the right-of-way by elected officials & stakeholders
15 public presentations	Across the route to inform the community about the project
29 partnerships	With community organizations along the route, providing financial support
thousands of meetings	With the ~1,000 property owners
16 counties	Visited in-person by Kinder Morgan personnel to meet with elected officials & local media to provide updates on the project

Tribal members served as Monitors during PHP construction to help oversee the protection of their ancestral land

Also communicated via project website, social media, public distribution materials, and local newspaper ads throughout the duration of the project

Investing in our People & Communities

employer of choice

42%

female or minority representation in Executive Leadership helps bring a diverse set of perspectives to the table

flexible schedules

for many job functions

9/80, half-day Fridays, and flexible time to begin & end the workday

testing hybrid work model with up to 2 days per week at home

leadership programs

for newly promoted & recently hired leaders

programs to develop new bench strength

open feedback

culture by engaging with employees through cross business segment teams, focus groups, and confidential surveys

$117,000

median employee compensation

competitive pay

100% subsidy

for local public transportation networks

$2,600

Invested on training annually per employee

wellness initiatives

for physical, emotional, & financial well-being

serving communities

>$7.2 million

donated from 2018 to 2020 through the Kinder Morgan Foundation, as well as corporate & project-related community investments

8.7 million students

served through activities donated to by Kinder Morgan Foundation since 2018

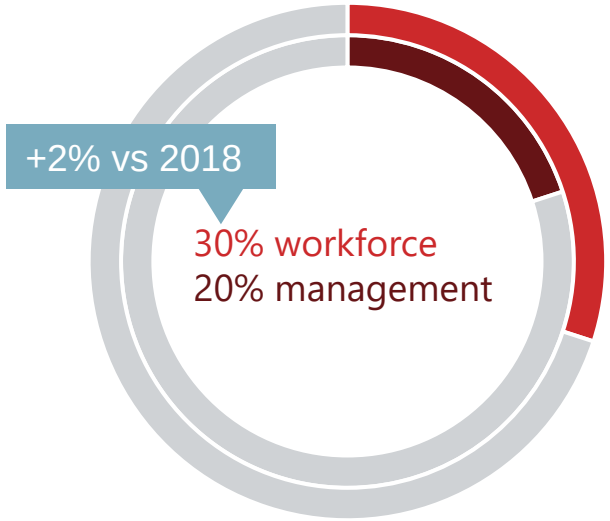
Connect.Inspire.Give.

program offers employees & their families a diverse range of community volunteer opportunities

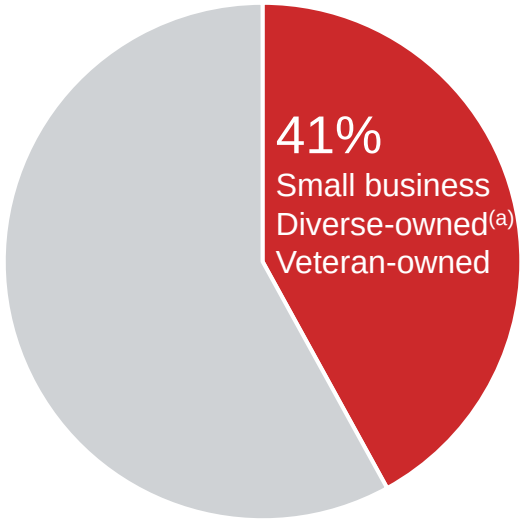
Diversity Initiatives

FEMALE

MINORITY



2020 PROCUREMENT SPEND



Nearly $1.7 billion

- Set and monitor leadership expectations to establish a plan for enhancing diversity and equality of opportunity in hiring, development, and promotion decisions
- Identify minority & female candidates for senior positions as part of annual succession planning efforts
- Seek diverse applicants through job fairs & job sites focused on women, minorities, veterans & individuals with disabilities
- During hiring process, aim to have diverse interview panels
- Partner with non-profits (Cristo Rey, Genesys Works & INROADS) to provide meaningful work to high school students in underserved communities & increase minority & female representation in our internship program

a) Diverse suppliers are defined as minority-owned business, woman-owned business, and indigenous-owned business.

COVID-19 Pandemic Response

Prioritizing the health of our co-workers & their families while maintaining safe & reliable operations of our assets

Pandemic Preparedness Plan

- Leveraged our well-established & previously utilized business continuity & pandemic response plans
- Plan helped limit employee exposure to the virus and sustain asset operations
- Our Pandemic Preparedness Committee actively monitors diseases and adapts response plans to expert guidance

Office Mitigation Efforts

- Implemented telecommuting for most office-based employees
- Modified tasks to maintain adequate social distancing, or made alternative arrangements
- Enhanced cleaning protocols
- Limited access to our facilities
- Implemented screening procedures and followed contact tracing protocols

Employee & Contractor Safety

- Distributed masks and PPE to in-office employees
- Conducted >11,000 COVID-19 tests
- Spent incremental $15mm on safety costs
- Donated to COVID-19 response and recovery programs through Kinder Morgan Foundation's disaster relief program

Return to Work & Hybrid Work Model

- Actively monitoring infection rates, data from medical professionals, local and national protocol guidelines, and employee vaccination rates
- Some of our leadership returned to our offices in June 2021
- Currently testing a hybrid work model allowing certain employees to work from home up to two days a week
- Plan to leverage key learnings from the pandemic to strengthen our culture and effectiveness

Prioritize Corporate Governance

Directors are subject to **annual election** – not staggered elections

Directors are elected based on **majority voting** – not plurality voting[a]

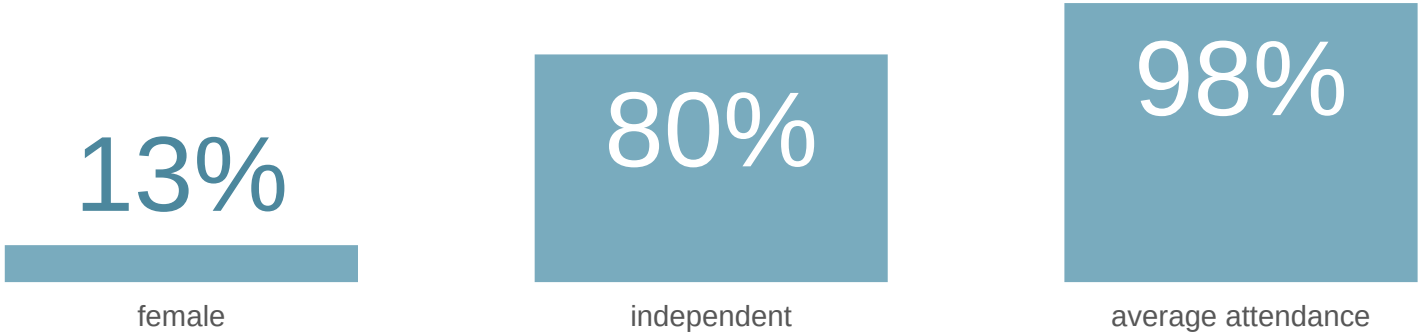
Proxy access bylaw provisions allow for new **candidates** to be nominated

Engage each year with top holders to **exchange ideas** on corporate governance, executive compensation, & EHS matters

Stock ownership guidelines require Directors & Officers to **continuously hold** a defined amount of KMI shares to help ensure alignment with shareholders

Compensation **linked to ESG** for management & employees

EXPERIENCED AND CAPABLE BOARD



Over time, Board intends to decrease its size and enhance its gender & racial diversity

Transparent approach to the public sector

Political Contributions

- Policy outlined in Code of Business Conduct & Ethics
- Do not sponsor employee-funded PACs
- Do not contribute to political parties, campaigns, or candidates for public office
- CEO, President or General Counsel oversee any lobbying efforts
- Payments for lobbying & ballot measures are disclosed in our ESG Report

Tax Transparency

- Responsible & transparent tax practices
- Disclose details in ESG report

a) Majority voting applies to uncontested elections. In the event of a contested election, plurality voting applies.

Board Members with Deep Experience

Engage in climate-related topics, challenge management assumptions, and make thoughtful & informed decisions

Significant experience in skills essential for navigating key business risks & opportunities

	Industry / Operational Experience	CEO or C-Level Executive	Other Public Company Boards	Accounting & Financial Reporting Expertise	Corporate Finance Expertise	Capital Allocation Expertise	Regulatory and EHS Expertise	Legal Expertise	Risk Management Expertise	Ethnic, Gender or other Diversity
Mr. Kinder	•	•	•		•	•	•	•	•	
Mr. Kean	•	•	•		•	•	•	•	•	
Ms. Dang	•	•		•	•	•	•		•	•
Mr. Gardner			•		•	•			•	
Mr. Hall			•					•	•	•
Mr. Hultquist			•	•	•	•	•	•	•	
Mr. Kuehn	•	•	•		•	•		•	•	
Ms. Macdonald	•	•				•	•	•	•	•
Mr. Morgan	•	•	•	•	•	•			•	
Mr. Reichstetter			•	•	•	•			•	
Mr. Shaper	•	•	•	•	•	•			•	
Mr. Smith	•	•	•		•	•		•	•	
Mr. Staff	•	•	•	•	•	•			•	
Mr. Vagt	•	•	•	•	•	•	•		•	
Mr. Waughtal		•	•	•	•	•			•	

Morgan (lead independent director) & Shaper are also directors of a residential solar company

Morgan also serves as director of a company developing a digital/smart energy storage network and co-chair of the Precourt Energy Institute Advisory Council at Stanford

40% of Board has Regulatory and EHS experience

Board Committee Oversight

	Code of Business Conduct & Ethics and cybersecurity Audit Committee	safety & environmental incident rates, regulatory compliance, and financial measurements factored into bonus pool Compensation Committee	ESG matters EHS Committee	diversity matters & succession planning Nominating and Governance Committee
Ted A. Gardner			Member	Chair
Anthony W. Hall, Jr.			Member	Member
Gary L. Hultquist		Member	Member	
Ronald L. Kuehn, Jr.				Member
Deborah A. Macdonald	Member	Chair		
Arthur C. Reichstetter	Member			
William A. Smith		Member		
Joel V. Staff	Chair	Member		
Robert F. Vagt	Member		Chair	
Perry M. Waughtal	Member			

Chair = Committee Chair; Member = Committee Member

Cybersecurity Controls

KINDER MORGAN

strategy

Aligned with Commerce Department's framework for critical infrastructure

Cybersecurity group reports regularly to senior management & Board Audit Committee

Cybersecurity performance is considered in annual employee performance reviews & bonus determinations

Cyber Incident Response Plan

NIST
National Institute of Standards and Technology
Technology Administration, U.S. Department of Commerce

security protocols

Separate business & operational networks

Security software

Annual third-party penetration testing

Continuous third-party security monitoring of our network

Employee training including mock phishing program

partnerships

Keep informed of emerging threats

DOE, FBI, Homeland Security, industry groups

Additional ESG Resources

ESG Disclosure Index & summarized ESG metrics available in excel format on our website

Topic	Sustainability Policies and Accounting Metrics	ESG Report Section Page or Reference to Kinder Morgan Published Document	SASB(a)	GRI (Core)(b)	CDP(c)(d)	SDGs
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	2020 ESG Report Pg. 13	EM-MD-110a.1 EM-EP-110a.1 TR-RA-110a.1 TR-MT-110a.1	305-1	C6.1 C6.3 C6.4 C7.3 C7.6 C7.9 C8.1-8.2f	- -
	Gross direct Scope 1 emissions (equity approach)	2020 ESG Report Appendix A.2	EM-MD-110a.1 EM-EP-110a.1 TR-RA-110a.1 TR-MT-110a.1	305-1	C6.1 C6.3 C6.4 C7.3 C7.6 C7.9 C8.1-8.2f	- -
	Discussion of long-term and short-term strategy or plan to manage gross global Scope 1 and 2 emissions, emissions reduction targets, and an analysis of performance against those targets	2020 ESG Report Pg. 15	EM-MD-110a.2 TR-RA-110a.2 EM-EP-110a.3 TR-MT-110a.2	305-5	C3.1	- -
	Other indirect (Scope 3) GHG emissions	2020 ESG Report Pg. 26	- -	305-3	C6.5	- -
	GHG emissions intensity ratio per BOE throughput	2020 ESG Report Pg. 13	EM-MD-110a.1 EM-EP-110a.1 EM-RM-110a.1 TR-MT-110a.1	305-4	C4.1 C4.1b C4.2a C6.10 C-OG6.12 C9.1	- -
	Energy management	2020 ESG Report Pg. 23	- -	- -	C8.2	- -
	Organization strategy and/or financial planning influenced by climate-related risks and opportunities	2020 ESG Report Pg. 15 2020 ESG Report Pg. 87	- -	- -	C3.1	- -
	GHG offsets	2020 ESG Report Pg. 26	- -	- -	C4.3 C11.2	- -
	Internal Price of Carbon	2020 ESG Report Pg. 26	- -	- -	C11.3	- -
	GHG reductions	2020 ESG Report Pg. 27	- -	305-5	C4.3	- -
	GHG targets	2020 ESG Report Pg. 28	- -	- -	C4.1	- -
	Reduction of energy consumption	2020 ESG Report Pg. 23	- -	302-4	- -	- -
	Electricity consumption	2020 ESG Report Pg. 23	- -	302-1	C8.2 C8.2a	- -
Air Quality	Air emissions for the following pollutants: NO_x (excluding N_2O), SO_x, volatile organic compounds (VOCs) and particulate matter (PM_{10})	2020 ESG Report Pg. 30	EM-MD-120a.1 EM-EP-120a.1	305-7	- -	3 11 12

Links to ESG resources

- ESG reports and ESG Sustainability Data & Activity Metrics: ESG Reports (kindermorgan.com)
- ESG website: Environmental, Social & Governance (ESG) | Kinder Morgan
  - EHS Policy Statement
  - Biodiversity Policy
  - Contractor Environment/Safety Manual
  - Human Rights Statement
  - Indigenous Peoples Policy
  - Community Relations Policy
  - Code of Business Conduct and Ethics
  - Supplier Code of Conduct
- Low carbon solutions: Low Carbon Solutions (kindermorgan.com)