The Williams Companies, Inc.
Compensation and Management Development Committee Charter
(as adopted on October 26, 2026)

I. Purpose. The primary purpose of the Compensation and Management Development Committee (the "***Committee***") of the Board of Directors (the "***Board***") of The Williams Companies, Inc. (the "***Company***") is to oversee the design and implementation of strategic programs that promote the attraction, retention and appropriate reward of members of the Executive Officer Team (as defined below) and are designed to motivate the Company's Executive Officer Team toward the achievement of business objectives and to align the Executive Officer Team's focus with the long-term interest of shareholders. The Committee shall also approve and make recommendations to the Board to assist in fulfilling its responsibility to oversee the establishment and administration of the Company's compensation programs, including incentive compensation and equity-based plans, and related matters for employees subject to Section 16 of the Securities Exchange Act of 1934, as amended ("***Section 16***"). The Committee will also oversee the compensation of the Board's non-management directors.

II. Composition. The Committee shall consist of at least three directors. Each member shall be (1) a "non-employee director" within the meaning of Rule 16b-3 under the Securities Exchange Act of 1934, as amended, and (2) "independent" as defined by the New York Stock Exchange (the "***NYSE***") (including satisfying the additional independence requirements applicable to Committee members) and the Securities and Exchange Commission (the "***SEC***"), as determined by the Board. Committee members, including the Chairman of the Committee (the "***Chairman***"), are appointed by the Board on an annual basis upon the recommendation of the Governance and Sustainability Committee and may be removed by the Board.

III. Meetings. The Committee shall meet at least four times per year, either in person, telephonically, or as otherwise authorized under Delaware law, at such times and places and by such means as the Chairman shall determine, and record and maintain adequate minutes from each meeting. The Committee shall report regularly to the Board about its activities. A majority of the members of the Committee shall constitute a quorum.

IV. Duties and Responsibilities. Among its duties and responsibilities, the Committee shall:

A. Review and approve the executive compensation philosophy, policies and programs that in the Committee's judgment support the Company's overall business strategy or as may otherwise be required by applicable law, regulation, or stock exchange listing standards, including the Company's policy for the recovery of erroneously awarded incentive-based compensation received by current or former executive officers (the clawback policy), and oversee the material risks associated with compensation structure, policies and programs.

B. Assess the results of the Company's most recent advisory vote on executive compensation.

C. Review and make recommendations to the Board with respect to equity-based plans, and any amendments thereto.

D. Review and make recommendations to the Board with respect to cash-based incentive-compensation plans for the Executive Officer Team, and any amendments thereto. For purposes of this Charter, the Executive Officer Team consists of the Chief Executive Officer and each individual who is both designated as an "officer" of the Company for purposes of Section 16, and also an "executive officer" of the Company for purposes of Rule 3b-7 under the Securities Exchange Act of 1934.

E. Review and approve the corporate goals and objectives relevant to the Executive Officer Team members' compensation, evaluate the Executive Officer Team members' performance in light of those goals and objectives and, based on this evaluation, determine and approve the Executive Officer Team members' compensation level, including salary, incentive compensation, equity-based compensation, severance benefits, perquisites and any other remuneration, and assess whether the total compensation proposed to be paid to the Executive Officer Team members is competitive and linked to Company performance. Notwithstanding the foregoing, unless the Board requests the assistance of the Committee, the performance review and evaluation of the Chief Executive Officer shall be the responsibility of the Board.

F. Approve the terms and grant of all equity-based compensation for any employee subject to Section 16 and monitor aggregate equity compensation share use, dilution and expense.

G. As detailed under the Company's plans, the Committee shall approve, amend, modify, or terminate, in its settlor (non-fiduciary) capacity, the terms of any benefit plan that does not require shareholder approval, and perform such other duties or responsibilities as designated in the benefit plan documents.

H. Review annually the succession plans relating to the Executive Officer Team positions, including plans to develop diverse candidates for leadership roles. Notwithstanding the foregoing, unless the Board requests the assistance of the Committee, succession planning for the Chief Executive Officer shall be the responsibility of the Board.

I. Review annually and recommend to the Board the appropriate compensation for non-management directors. Review periodically the status of the Company's Board compensation, in relation to other comparable companies, to assess whether compensation is competitive to attract and retain the most qualified candidates.

J. Issue reports of the Committee as required by the SEC and other governmental bodies, including the Compensation and Management Development Committee Report in the proxy statement. Review and discuss the Compensation Discussion and Analysis (the "***CD&A***") and related disclosures with management and, based on the review and discussions, recommend to the Board whether the CD&A should be included in the Company's annual report and proxy statement.

K. Annually evaluate the performance of the Committee and report the results of the evaluation to the Board.

L. Assess annually the adequacy of the Committee's charter and recommend any changes to the Governance and Sustainability Committee and the Board.

M. Develop, review, recommend for Board approval, and monitor compliance by directors and the Executive Officer Team with the Company's stock ownership guidelines.

N. Review and recommend for Board approval the terms of the Company's change-in-control program, including the key terms of any change-in-control agreements.

O. Review top risks identified in the Company's strategic risk assessment process as determined to be in the Committee's subject matter expertise.

P. Annually review an assessment of any potential conflicts of interest raised by the work of compensation consultants, whether retained by the Committee or management, who are involved in determining or recommending executive or director compensation.

Q. Prior to receiving advice from any consultant or other outside advisor and annually thereafter, assess the independence of such consultant or advisor in accordance with NYSE listing standards.

R. Regarding environmental, social and governance (ESG) matters, share oversight responsibility with the Environmental, Health and Safety Committee for employee health and development.

S. Advise on elements of the Company's human capital management work including annual reviews of overall talent management programs and processes and diversity and inclusion organizational initiatives and progress, while overseeing management's efforts to increase diverse representation across recruiting, retention, and career development.

Any action duly and validly taken by the Committee pursuant to the power and authority conferred under this Charter shall for all purposes constitute an action duly and validly taken by the Board and may be certified as such by the Secretary or other authorized officer of the Company. The Board shall be informed of any such action.

Outside Advisors. The Committee shall have the resources and authority to discharge its duties and responsibilities, including retaining outside counsel, independent compensation consultants, and other advisors, as the Committee may deem appropriate in its sole discretion. The Committee shall have the sole authority to retain, compensate, oversee and terminate any such advisor, including sole authority to approve its fees and other retention terms. The Committee shall receive appropriate funding, as determined by the Committee, from the Company for payment of compensation to any such advisors.