WE MAKE CLEAN ENERGY HAPPEN®

Williams 3rd Quarter 2023 Earnings Call

November 2, 2023

Strong operational, strategic and financial achievement year-to-date

Completed expansions:

- Regional Energy Access *Phase 1*
- NorTex Wolf Hollow Expansion
- South Mansfield Expansion
- Cardinal Expansion *Phase 1*

New project announcements:

- Signed precedent agreements (PAs) for Southeast Supply Enhancement
- Signed anchor shipper PA for Uinta Basin expansion

Strategic developments:

- Sold non-core Bayou Ethane system
- Optimizing DJ basin position through RMM & Cureton acquisition
- Operatorship of Blue Racer
- Supporting two hydrogen hubs announced by U.S. Department of Energy

Financial performance:

- Strong financial performance despite Henry Hub falling 68%
- Raised 2023 guidance midpoint to $6.7B
- 31st quarter meeting or beating Adjusted EBITDA consensus[1]
- Tracking in line with 5-7% long-term Adjusted EBITDA growth rate

[1]Williams' Adjusted EBITDA exceeded or was within 2% of consensus for EBITDA in each quarter 1Q 2016-3Q 2023. Note: This slide contains non-GAAP financial measures. A reconciliation of all non-GAAP financial measures used in this presentation to their nearest comparable GAAP financial measures is included at the back of this presentation.

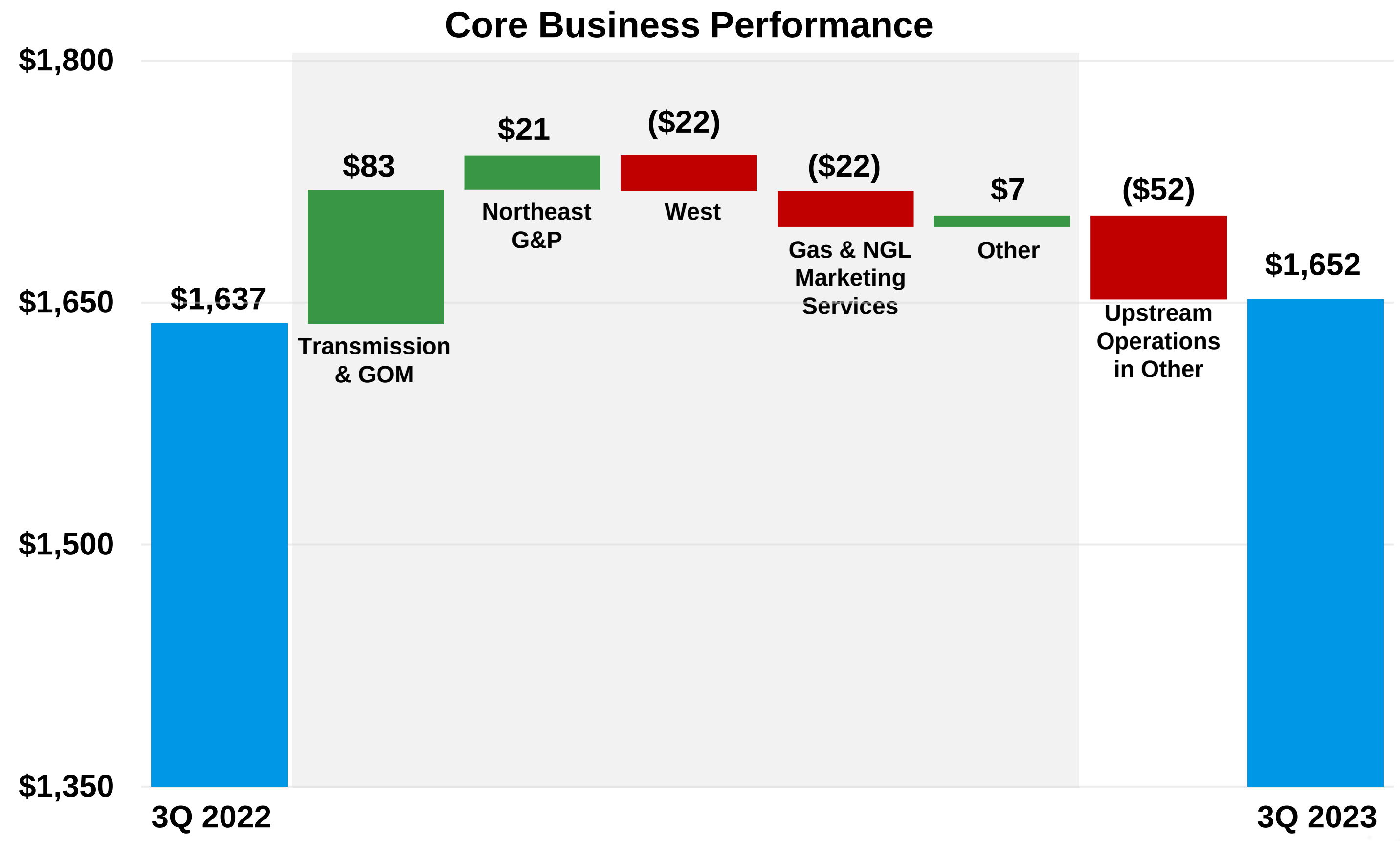
Strong results across key financial metrics

Strong Financial Performance Across Key Financial Metrics	3Q 2023	3Q 2022	Change	3Q YTD 2023	3Q YTD 2022	Change
Adjusted EBITDA	$1,652	$1,637	1%	$5,058	$4,644	9%
Base business Adjusted EBITDA[1]	*$1,554*	*$1,472*	*6%*	*$4,613*	*$4,245*	*9%*
Adjusted Earnings per Share	$0.45	$0.48	(6%)	$1.43	$1.29	11%
Available Funds from Operations	$1,230	$1,241	(1%)	$3,890	$3,561	9%
Dividend Coverage Ratio *(AFFO basis)*	2.26x	2.40x	(6%)	2.38x	2.29x	4%
Dividend Per Share	*$0.4475*	*$0.425*	*5.3%*	*$1.3425*	*$1.275*	*5.3%*
Balance Sheet Strength and Capital Discipline						
Debt-to-Adjusted EBITDA[2]	3.45x	3.68x				
Capital Investments[3,4]	$805	$526		$2,045	$1,271	

[1]Base business includes Transmission & Gulf of Mexico, Northeast G&P and West and excludes contributions from Gas & NGL Marketing Services and Upstream Operations in Other. [2]Does not represent leverage ratios measured for WMB credit agreement compliance or leverage ratios as calculated by the major credit ratings agencies. Debt is net of cash on hand, and Adjusted EBITDA reflects the sum of the last four quarters. [3]Includes increases to property, plant and equipment (growth and maintenance capital), purchases of and contributions to equity-method investments and purchases of other long-term investments. [4]Third-quarter and year-to-date 2023 capital excludes ($29 million) and $1.024 billion, respectively for the acquisition of MountainWest Pipeline Holding company, which closed February 14, 2023. Third-quarter and year-to-date 2022 capital excludes $424 million for the purchase of NorTex Midstream, which closed August 31, 2022. Year-to-date 2022 capital also excludes $933 million for purchase of the Trace Midstream Haynesville gathering assets, which closed April 29, 2022. Note: In $ millions except for ratios and per-share amounts. This slide contains non-GAAP financial measures. A reconciliation of all non-GAAP financial measures used in this presentation to their nearest comparable GAAP financial measures is included at the back of this presentation.

Achieved 1% growth 3Q 2023 vs. 3Q 2022; 6% growth in base business[1]

WMB Adjusted EBITDA ($MM): 3Q 2023 vs. 3Q 2022



Core business performance drivers

Transmission & GOM

Higher earnings due to the MountainWest and NorTex acquisitions and favorable segment costs

Northeast G&P

Increased revenues at our Ohio Valley Midstream JV, Cardinal system, Susquehanna Supply Hub, Marcellus South and Blue Racer JVs; partially offset by lower revenues in Laurel Mountain Midstream and Bradford JVs as well as higher operating and maintenance costs

West

Decreased revenues driven by lower commodity-based rates; partially offset by higher Haynesville volumes, realized hedge gains and increased volumes on Overland Pass Pipeline JV

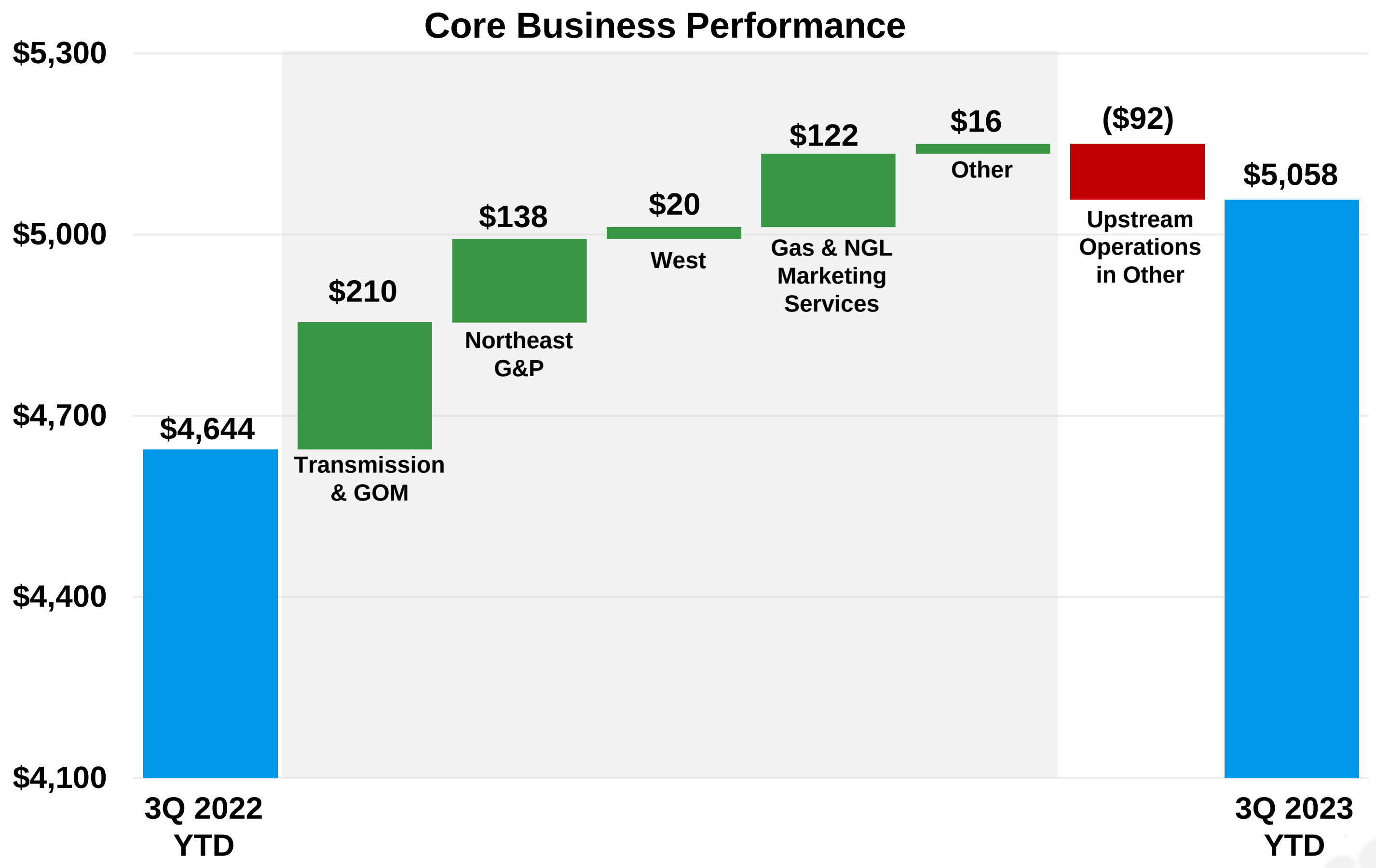
Gas & NGL Marketing Services

Lower gas marketing results driven by the absence of 3Q 2022 volatility; partially offset by higher gains on NGL sales

[1]Base business includes Transmission & Gulf of Mexico, Northeast G&P and West and excludes contributions from Gas & NGL Marketing Services and Upstream Operations in Other. Note: This slide contains non-GAAP financial measures. A reconciliation of all non-GAAP financial measures used in this presentation to their nearest comparable GAAP financial measures is included at the back of this presentation.

Achieved 9% growth 3Q 2023 YTD vs. 3Q 2022 YTD

WMB Adjusted EBITDA ($MM): 3Q 2023 YTD vs. 3Q 2022 YTD



Core business performance drivers

Transmission & GOM

Higher earnings due to the MountainWest and NorTex acquisitions, increased gas transmission revenues, increased Gulf of Mexico revenues driven by Taggart and Gunflint and favorable segment costs

Northeast G&P

Increased revenues at our Ohio Valley Midstream JV, Cardinal system, Susquehanna Supply Hub, Marcellus South and Blue Racer JVs; partially offset by lower revenues in Laurel Mountain Midstream and Bradford JVs as well as higher operating and maintenance costs

West

Increased revenues driven by the Trace acquisition, favorable realized hedge gains, stronger Haynesville volumes and increased volumes on Overland Pass Pipeline JV; partially offset by lower commodity-based rates and NGL margins

Gas & NGL Marketing Services

Increased transportation and storage margins due to strong 1Q 2023 performance

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WHY WILLIAMS?

STABLE GROWTH

PREDICTABLE EARNINGS

FINANCIAL STRENGTH

SHAREHOLDER RETURNS

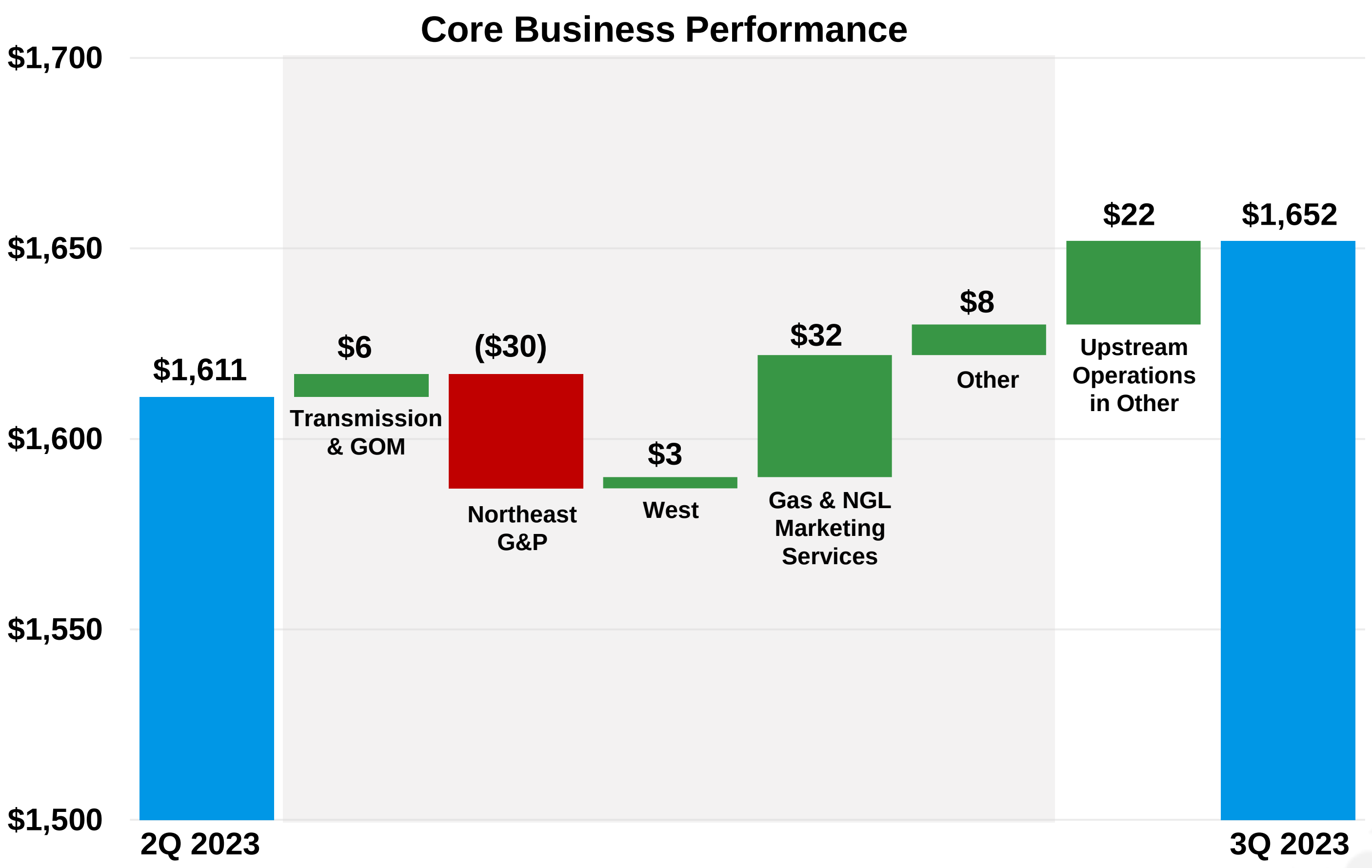
Track record of creating shareholder value

Williams has demonstrated a long history of value creation to its shareholders through our strong balance sheet, durable returns, growing dividend and high-return growth projects. We are well positioned to continue capturing significant growth and return value to our shareholders.

Appendix

Achieved 3% growth 3Q 2023 vs. 2Q 2023

WMB Adjusted EBITDA ($MM): 3Q 2023 vs. 2Q 2023



Core business performance drivers

Transmission & GOM

Higher earnings driven by one additional billable day at Transco and increased Gulf of Mexico volumes; partially offset by higher seasonal operating and maintenance costs

Northeast G&P

Decreased earnings due to absence of one time Cardinal catch up fee, higher operating and maintenance costs and lower gathering volumes

West

Increased earnings due to higher volumes at Wamsutter and increased volumes on Overland Pass Pipeline JV; partially offset by lower hedge realizations

Gas & NGL Marketing Services

Increased revenue driven by higher gains on NGL sales and increased natural gas realized storage margins

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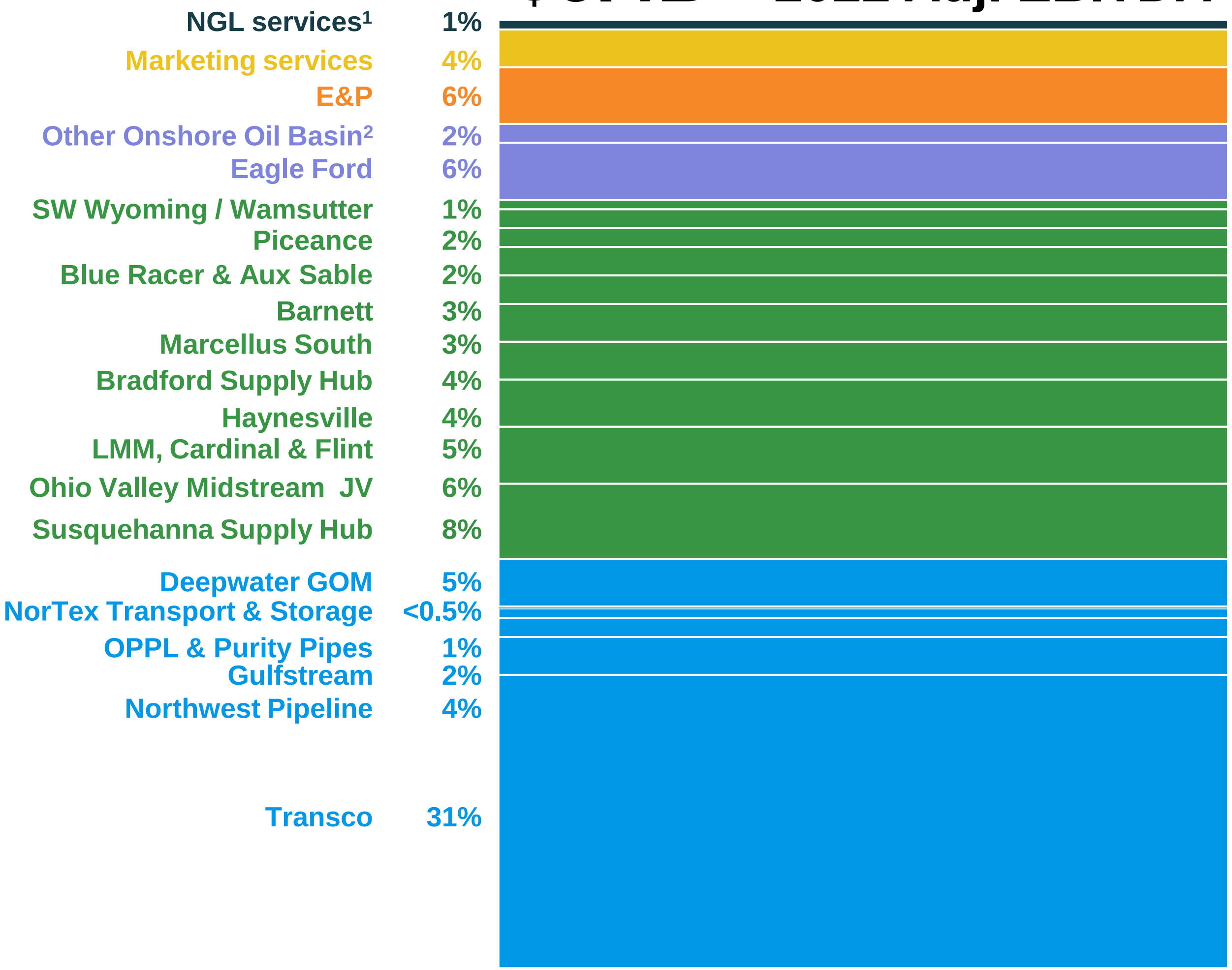
Diversification of Adjusted EBITDA fuels stability and growth

$6.4B+ 2022 Adj. EBITDA



~1% from NGL Services

~4% from Gas and NGL Marketing Services

~6% from E&P Joint Ventures

~8% from G&P
serving on-shore oil-directed supply areas

~38% from G&P
serving gas-directed supply areas

~43% from Transmission & Deepwater

[1]Includes Conway, Bluestem pipeline and Targa Train 7. [2]Includes Permian, Mid-continent and DJ Basin.
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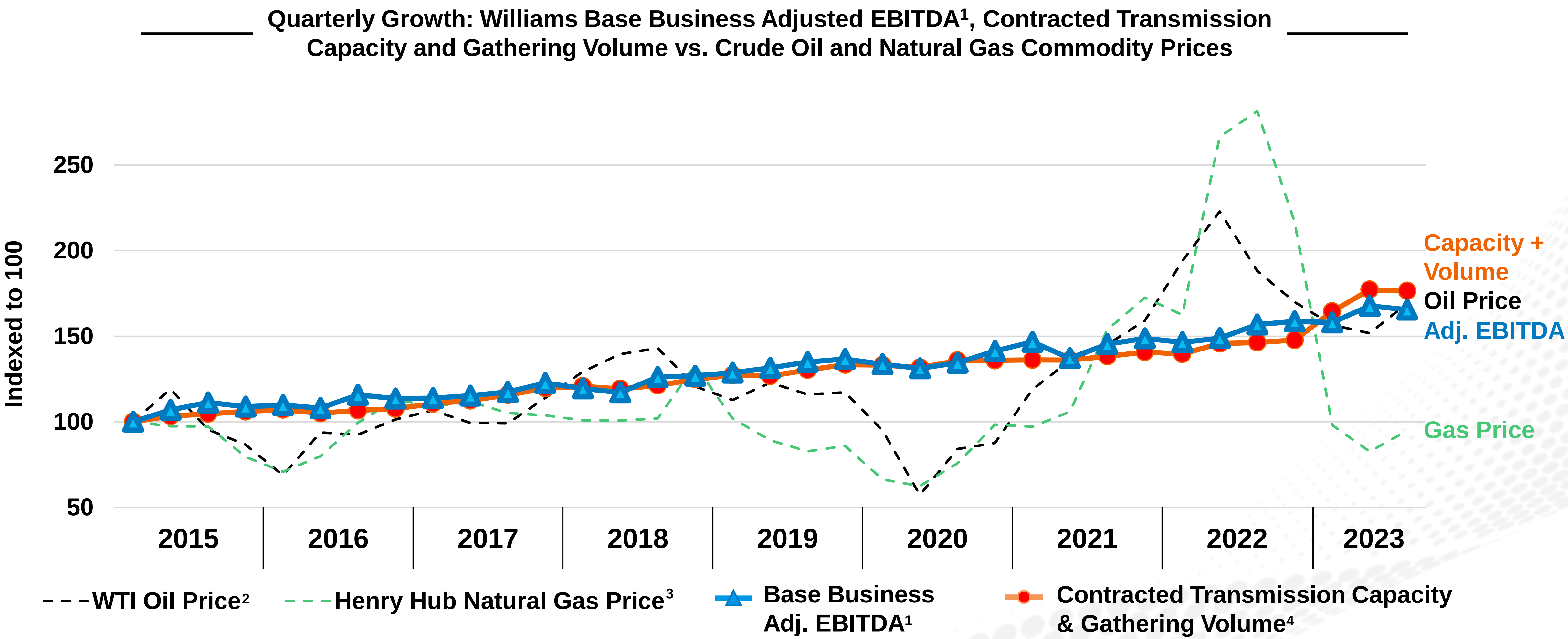
Williams generates steady growth in volumes and Adjusted EBITDA



[1]Base business includes Transmission & Gulf of Mexico, Northeast G&P and West and excludes contributions from Gas & NGL Marketing Services and Upstream Operations in Other. [2]Source: EIA, monthly avg. price of NYMEX WTI Crude Oil prompt-month contract. [3]Source: EIA, monthly avg. price of NYMEX Henry Hub Natural Gas prompt-month contract. [4]Sum of gathering volumes and avg. daily firm reserved capacity for regulated transportation (converted from Tbtu to Bcf at 1,000 btu/cf) for West, Northeast G&P and Transmission & Gulf of Mexico segments. Volumes for Trace and MountainWest acquisitions were averaged over the entire quarter in which the acquisitions closed. Note: This slide contains non-GAAP financial measures. A reconciliation of all non-GAAP financial measures used in this presentation to their nearest GAAP comparable financial measures are included at the back of this presentation.

Recent accomplishments

Bayou Ethane Sale	Completed the sale of our Bayou Ethane system for $348MM, representing an attractive multiple of over 14x last twelve months (LTM) Adjusted EBITDA; Agreed to long-term ethane take away agreements locking in flow assurance for Discovery and Mobile Bay producers as part of transaction. Proceeds to help fund Williams' extensive portfolio of attractive growth capital and investment expenditures, including two transactions in Colorado's Denver-Julesburg ("DJ") Basin
DJ Basin Optimization	Acquiring KKR's 50% interest in Rocky Mountain Midstream resulting in 100% ownership as well as acquiring Cureton Front Range LLC; The integration of G&P assets coupled with connectivity to OPPL, Bluestem and Conway Frac to generate additional upside. Total transaction value $1.27B, representing a blended multiple of ~7x expected 2024 Adjusted EBITDA
Transmission Expansion Progress	Completed the Wolf Hollow Expansion; Placed approximately half of Regional Energy Access capacity in service; Commenced Construction on Carolina Market Link; Received Final Environmental Impact Statement for Commonwealth Energy Connector; Signed precedent agreements on Southeast Supply Enhancement; Signed anchor shipper precedent agreement on MountainWest's Uinta Basin Expansion
Haynesville Expansion Progress	Completed South Mansfield expansion, adding 300 MMcf/d of capacity; Pursuing Haynesville expansions, which will add incremental capacity of ~150 MMcf/d in the Mansfield by year-end 2024 and ~400 MMcf/d in Haynesville West in the second half of 2025
Northeast G&P Expansion Progress	Completed Phase 1 of the Cardinal expansion, with Phase 2 expected to be online by year-end 2023, totaling 125 MMcf/d of incremental capacity; Progressing on remaining Northeast expansion in the Susquehanna, which will add ~320MMcf/d of capacity by year-end 2023
Hydrogen Hub Progress	U.S. Department of Energy selected the Pacific Northwest Hydrogen and Appalachian Regional Clean Hydrogen Hubs for investment and development, two hubs that Williams has supported to develop as regional hydrogen hubs; In the Pacific NW, Williams plans to build hydrogen pipelines to transport clean hydrogen to advance the decarbonization of key energy consumers

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Optimizing position in DJ basin at attractive valuation

Enhancing full NGL & gas value chain

Capturing synergies through integration of G&P and downstream assets

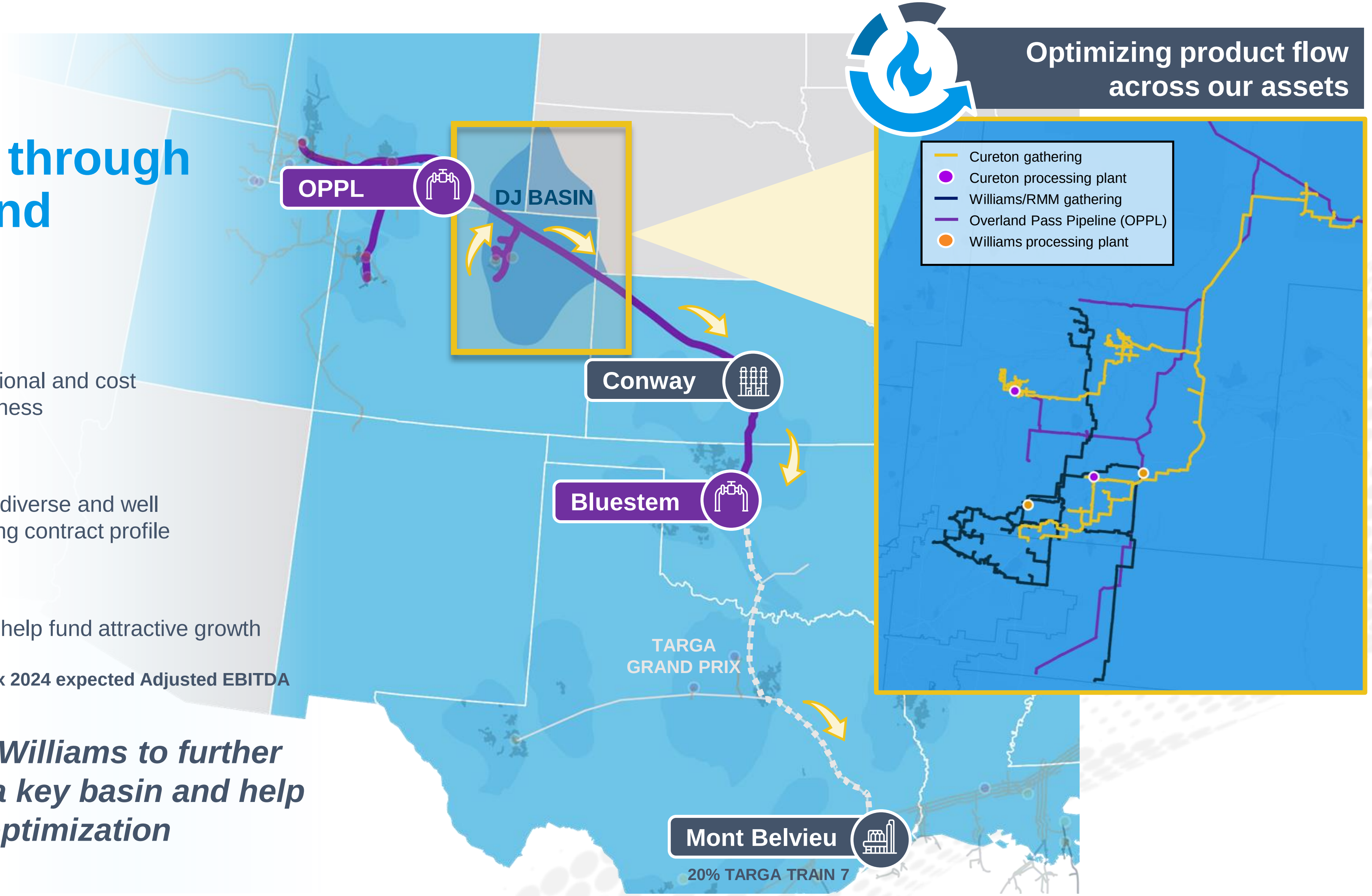
In-basin optimization
Complementary assets drive operational and cost synergies and strengthen NGL business

Growing size & scale
Extensive dedicated inventory from diverse and well capitalized customer base with strong contract profile

Accretive transactions
Recent cash proceeds contribute to help fund attractive growth investment in DJ Basin

Total price: $1.27B Blended multiple: ~7x 2024 expected Adjusted EBITDA

Strategic transactions allow Williams to further diversify its G&P business in a key basin and help unlock downstream optimization



2023 financial guidance

Financial Metric	Original 2023 Guidance	Updated 2023 Guidance
Adjusted EBITDA *(Includes upstream contributions)*	$6.4B - $6.8B ($230MM - $430MM)	**$6.6B - $6.8B**
Adjusted Diluted EPS[1]	$1.67 - $1.92	**$1.78 - $1.90**
Available Funds From Operations (AFFO)	$4.725B - $5.125B	**$5.0B - $5.2B**
AFFO Per Share	$3.86 - $4.18	**$4.09 - $4.26**
Dividend Coverage Ratio	2.25x (midpoint)	**2.34x (midpoint)**
Debt-to-Adjusted EBITDA[2]	~3.65x (midpoint)	
Growth CAPEX[3]	$1.60B - $1.90B	
Maintenance CAPEX *(Includes ERP[4] modernization)*	$750MM - $850MM *($200MM- $300MM)*	
Dividend Growth Rate	5.3% annual growth	

Increasing mid-point of full-year guidance driven by strength in our ***base business[5]***

[1]From continuing operations attributable to Williams available to common stockholders. [2]Book Debt-to-Adjusted EBITDA ratio does not represent leverage ratios measured for WMB credit agreement compliance or leverage ratios as calculated by the major credit ratings agencies. Consolidated debt is net of cash on hand. [3]2023 capital excludes $1.024 billion for the acquisition of MountainWest Pipelines Holding Company, which closed February 14, 2023, and excludes capital from the recently announced DJ Basin acquisitions. [4]Emissions reduction program. [5]Base business includes Transmission & Gulf of Mexico, Northeast G&P and West and excludes contributions from Gas & NGL Marketing Services and Upstream Operations in Other. This slide contains non-GAAP financial measures. A reconciliation of all non-GAAP financial measures used in this presentation to their nearest comparable GAAP financial measures is included at the back of this presentation. Williams does not expect to be a U.S. Federal cash income taxpayer in 2023, excluding taxes on any potential asset monetizations.

Returns-based approach to capital allocation

Capital allocation priorities:

1 Maintain financial strength
- Protect long-term health of balance sheet and investment-grade rating
- *2023 Debt-to-Adjusted EBITDA guidance ~3.65x*

2 Dividends
- Preserve long-standing commitment to shareholder returns and grow dividend in-line with core business Adjusted EBITDA growth
- *2018-2023G CAGR: 6% dividend vs 7% core business Adjusted EBITDA[1]*

3 Strategic organic and New Energy Ventures investments
- Invest in high-return growth opportunities to drive long-term value and seek renewable projects leveraging existing footprint
- *18.6% Return on Invested Capital (ROIC) 2019-2022*

4 Emissions Reduction Program investments
- Invest in emissions reduction projects while generating regulated return
- *Return realized through Transco 2024 rate case & Northwest Pipeline tracker*

5 Financial flexibility
- Return value to shareholders through deleveraging, buybacks or strategic bolt-on expansions

[1]2023 core business Adjusted EBITDA calculated using the Adjusted EBITDA midpoint of $6.7B less the upstream Adjusted EBITDA midpoint of $330MM. [2]Increase in Adjusted EBITDA is anticipated full-year 2023G Adjusted EBITDA (based on the guidance midpoint) less full year 2019 Adjusted EBITDA. 2019-2022 invested capital is the sum of all growth capex, purchases of equity-method and other long-term investments and purchases of businesses (net of cash acquired), excluding capital spent of divested assets, less contributions in aid of construction (CIAC- growth projects) for years 2019-2022. 2019-2022 invested capital includes $1.5 billion for the acquisitions of MountainWest.
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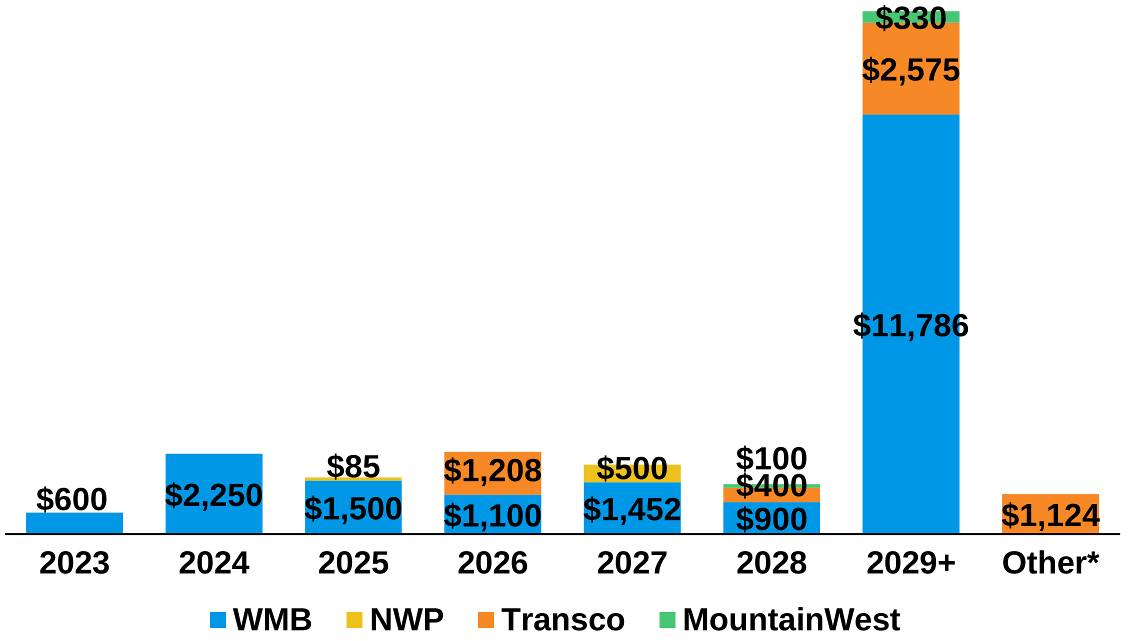
Balance sheet strength and financial flexibility

Strong liquidity and minimal near-term debt maturities

Principal Value of Debt Maturities
as of September 30, 2023
($ in millions)



~$25.9B Total Debt Maturities

*Other includes financing obligations associated with certain Transco growth projects

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3.65x
2023 guidance for Debt-to-Adjusted EBITDA[1]

1.15x improvement
in leverage since 2018[2]

BBB/Baa2
Credit Rating

Investment grade rated
across all rating agencies

4.84%
Weighted Avg. (fixed rate) Coupon For Debt Portfolio[3]

Issued $2.75B
of senior notes in 2023

10.6 years
Weighted Avg. Maturity for Debt Portfolio[3]

Well-laddered debt profile
with a portion of our near-term debt maturities refinanced in 2023

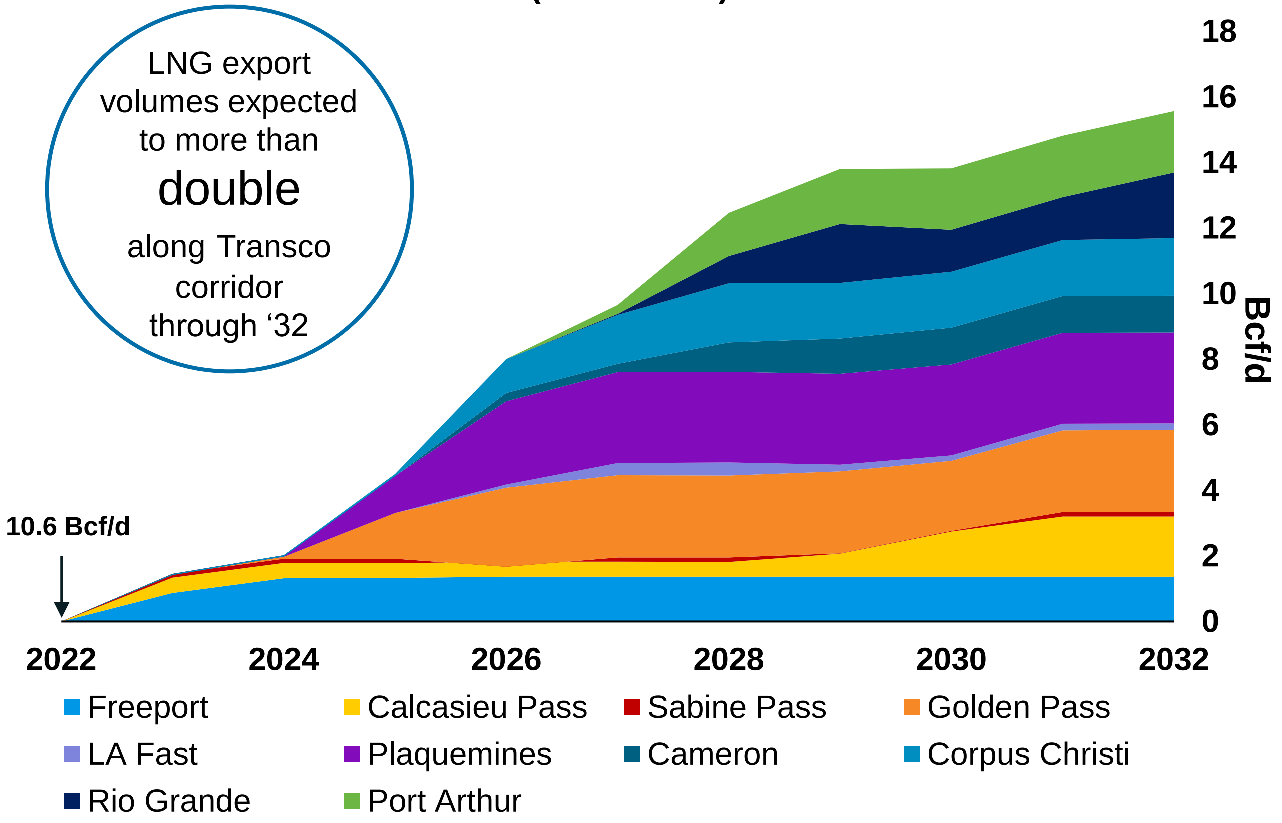
$3.75B credit facility

[1]Book Debt-to-Adjusted EBITDA ratio does not represent leverage ratios measured for WMB credit agreement compliance or leverage ratios as calculated by the major credit ratings agencies. Consolidated debt is net of cash on hand. [2]Calculated using 2023 financial guidance. [3]As of 09/30/2023 – Excludes financing obligations associated with certain Transco growth projects.

Expected growth in LNG exports creates opportunity for Transco expansions

All approved LNG export facilities within Transco corridor

Forecasted U.S. L-48 LNG Export Annual Volume Cumulative Growth
(2022 – 2032)



Source: Wood Mackenzie North America Gas Strategic Planning Outlook March 2023
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U.S. L-48 Large Scale Approved Liquefaction Facilities Per EIA[1]

Project Name	Bcf/d[2]
Operational	
Sabine Pass Trains 1-6	4.6
Cove Point	0.8
Corpus Christi Trains 1-3	2.4
Cameron Trains 1-3	2.1
Elba Island	0.4
*Freeport Trains 1-3	2.4
Operational/Commissioning	
Calcasieu Pass Trains 1-18	1.7
Under construction	
Golden Pass Trains 1-3	2.6
Plaquemines Phase 1 & 2	3.4
Corpus Christi Stage III	1.6
Rio Grande Phase 1	2.3
Port Arthur Trains 1 & 2	1.9

26.1 Bcf/d
Operational or in execution

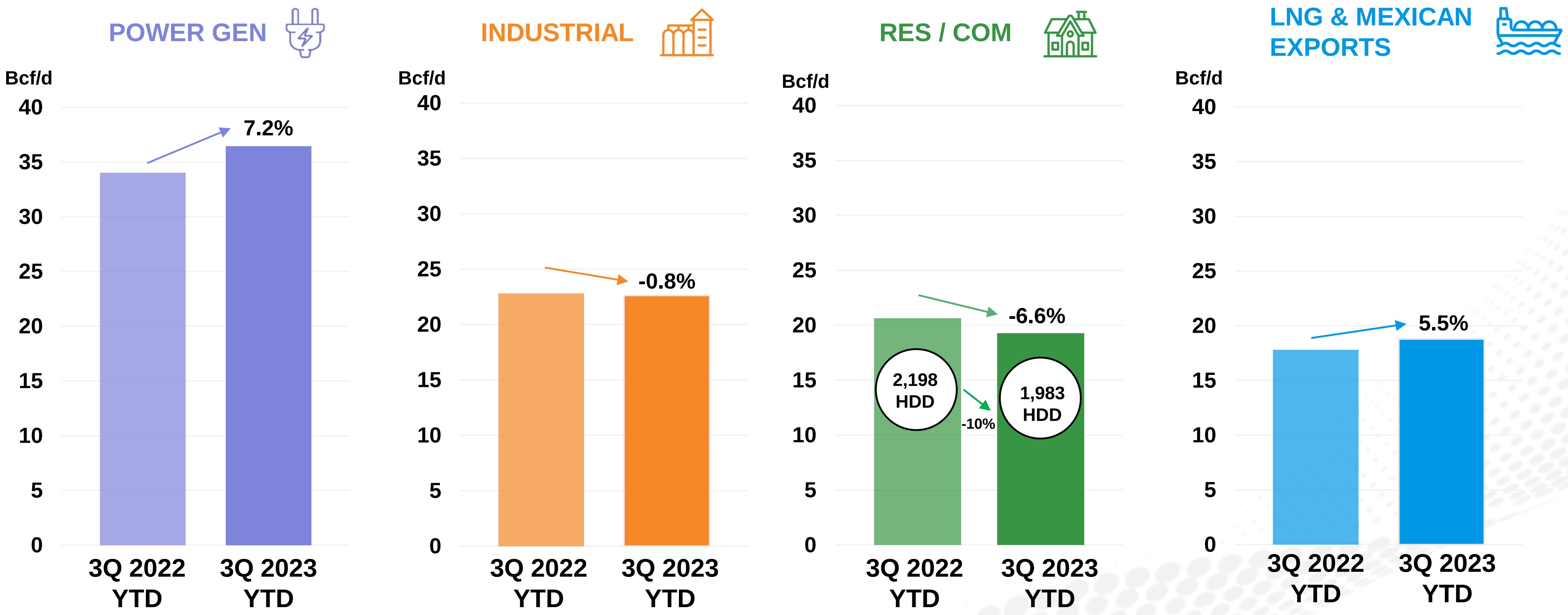
Project Name	Bcf/d[2]
Awaiting FID	
Cameron Train 4	1.4
Delfin	1.8
Driftwood	3.9
Freeport Train 4	0.7
Gulf LNG	1.5
Lake Charles	2.3
Magnolia	1.2
Rio Grande Phase 2	1.2
Texas LNG	0.6

14.7 Bcf/d
Possible LNG export projects awaiting FID

[1]Projects need to receive two major sets of regulatory approvals from U.S. DOE & FERC/MARAD.
[2]LNG export terminal capacity is the U.S. DOE-authorized maximum export quantity to non-FTA countries.
Source (tables on right side of slide): U.S. Energy Information Administration as of 8/28/2021 *Freeport authorized to restart full operations on March 8, 2023; Rio Grande Phase 1 announced FID on July 12, 2023.

Strong gas-fired power generation driving demand

Total demand including exports averaged 104 Bcf/d for 3Q 2023 YTD compared to 102 Bcf/d for 3Q 2022 YTD, driven by strong Power sector demand



LOWER-48 NATURAL GAS DEMAND + EXPORTS 3Q 2022 YTD v. 3Q 2023 YTD COMPARISON

Source: S&P Global Commodity Insights ©2023. Note: Pipeloss/Fuel demand is excluded from the charts. HDD is U.S. population-weighted Heating Degree Days.

A strong future ahead

CONTINUED GROWTH AFTER RECORD YEARS, WITH A **SIGNIFICANT EARNINGS STEP-UP** AHEAD

Transmission		
Wolf Hollow Expansion	3Q'23	✓
Regional Energy Access *(Phase 1)*	4Q'23	✓
Carolina Market Link	1Q'24	
MountainWest Uinta Basin Expansion	3Q'24	
Southside Reliability Enhancement	4Q'24	
Regional Energy Access *(Phase 2)*	4Q'24	
Texas to Louisiana Energy Pathway	1Q'25	
Transco ERP *(Incl. rate case recovery)*	1Q'25	
Southeast Energy Connector	2Q'25	
Commonwealth Energy Connector	4Q'25	
Alabama Georgia Connector	4Q'25	
Overthrust Westbound Expansion	4Q'26	
Southeast Supply Enhancement	4Q'27	

Gathering & Processing		
South Mansfield	3Q'23	✓
Cardinal expansion *(Phase 1)*	3Q'23	✓
Cardinal expansion *(Phase 2)*	4Q'23	
Susquehanna expansion	4Q'23	
Mansfield	YE'24	
Louisiana Energy Gateway	4Q'24	
Haynesville West	2H'25	

Deepwater GOM	
Anchor	2Q'24
Shenandoah	4Q'24
Whale	4Q'24
Salamanca	2Q'25
Ballymore	1H'25

- 2024 uplift
- 2025 uplift
- 2026 uplift
- 2027 uplift
- 2028 uplift

Tracking in line with
5-7%
expected long-term Adjusted EBITDA growth rate

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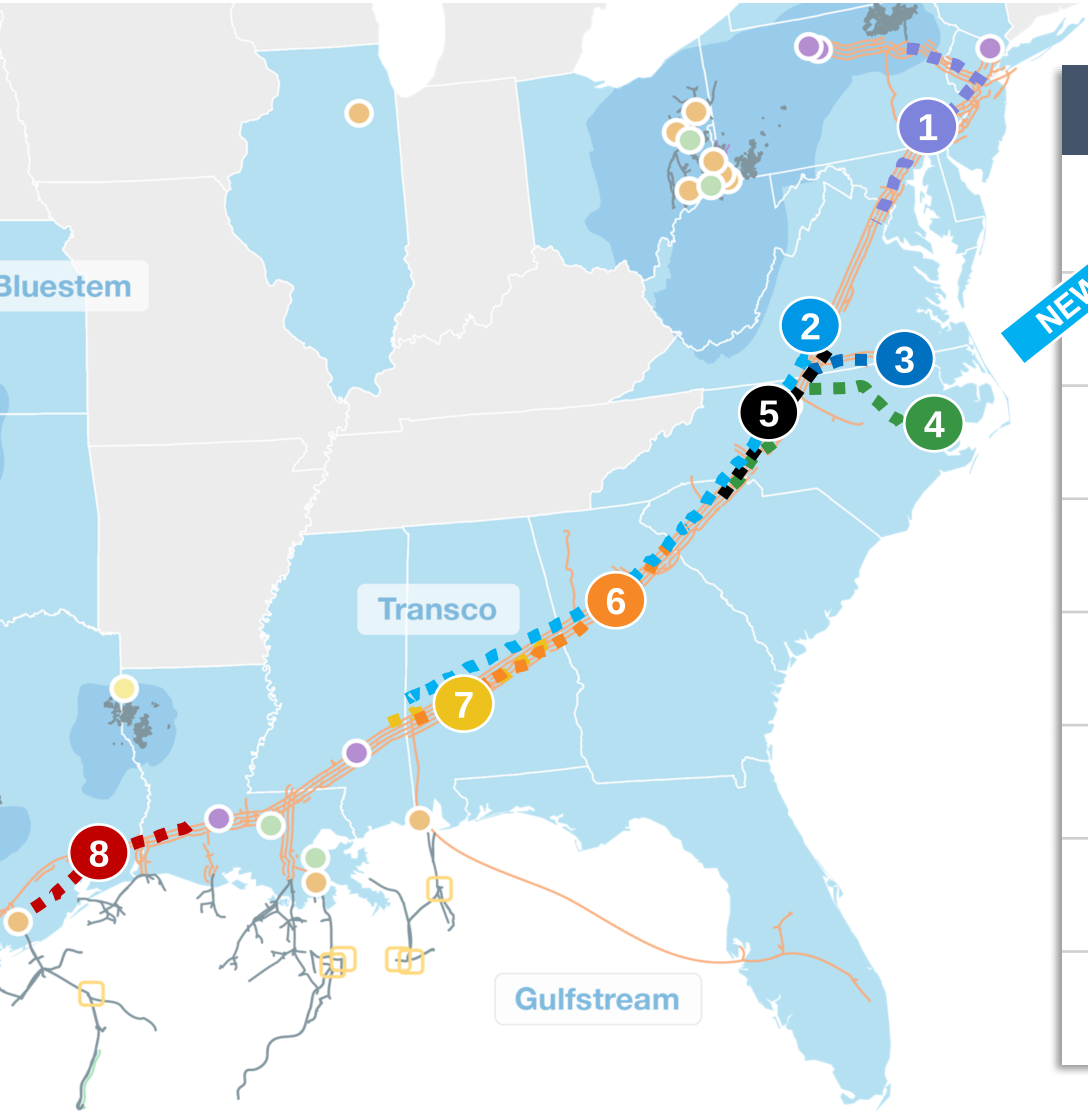
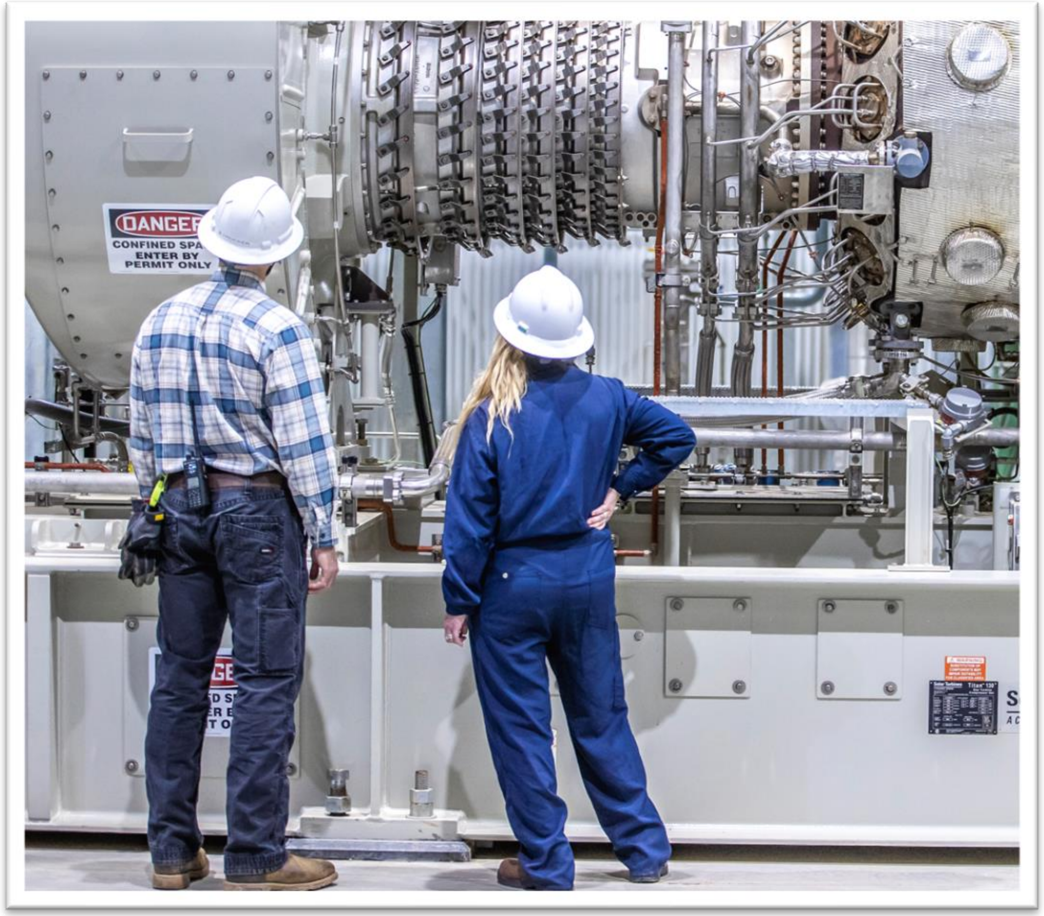
Executing on more than 3.4 Bcf/d of Transco expansions



Project		Target In-Service	Current Status	Project Capacity
Regional Energy Access	1	Partial ISD 4Q'23; Full ISD 4Q'24	~1/2 in service; ~1/2 under construction	829 MMcf/d
Southeast Supply Enhancement	2	4Q'27	Signed precedent agreements	1.43 Bcf/d
Commonwealth Energy Connector	3	4Q'25	Received final EIS	105 MMcf/d
Southside Reliability Enhancement	4	4Q'24	Received FERC certificate	423 MMcf/d
Carolina Market Link	5	1Q'24	Under construction	78 MMcf/d
Alabama Georgia Connector	6	4Q'25	Filed FERC Application	63.8 MMcf/d
Southeast Energy Connector	7	2Q'25	EA issued	150 MMcf/d
Texas to Louisiana Energy Pathway	8	1Q'25	EA issued	364 MMcf/d

Dekatherms converted to cubic feet at 1,000 cubic feet = 1 dekatherm; Map as of August 2023.

Emissions Reduction Program to modernize transmission infrastructure and reduce emissions



Transco Compressor Station 175 in Virginia

Phased replacement of up to **184** compressor units

Up to **$1.3B** in anticipated capital spend through 2030

Reducing transmission NOx emissions by **>75%**

Implemented tracker for **NWP** customers

Reducing transmission compressor methane emissions **>50%**

Deepwater expansions adding significant volume growth

WESTERN
GULF OF MEXICO

Whale

- Expected in service date: 4Q 2024
- Expected CAPEX: ~$450MM
- Combined reserves: ~545 MMboe: Oil: 380 MMbbls, Gas: 1,000 Bcf

CENTRAL
GULF OF MEXICO

Shenandoah

- Expected in service date: 4Q 2024
- Expected CAPEX: ~$160MM
- Gas Reserves: 380 Bcf

Salamanca

- Expected in service date: 2Q 2025
- Expected CAPEX: Zero
- Gas Reserves: 89 Bcf

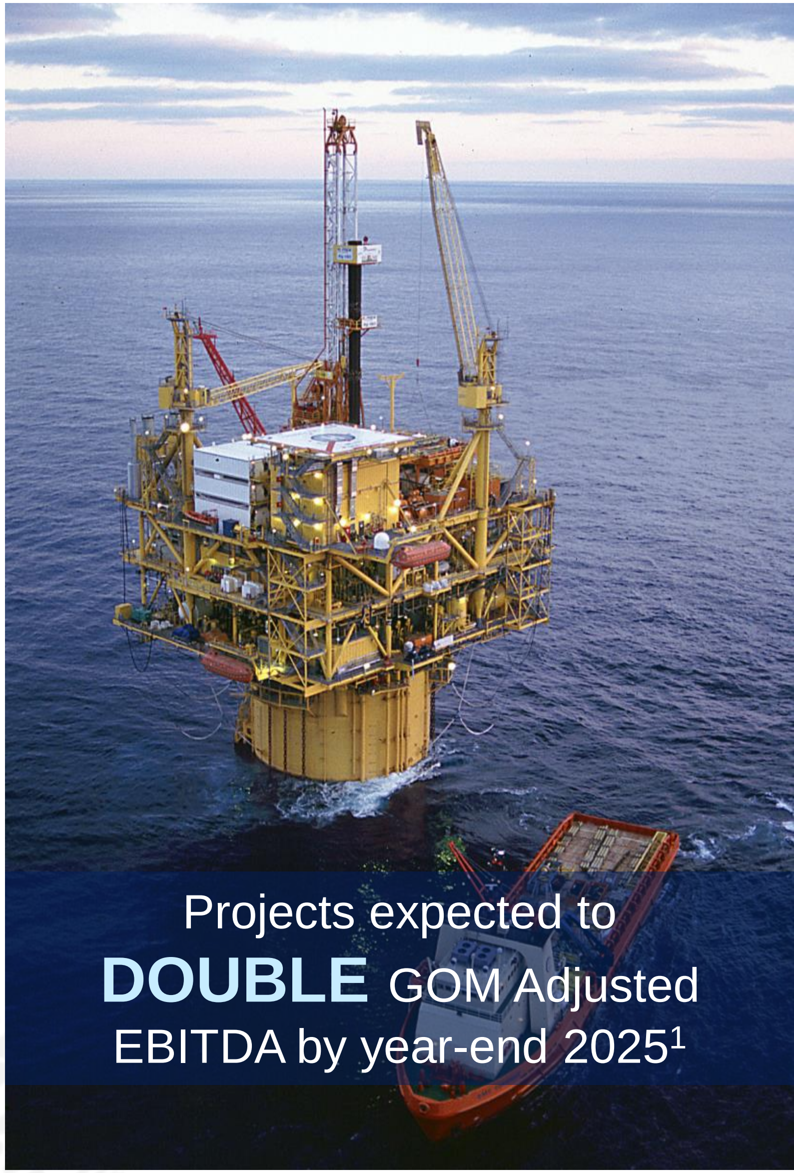
Anchor

- Expected in service date: 2Q 2024
- Expected CAPEX: Zero
- Gas Reserves: 75 Bcf

EASTERN
GULF OF MEXICO

Ballymore

- Expected in service date: 1H 2025
- Expected CAPEX: Zero
- Combined reserves: ~300 MMboe



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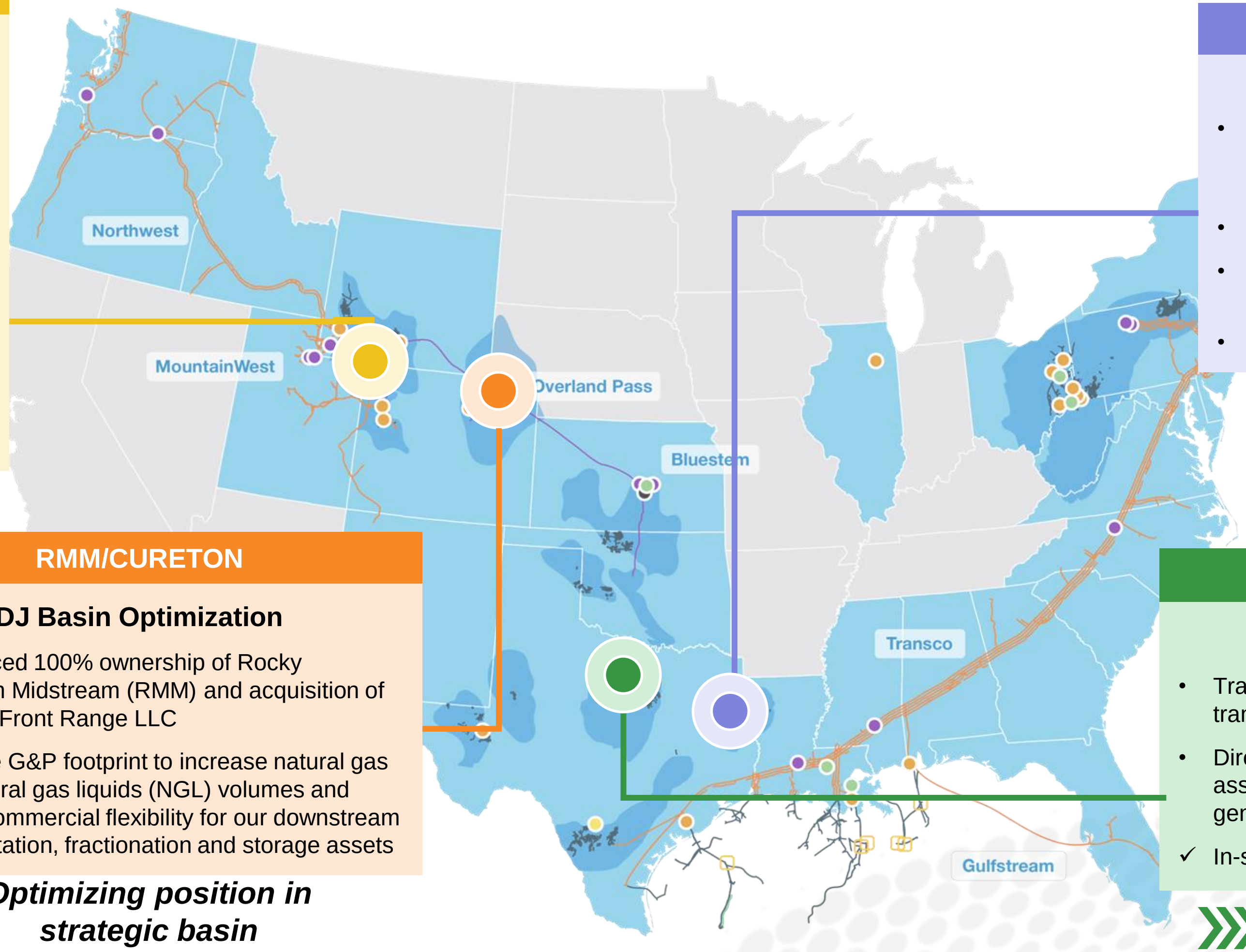
Strategic bolt-on expansions enhance value of operational footprint

Leveraging our operational expertise and footprint to drive transmission, gathering and storage projects from recent acquisitions



MOUNTAINWEST

Overthrust Westbound Expansion

- Providing up to 325 MMcf/d of incremental firm transportation service on Overthrust Pipeline
- Signed precedent agreement
- Expected ISD: 4Q 2026

NEW

Uinta Basin Expansion

- Providing 113 MMcf/d of incremental firm transportation from Uinta Basin to MountainWest Pipeline
- Signed anchor shipper precedent agreement
- Expected ISD: 3Q 2024

Evaluating additional growth projects

NEW

RMM/CURETON

DJ Basin Optimization

- Announced 100% ownership of Rocky Mountain Midstream (RMM) and acquisition of Cureton Front Range LLC
- Optimize G&P footprint to increase natural gas and natural gas liquids (NGL) volumes and create commercial flexibility for our downstream transportation, fractionation and storage assets

Optimizing position in strategic basin

TRACE MIDSTREAM

Haynesville West Expansion

- Commercialized a new 26,000-acre dedication from Chevron, facilitating further growth from our Haynesville operations
- Adding 400 MMcf/d capacity of gathering
- Commitment by Chevron on Louisiana Energy Gateway
- Expected ISD: 2H 2025

Poised for additional expansion projects

NORTEX

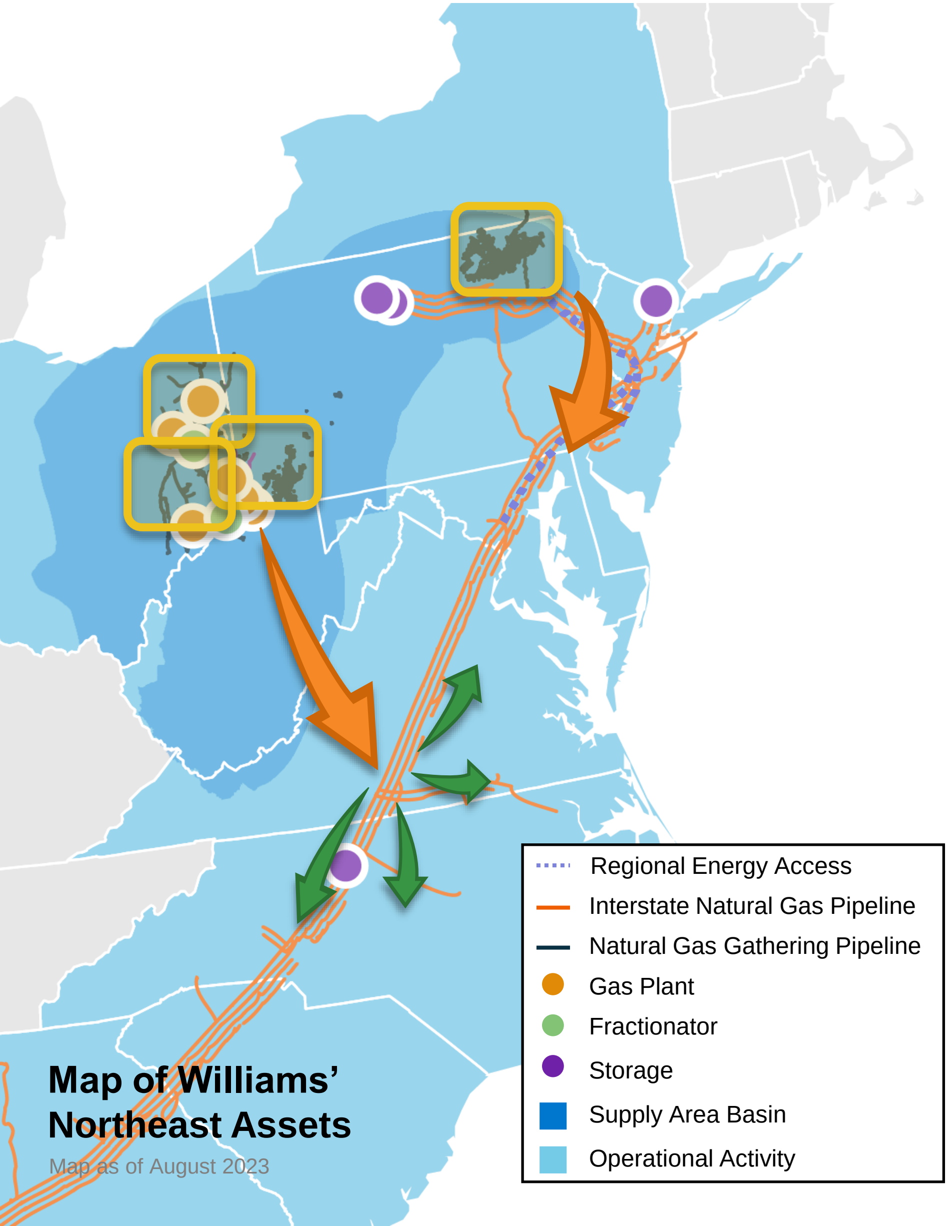
Wolf Hollow Expansion

- Transmission pipeline capable of transporting up to 450 MMcf/d
- Direct connection into existing storage assets and connected to gas-fired power generation
- ✓ In-service: 3Q 2023

Re-contracted rates exceeding expectations

Map as of August 2023. Dekatherms converted to cubic feet at 1,000 cubic feet = 1 dekatherm;

Unlocking value in the Northeast



Build out gathering capacity

- Adding over 740 MMcf/d of capacity through 2 Northeast expansion projects underway and 2 recently placed in service

Support increased basin takeaway for Gathering and Processing assets

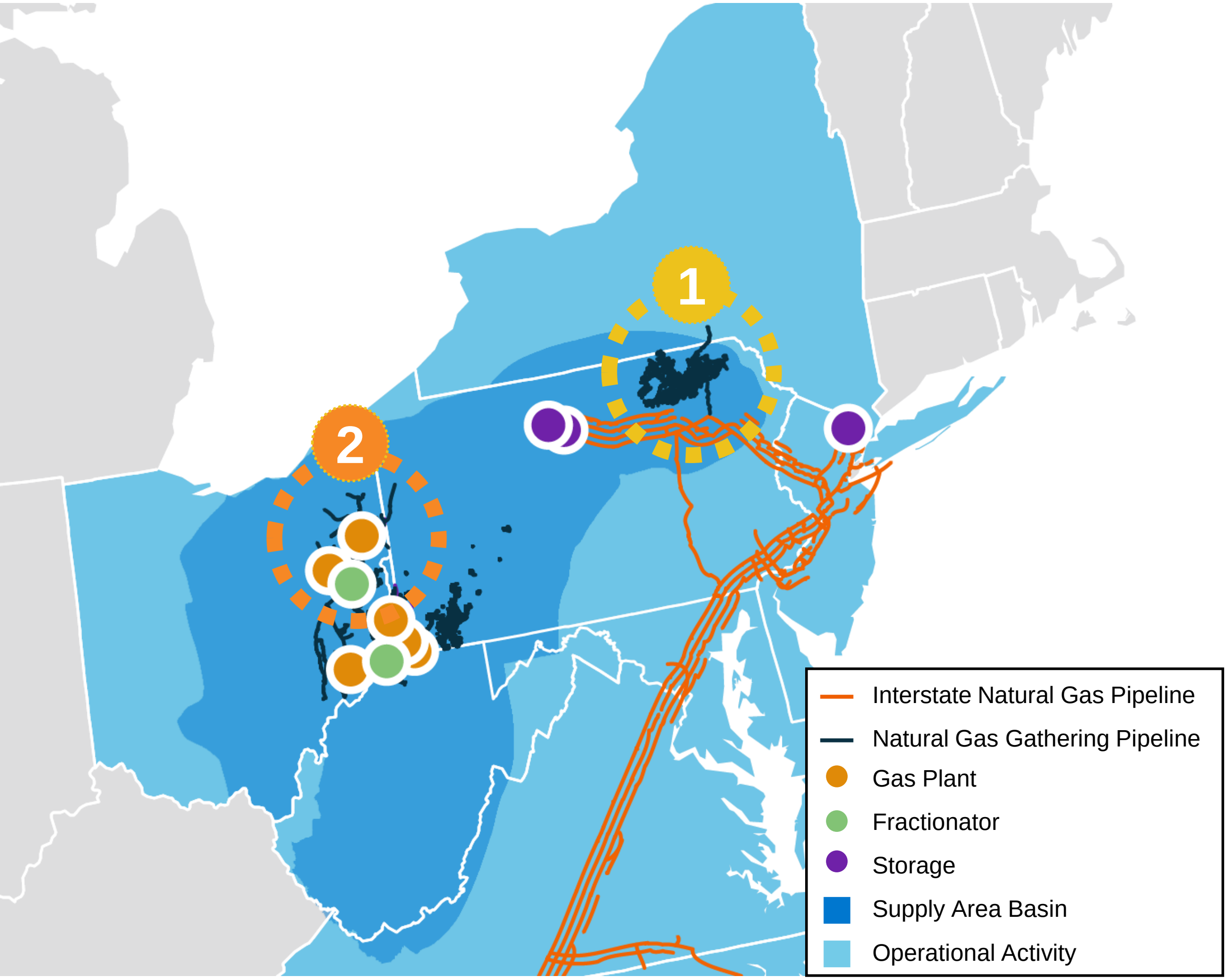
- Mountain Valley Pipeline (MVP) and Regional Energy Access (REA) to increase Northeast takeaway

Execute on additional project opportunities

- MVP to deliver up to 2 Bcf/d onto Transco Station 165
- Supply from MVP to spur additional brownfield expansion opportunities, including Southeast Supply Enhancement, to connect supply to growing demand

Northeast expansion projects help capture future growth

Map of Williams' Northeast Assets



Susquehanna
Gathering expansion

- Scope: ~22 miles of gathering pipeline and incremental compression
- Expected in service date: 4Q 2023
- Incremental capacity: 320 MMcf/d

1

Utica
Cardinal gathering expansion

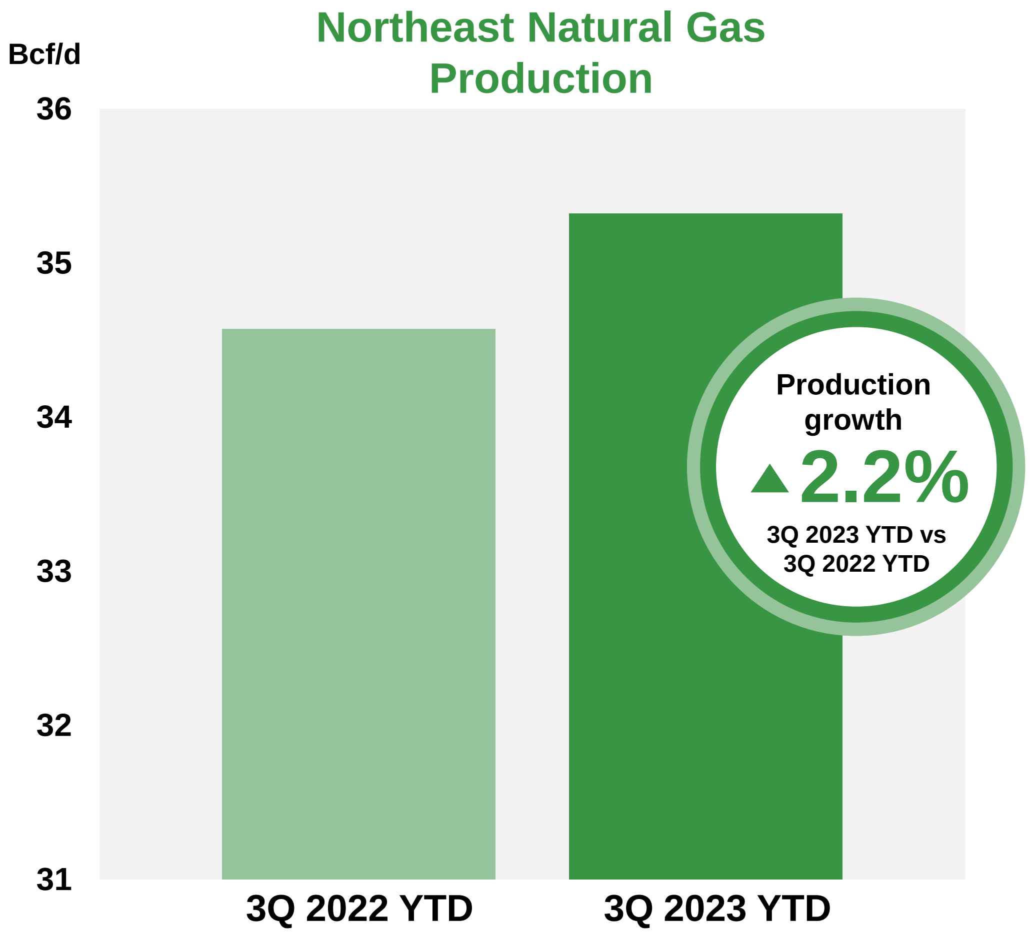
- Scope: ~30 miles of gathering pipeline and incremental compression
- Expect full in-service: YE 2023
- Incremental capacity: 125 MMcf/d

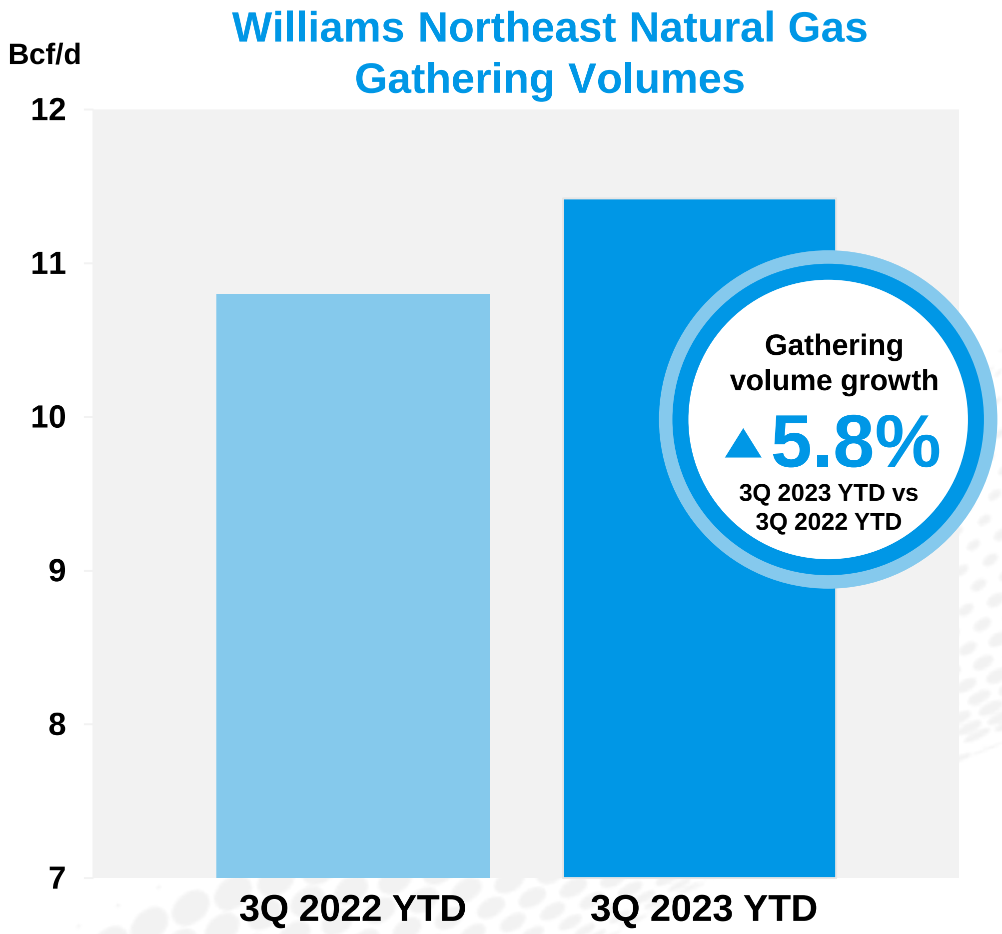
2

Map as of August 2023

Williams' Northeast gathering volume growth outpaces market rate

Strategically Positioned: Capturing Northeast Volume Growth





Source: S&P Global Commodity Insights ©2023. All rights reserved. Note: Williams gathering volumes include 100% of operated assets and non-operated Blue Racer volumes.

Enhancing our Haynesville position

Increasing gathering capacity

- ➢ Added 600 MMcf/d of capacity in Springridge *(4Q 2022-1Q 2023)*
- ➢ Added 300 MMcf/d of capacity in South Mansfield *(3Q 2023)*
- ➢ Adding 150 MMcf/d of capacity in Mansfield
- ➢ Adding 400 MMcf/d of capacity in Haynesville West

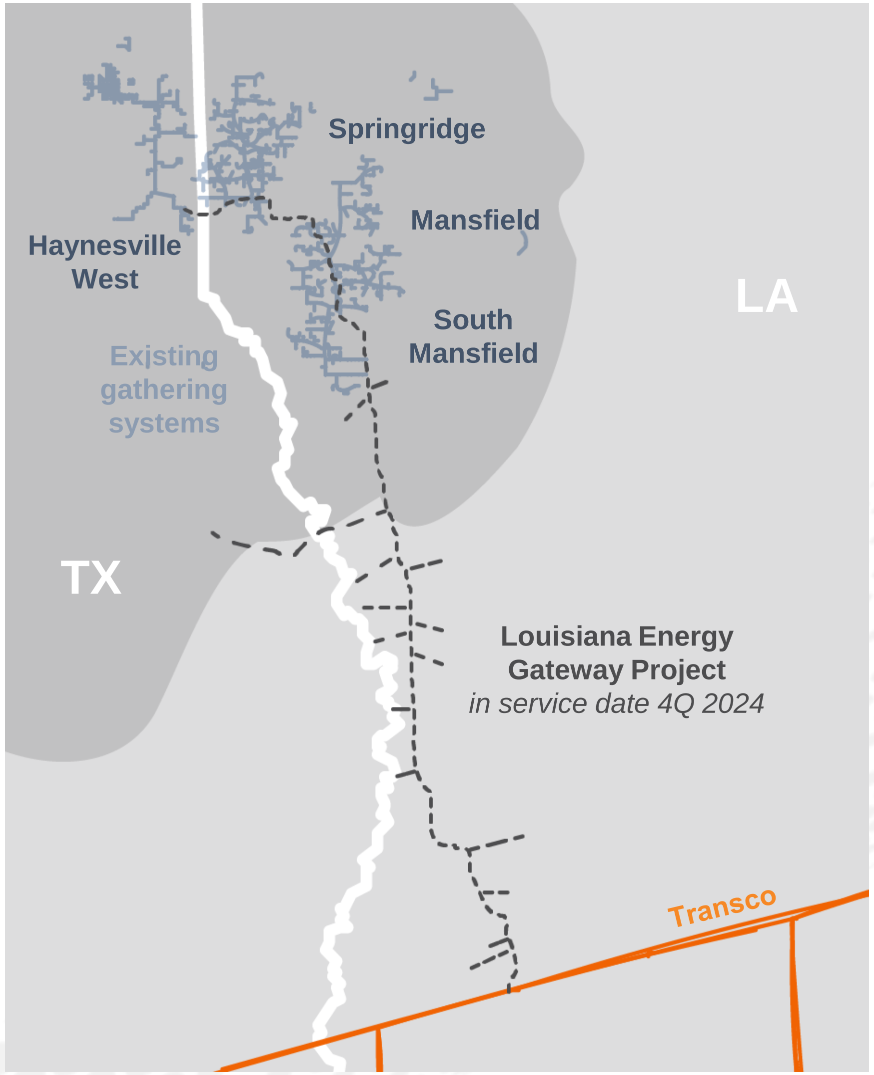
Increasing gathering delivery

Louisiana Energy Gateway

- ➢ Adding 1.8 Bcf/d of delivery capacity
- ➢ Expansion capability to 2.1+ Bcf/d
- ➢ Real time emissions data and emissions optimization capability

Providing an **integrated service** to gather Haynesville gas, **track and certify** the emissions profile along the value chain, and deliver the NextGen Gas into **premium markets**

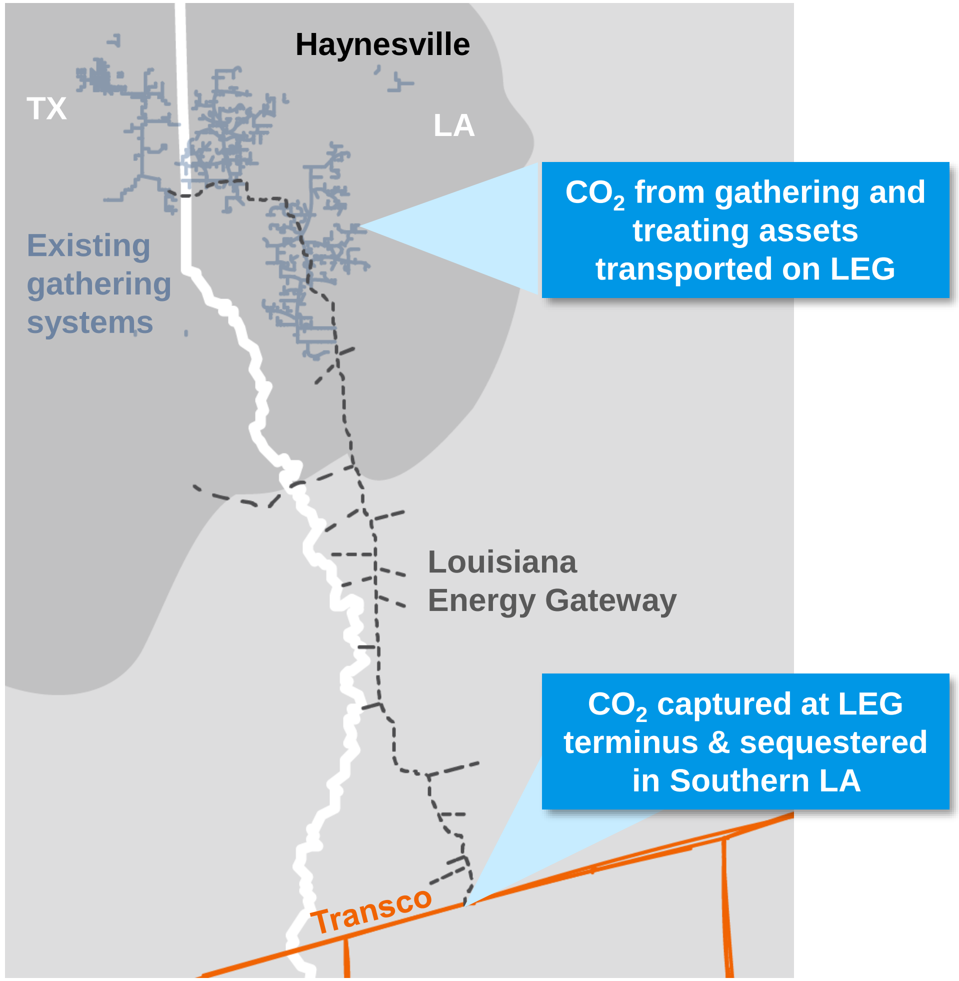
Map of Williams' Assets in Haynesville



Map as of August 2023

Decarbonizing the natural gas value chain

Integrating **carbon capture and storage** with Louisiana Energy Gateway to deliver clean energy



Map as of August 2023

Scope of project

- New treating, compression, capture equipment, and CO_2 pipeline
- Targeted in service aligned with Louisiana Energy Gateway
- Project returns supported by increased 45Q credit included in Inflation Reduction Act

Utilizing the strength of our assets

- Leveraging existing gathering and treating assets as well as Louisiana Energy Gateway gathering project to capture, transport and sequester a minimum of 2 million tons per year of CO_2

Supporting a clean energy future

- Supports wellhead to market strategy
- Creates additional opportunities to aggregate 3rd party CO_2 across Haynesville basin

Williams' hedge positions

E&P Hedges

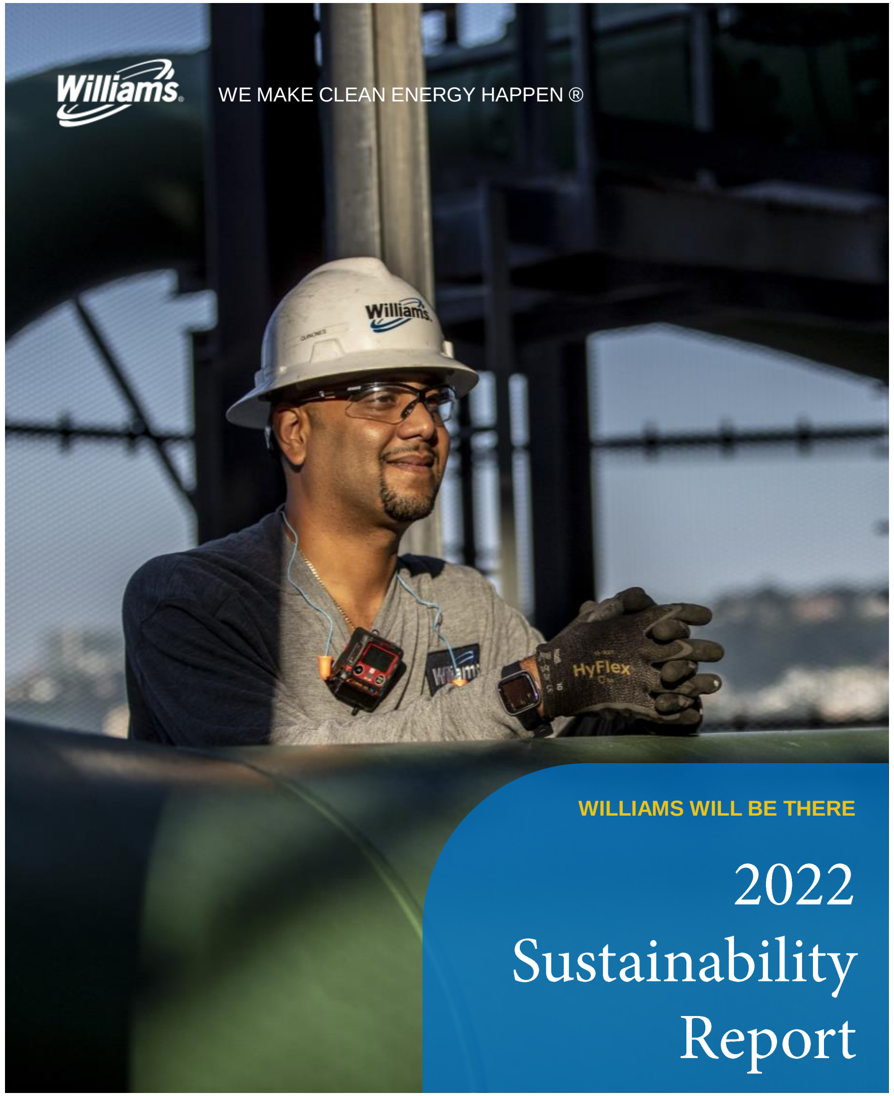
Commodity	4Q 2023		2024	
Natural Gas	**Volume (MMbtu)**	**Weighted-Average Price ($MMbtu)**	**Volume (MMbtu)**	**Weighted-Average Price ($MMbtu)**
Fixed Price Swaps	(12,217,500)	$3.06	(26,407,500)	$3.40
Basis Swaps	(12,325,000)	($0.35)	(24,272,500)	($0.33)
Liquids	**Volume (Bbls)**	**Weighted-Average Price ($Bbl)**	**Volume (Bbls)**	**Weighted-Average Price ($Bbl)**
Fixed Price Swaps - Crude Oil	(165,000)	$84.24	(155,000)	$83.57
Fixed Price Swaps - Crude Oil as % of C3	60,000	$77.31		
Fixed Price Swaps - NGL	(192,000)	$43.46		

G&P Hedges

Commodity	4Q 2023		2024	
Natural Gas	**Volume (MMbtu)**	**Weighted-Average Price ($MMbtu)**	**Volume (MMbtu)**	**Weighted-Average Price ($MMbtu)**
Fixed Price Swaps on Long	(2,140,000)	$4.11	(9,895,000)	$3.45
Fixed Price Swaps on Short	980,000	$3.09		
Basis Swaps	970,000	$1.00		
Liquids	**Volume (Bbls)**	**Weighted-Average Price ($Bbl)**	**Volume (Bbls)**	**Weighted-Average Price ($Bbl)**
Fixed Price Swaps - Crude Oil	(4,600)	$87.70		
Fixed Price Swaps - Crude Oil as % of C3	30,000	$77.78		
Fixed Price Swaps - NGL	(298,952)	$44.91		

As of 09/29/2023

Focused on environmental stewardship and building strong communities



Link here for full report

56% REDUCTION GOAL

in company-wide greenhouse gas emissions by 2030 vs 2005 levels, working toward net zero carbon emissions by 2050

16.5% REDUCTION[1]

in total methane emissions from a three-year average, surpassing goal of 5% reduction

31% REDUCTION

in employee recordable injuries since 2018, and set a 10% reduction goal for 2023 vs 2022

~21,000 HOURS

volunteered by employees to charitable organizations, representing $628,920 in value

[1]Reduction percentage per 2023 Proxy Statement; Methane reduction is calculated using Annual Incentive Program (AIP) methodology

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Forward Looking Statements

Forward-looking statements

> **The reports, filings, and other public announcements of The Williams Companies, Inc. (Williams) may contain or incorporate by reference statements that do not directly or exclusively relate to historical facts. Such statements are “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended (Securities Act), and Section 21E of the Securities Exchange Act of 1934, as amended (Exchange Act). These forward-looking statements relate to anticipated financial performance, management’s plans and objectives for future operations, business prospects, outcome of regulatory proceedings, market conditions, and other matters. We make these forward-looking statements in reliance on the safe harbor protections provided under the Private Securities Litigation Reform Act of 1995.**

> **All statements, other than statements of historical facts, included in this report that address activities, events, or developments that we expect, believe, or anticipate will exist or may occur in the future, are forward-looking statements. Forward-looking statements can be identified by various forms of words such as “anticipates,” “believes,” “seeks,” “could,” “may,” “should,” “continues,” “estimates,” “expects,” “forecasts,” “intends,” “might,” “goals,” “objectives,” “targets,” “planned,” “potential,” “projects,” “scheduled,” “will,” “assumes,” “guidance,” “outlook,” “in-service date,” or other similar expressions. These forward-looking statements are based on management’s beliefs and assumptions and on information currently available to management and include, among others, statements regarding:**

- Levels of dividends to Williams stockholders;
- Future credit ratings of Williams and its affiliates;
- Amounts and nature of future capital expenditures;
- Expansion and growth of our business and operations;
- Expected in-service dates for capital projects;
- Financial condition and liquidity;
- Business strategy;
- Cash flow from operations or results of operations;
- Seasonality of certain business components;
- Natural gas, natural gas liquids and crude oil prices, supply, and demand;
- Demand for our services;

Forward-looking statements (cont'd)

> **Forward-looking statements are based on numerous assumptions, uncertainties, and risks that could cause future events or results to be materially different from those stated or implied in this report. Many of the factors that will determine these results are beyond our ability to control or predict. Specific factors that could cause actual results to differ from results contemplated by the forward-looking statements include, among others, the following:**

- Availability of supplies, market demand, and volatility of prices;
- Development and rate of adoption of alternative energy sources;
- The impact of existing and future laws and regulations, the regulatory environment, environmental matters, and litigation, as well as our ability to obtain necessary permits and approvals, and achieve favorable rate proceeding outcomes;
- Our exposure to the credit risk of our customers and counterparties;
- Our ability to acquire new businesses and assets and successfully integrate those operations and assets into existing businesses as well as successfully expand our facilities, and to consummate asset sales on acceptable terms;
- Whether we are able to successfully identify, evaluate, and timely execute our capital projects and investment opportunities;
- The strength and financial resources of our competitors and the effects of competition;
- The amount of cash distributions from and capital requirements of our investments and joint ventures in which we participate;
- Whether we will be able to effectively execute our financing plan;
- Increasing scrutiny and changing expectations from stakeholders with respect to our environmental, social, and governance practices;
- The physical and financial risks associated with climate change;
- The impacts of operational and developmental hazards and unforeseen interruptions;
- The risks resulting from outbreaks or other public health crises, including COVID-19;
- Risks associated with weather and natural phenomena, including climate conditions and physical damage to our facilities;
- Acts of terrorism, cybersecurity incidents, and related disruptions;
- Our costs and funding obligations for defined benefit pension plans and other postretirement benefit plans;
- Changes in maintenance and construction costs, as well as our ability to obtain sufficient construction-related inputs, including skilled labor;
- Inflation, interest rates, and general economic conditions (including future disruptions and volatility in the global credit markets and the impact of these events on customers and suppliers);
- Risks related to financing, including restrictions stemming from debt agreements, future changes in credit ratings as determined by nationally recognized credit rating agencies, and the availability and cost of capital;

Forward-looking statements (cont'd)

- The ability of the members of the Organization of Petroleum Exporting Countries and other oil exporting nations to agree to and maintain oil price and production controls and the impact on domestic production;
- Changes in the current geopolitical situation, including the Russian invasion of Ukraine and the developing conflict between Israel and Hamas;
- Changes in U.S. governmental administration and policies;
- Whether we are able to pay current and expected levels of dividends;
- Additional risks described in our filings with the Securities and Exchange Commission (SEC).

> **Given the uncertainties and risk factors that could cause our actual results to differ materially from those contained in any forward-looking statement, we caution investors not to unduly rely on our forward-looking statements. We disclaim any obligations to, and do not intend to, update the above list or announce publicly the result of any revisions to any of the forward-looking statements to reflect future events or developments.**

> **In addition to causing our actual results to differ, the factors listed above and referred to below may cause our intentions to change from those statements of intention set forth in this report. Such changes in our intentions may also cause our results to differ. We may change our intentions, at any time and without notice, based upon changes in such factors, our assumptions, or otherwise.**

> **Because forward-looking statements involve risks and uncertainties, we caution that there are important factors, in addition to those listed above, that may cause actual results to differ materially from those contained in the forward-looking statements. For a detailed discussion of those factors, see Part I, Item 1A. Risk Factors in our Annual Report on Form 10-K for the year ended December 31, 2022, as filed with the SEC on February 27, 2023, as may be supplemented by disclosures in Part II, Item 1A. Risk Factors in subsequent Quarterly Reports on Form 10-Q.**

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Non-GAAP Reconciliations

Non-GAAP Disclaimer

> This news release and accompanying materials may include certain financial measures – adjusted EBITDA, adjusted income (“earnings”), adjusted earnings per share, available funds from operations and dividend coverage ratio – that are non-GAAP financial measures as defined under the rules of the SEC.

> Our segment performance measure, modified EBITDA, is defined as net income (loss) before income (loss) from discontinued operations, income tax expense, net interest expense, equity earnings from equity-method investments, other net investing income, impairments of equity investments and goodwill, depreciation and amortization expense, and accretion expense associated with asset retirement obligations for nonregulated operations. We also add our proportional ownership share (based on ownership interest) of modified EBITDA of equity-method investments.

> Adjusted EBITDA further excludes items of income or loss that we characterize as unrepresentative of our ongoing operations. Such items are excluded from net income to determine adjusted income and adjusted earnings per share. Management believes this measure provides investors meaningful insight into results from ongoing operations.

> Available funds from operations (AFFO) is defined as cash flow from operations excluding the effect of changes in working capital and certain other changes in noncurrent assets and liabilities, reduced by preferred dividends and net distributions to noncontrolling interests. AFFO may be adjusted to exclude certain items that we characterize as unrepresentative of our ongoing operations.

> This news release is accompanied by a reconciliation of these non-GAAP financial measures to their nearest GAAP financial measures. Management uses these financial measures because they are accepted financial indicators used by investors to compare company performance. In addition, management believes that these measures provide investors an enhanced perspective of the operating performance of assets and the cash that the business is generating.

> Neither adjusted EBITDA, adjusted income, nor available funds from operations are intended to represent cash flows for the period, nor are they presented as an alternative to net income or cash flow from operations. They should not be considered in isolation or as substitutes for a measure of performance prepared in accordance with United States generally accepted accounting principles.

Reconciliation of Income (Loss) Attributable to The Williams Companies, Inc. to Adjusted Income 2015 – 2017 (UNAUDITED)

	2015					2016					2017				
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*
Income (loss) attributable to The Williams Companies, Inc. available to common stockholders	$ 70	$ 114	$ (40)	$ (715)	$ (571)	$ (65)	$ (405)	$ 61	$ (15)	$ (424)	$ 373	$ 81	$ 33	$ 1,687	$ 2,174
Income (loss) - diluted earnings (loss) per common share [(1)]	$ .09	$ .15	$ (.05)	$ (.95)	$ (.76)	$ (.09)	$ (.54)	$ .08	$ (.02)	$ (.57)	$ .45	$ .10	$ .04	$ 2.03	$ 2.62
Adjustments:															
Northeast G&P															
Impairment of certain assets	$ 3	$ 21	$ 2	$ 6	$ 32	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ 121	$ —	$ 121
Share of impairment at equity-method investments	8	1	17	7	33	—	—	6	19	25	—	—	1	—	1
Ad valorem obligation timing adjustment	—	—	—	—	—	—	—	—	—	—	—	—	7	—	7
Settlement charge from pension early payout program	—	—	—	—	—	—	—	—	—	—	—	—	—	7	7
Organizational realignment-related costs	—	—	—	—	—	—	—	—	3	3	1	1	2	—	4
Severance and related costs	—	—	—	—	—	3	—	—	—	3	—	—	—	—	—
ACMP Merger and transition costs	—	—	—	—	—	2	—	—	—	2	—	—	—	—	—
Total Northeast G&P adjustments	11	22	19	13	65	5	—	6	22	33	1	1	131	7	140
Transmission & Gulf of Mexico															
Regulatory adjustments resulting from Tax Reform	—	—	—	—	—	—	—	—	—	—	—	—	—	713	713
Share of regulatory charges resulting from Tax Reform for equity-method investments	—	—	—	—	—	—	—	—	—	—	—	—	—	11	11
Constitution Pipeline project development costs	—	—	—	—	—	—	8	11	9	28	2	6	4	4	16
Potential rate refunds associated with rate case litigation	—	—	—	—	—	15	—	—	—	15	—	—	—	—	—
Settlement charge from pension early payout program	—	—	—	—	—	—	—	—	—	—	—	—	—	19	19
Organizational realignment-related costs	—	—	—	—	—	—	—	—	—	—	1	2	2	1	6
Severance and related costs	—	—	—	—	—	10	—	—	—	10	—	—	—	—	—
Impairment of certain assets	—	—	—	5	5	—	—	—	—	—	—	—	—	—	—
(Gain) loss on asset retirement	—	—	—	—	—	—	—	—	(11)	(11)	—	—	(5)	5	—
Total Transmission & Gulf of Mexico adjustments	—	—	—	5	5	25	8	11	(2)	42	3	8	1	753	765
West															
Estimated minimum volume commitments	55	55	65	(175)	—	60	64	70	(194)	—	15	15	18	(48)	—
Impairment of certain assets	—	3	—	105	108	—	48	—	22	70	—	—	1,021	9	1,030
Settlement charge from pension early payout program	—	—	—	—	—	—	—	—	—	—	—	—	—	9	9
Organizational realignment-related costs	—	—	—	—	—	—	—	—	21	21	2	3	2	1	8
Severance and related costs	—	—	—	—	—	8	—	—	3	11	—	—	—	—	—
ACMP Merger and transition costs	30	14	2	2	48	3	—	—	—	3	—	—	—	—	—
Loss (recovery) related to Opal incident	1	—	(8)	1	(6)	—	—	—	—	—	—	—	—	—	—
Gains from contract settlements and terminations	—	—	—	—	—	—	—	—	—	—	(13)	(2)	—	—	(15)
Total West adjustments	86	72	59	(67)	150	71	112	70	(148)	105	4	16	1,041	(29)	1,032

(1) The sum of earnings per share for the quarters may not equal the total earnings per share for the year due to changes in the weighted-average number of common shares outstanding.

Reconciliation of Income (Loss) Attributable to The Williams Companies, Inc. to Adjusted Income 2015 – 2017 cont. (UNAUDITED)

	2015					2016					2017				
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*
Other															
Impairment of certain assets	—	—	—	64	64	—	747	—	8	755	—	23	68	—	91
Regulatory adjustments resulting from Tax Reform	—	—	—	—	—	—	—	—	—	—	—	—	—	63	63
Settlement charge from pension early payout program	—	—	—	—	—	—	—	—	—	—	—	—	—	36	36
(Gain) loss related to Canada disposition	—	—	—	—	—	—	—	65	1	66	(2)	(1)	4	5	6
Canadian PDH facility project development costs	—	—	—	—	—	34	11	16	—	61	—	—	—	—	—
Accrued long-term charitable commitment	—	—	—	8	8	—	—	—	—	—	—	—	—	—	—
Severance and related costs	—	—	—	—	—	5	—	—	13	18	9	4	5	4	22
ACMP Merger and transition costs	8	9	7	12	36	2	—	—	—	2	—	4	3	4	11
Expenses associated with strategic alternatives	—	7	19	6	32	6	13	21	7	47	1	3	5	—	9
Expenses associated with Financial Repositioning	—	—	—	—	—	—	—	—	—	—	8	2	—	—	10
Expenses associated with strategic asset monetizations	—	—	—	—	—	—	—	—	2	2	1	4	—	—	5
Loss related to Geismar Incident	1	1	—	—	2	—	—	—	—	—	—	—	—	—	—
Geismar Incident adjustments	—	(126)	—	—	(126)	—	—	—	(7)	(7)	(9)	2	8	(1)	—
Gain on sale of Geismar Interest	—	—	—	—	—	—	—	—	—	—	—	—	(1,095)	—	(1,095)
Gain on sale of RGP Splitter	—	—	—	—	—	—	—	—	—	—	—	(12)	—	—	(12)
Contingency (gain) loss accruals	—	—	—	(9)	(9)	—	—	—	—	—	9	—	—	—	9
(Gain) loss on early retirement of debt	—	(14)	—	—	(14)	—	—	—	—	—	(30)	—	3	—	(27)
Gain on sale of certain assets	—	—	—	—	—	(10)	—	—	—	(10)	—	—	—	—	—
Total Other adjustments	9	(123)	26	81	(7)	37	771	102	24	934	(13)	29	(999)	111	(872)
Adjustments included in Modified EBITDA	106	(29)	104	32	213	138	891	189	(104)	1,114	(5)	54	174	842	1,065
Adjustments below Modified EBITDA															
Impairment of equity-method investments	—	—	461	898	1,359	112	—	—	318	430	—	—	—	—	—
Impairment of goodwill	—	—	—	1,098	1,098	—	—	—	—	—	—	—	—	—	—
Gain on disposition of equity-method investment	—	—	—	—	—	—	—	(27)	—	(27)	(269)	—	—	—	(269)
Interest expense related to potential rate refunds associated with rate case litigation	—	—	—	—	—	3	—	—	—	3	—	—	—	—	—
Accelerated depreciation related to reduced salvage value of certain assets	—	—	—	7	7	—	—	—	4	4	—	—	—	—	—
Accelerated depreciation by equity-method investments	—	—	—	—	—	—	—	—	—	—	—	—	—	9	9
Change in depreciable life associated with organizational realignment	—	—	—	—	—	—	—	—	(16)	(16)	(7)	—	—	—	(7)
ACMP Acquisition-related financing expenses - Williams Partners	2	—	—	—	2	—	—	—	—	—	—	—	—	—	—
Interest income on receivable from sale of Venezuela assets	—	(9)	(18)	—	(27)	(18)	(18)	—	—	(36)	—	—	—	—	—
Allocation of adjustments to noncontrolling interests	(33)	21	(212)	(767)	(991)	(83)	(154)	(41)	(76)	(354)	77	(10)	(28)	(199)	(160)
	(31)	12	231	1,236	1,448	14	(172)	(68)	230	4	(199)	(10)	(28)	(190)	(427)
Total adjustments	75	(17)	335	1,268	1,661	152	719	121	126	1,118	(204)	44	146	652	638
Less tax effect for above items	(28)	4	(129)	(473)	(626)	(61)	(202)	(39)	19	(283)	77	(17)	(55)	(246)	(241)
Adjustments for tax-related items (2)	5	9	1	(74)	(59)	—	34	5	—	39	(127)	—	—	(1,923)	(2,050)
Adjusted income available to common stockholders	$ 122	$ 110	$ 167	$ 6	$ 405	$ 26	$ 146	$ 148	$ 130	$ 450	$ 119	$ 108	$ 124	$ 170	$ 521
Adjusted diluted earnings per common share (1)	$ .16	$ .15	$ .22	$ .01	$ .54	$ .03	$ .19	$ .20	$ .17	$ .60	$ .14	$ .13	$ .15	$ .20	$ .63
Weighted-average shares - diluted (thousands)	752,028	752,775	753,100	751,930	752,460	751,040	751,297	751,858	752,818	751,761	826,476	828,575	829,368	829,607	828,518

(1) The sum of earnings per share for the quarters may not equal the total earnings per share for the year due to changes in the weighted-average number of common shares outstanding.

(2) The fourth quarter of 2015 includes an unfavorable adjustment related to the translation of certain foreign-denominated unrecognized tax benefits. The second and third quarters of 2016 include a favorable adjustment related to the reversal of a cumulative anticipatory foreign tax credit. The first quarter of 2017 includes an unfavorable adjustment related to the release of a valuation allowance. The fourth quarter of 2017 includes an unfavorable adjustment to reverse the tax benefit associated with remeasuring our deferred tax balances at a lower corporate rate resulting from Tax Reform.

Reconciliation of Income (Loss) from Continuing Operations Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income 2018 – 2019 (UNAUDITED)

	2018					2019				
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*
Income (loss) from continuing operations attributable to The Williams Companies, Inc. available to common stockholders	$ 152	$ 135	$ 129	$ (572)	$ (156)	$ 194	$ 310	$ 220	$ 138	$ 862
Income (loss) from continuing operations - diluted earnings (loss) per common share [(1)]	$ .18	$ .16	$ .13	$ (.47)	$ (.16)	$ .16	$ .26	$ .18	$ .11	$ .71
Adjustments:										
Northeast G&P										
Expenses associated with new venture	$ —	$ —	$ —	$ —	$ —	$ 3	$ 6	$ 1	$ —	$ 10
Impairment of certain assets	—	—	—	—	—	—	—	—	10	10
Severance and related costs	—	—	—	—	—	—	10	(3)	—	7
Pension plan settlement charge	—	—	—	4	4	—	—	—	—	—
Benefit of change in employee benefit policy	—	—	—	—	—	—	—	—	—	—
Share of impairment of certain assets at equity-method investment	—	—	—	—	—	—	—	—	—	—
Share of early debt retirement gain at equity-method investment	—	—	—	—	—	—	—	—	—	—
Total Northeast G&P adjustments	—	—	—	4	4	3	16	(2)	10	27
Transmission & Gulf of Mexico										
Constitution Pipeline project development costs	2	1	1	—	4	—	1	1	1	3
Northeast Supply Enhancement project development costs	—	—	—	—	—	—	—	—	—	—
Impairment of certain assets [(2)]	—	—	—	—	—	—	—	—	354	354
Regulatory adjustments resulting from Tax Reform	4	(20)	—	—	(16)	—	—	—	—	—
Adjustment of regulatory asset associated with increase in Transco's estimated deferred state income tax rate following WPZ Merger	—	—	(3)	—	(3)	—	—	—	—	—
Charge for regulatory liability associated with the decrease in Northwest Pipeline's estimated deferred state income tax rates following WPZ Merger	—	—	12	—	12	—	—	—	—	—
Share of regulatory charges resulting from Tax Reform for equity-method investments	2	—	—	—	2	—	—	—	—	—
Reversal of costs capitalized in prior periods	—	—	—	—	—	—	15	—	1	16
Gain on sale of certain Gulf Coast pipeline assets	—	—	—	(81)	(81)	—	—	—	—	—
Gain on asset retirement	—	—	(10)	(2)	(12)	—	—	—	—	—
Severance and related costs	—	—	—	—	—	—	22	14	3	39
Pension plan settlement charge	—	—	—	9	9	—	—	—	—	—
Benefit of change in employee benefit policy	—	—	—	—	—	—	—	—	—	—
Total Transmission & Gulf of Mexico adjustments	8	(19)	—	(74)	(85)	—	38	15	359	412
West										
Impairment of certain assets	—	—	—	1,849	1,849	12	64	—	24	100
Gain on sale of Four Corners assets	—	—	—	(591)	(591)	2	—	—	—	2
Severance and related costs	—	—	—	—	—	—	11	(1)	—	10
Pension plan settlement charge	—	—	—	4	4	—	—	—	—	—
Benefit of change in employee benefit policy	—	—	—	—	—	—	—	—	—	—
Total West adjustments	—	—	—	1,262	1,262	14	75	(1)	24	112

(1) The sum of earnings per share for the quarters may not equal the total earnings per share for the year due to changes in the weighted-average number of common shares outstanding.
(2) Our partners' $209 million share of the fourth-quarter 2019 impairment of the Constitution pipeline project and $65 million share of the first-quarter 2020 impairment of goodwill are reflected below in Allocation of adjustments to noncontrolling interests.

Reconciliation of Income (Loss) from Continuing Operations Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income 2018 – 2019 Cont. (UNAUDITED)

	2018					2019				
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*
Other										
Regulatory asset reversals from impaired projects	—	—	—	—	—	—	—	—	—	—
Commodity derivative non-cash mark-to-market	—	—	—	—	—	—	—	—	—	—
Reversal of costs capitalized in prior periods	—	—	—	—	—	—	—	—	—	—
Loss on early retirement of debt	7	—	—	—	7	—	—	—	—	—
Impairment of certain assets	—	66	—	—	66	—	—	—	—	—
Pension plan settlement charge	—	—	—	5	5	—	—	—	—	—
Regulatory adjustments resulting from Tax Reform	—	1	—	—	1	—	—	—	—	—
(Benefit) adjustment of regulatory assets associated with increase in Transco's estimated deferred state income tax rate following WPZ Merger	—	—	(45)	—	(45)	12	—	—	—	12
WPZ Merger costs	—	4	15	1	20	—	—	—	—	—
Gain on sale of certain Gulf Coast pipeline systems	—	—	—	(20)	(20)	—	—	—	—	—
Charitable contribution of preferred stock to Williams Foundation	—	—	35	—	35	—	—	—	—	—
Accrual for loss contingencies	—	—	—	—	—	—	—	9	(5)	4
Severance and related costs	—	—	—	—	—	—	—		1	1
Total Other adjustments	7	71	5	(14)	69	12	—	9	(4)	17
Adjustments included in Modified EBITDA	15	52	5	1,178	1,250	29	129	21	389	568
Adjustments below Modified EBITDA										
Gain on deconsolidation of Jackalope interest	—	(62)	—	—	(62)	—	—	—	—	—
Gain on deconsolidation of certain Permian assets	—	—	—	(141)	(141)	2	—	—	—	2
Loss on deconsolidation of Constitution	—	—	—	—	—	—	—	—	27	27
Impairment of equity-method investments	—	—	—	32	32	74	(2)	114	—	186
Impairment of goodwill (2)	—	—	—	—	—	—	—	—	—	—
Share of impairment of goodwill at equity-method investment	—	—	—	—	—	—	—	—	—	—
Accelerated depreciation for decommissioning assets	—	—	—	—	—	—	—	—	—	—
Gain on sale of equity-method investments	—	—	—	—	—	—	(122)	—	—	(122)
Allocation of adjustments to noncontrolling interests	(5)	21	—	—	16	—	(1)	—	(210)	(211)
	(5)	(41)	—	(109)	(155)	76	(125)	114	(183)	(118)
Total adjustments	10	11	5	1,069	1,095	105	4	135	206	450
Less tax effect for above items	(3)	(3)	(1)	(267)	(274)	(26)	(1)	(34)	(51)	(112)
Adjustments for tax-related items (3)	—	—	110	—	110	—	—	—	—	—
Adjusted income from continuing operations available to common stockholders	$ 159	$ 143	$ 243	$ 230	$ 775	$ 273	$ 313	$ 321	$ 293	$ 1,200
Adjusted income from continuing operations - diluted earnings per common share (1)	$ .19	$ .17	$ .24	$ .19	$ .79	$ .22	$ .26	$ .26	$ .24	$ .99
Weighted-average shares - diluted (thousands)	830,197	830,107	1,026,504	1,212,822	976,097	1,213,592	1,214,065	1,214,165	1,214,212	1,214,011

(1) The sum of earnings per share for the quarters may not equal the total earnings per share for the year due to changes in the weighted-average number of common shares outstanding.
(2) Our partners' $209 million share of the fourth-quarter 2019 impairment of the Constitution pipeline project is reflected below in Allocation of adjustments to noncontrolling interests.
(3) The third quarter of 2018 reflects tax adjustments driven by the WPZ Merger, primarily a valuation allowance for foreign tax credits.

Reconciliation of Income (Loss) From Continuing Operations Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income 2020-2021 (UNAUDITED)

	2020					2021				
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr (1)*	*4th Qtr*	*Year*
Income (loss) attributable to The Williams Companies, Inc. available to common stockholders	$ (518)	$ 303	$ 308	$ 115	$ 208	$ 425	$ 304	$ 164	$ 621	$ 1,514
Income (loss) - diluted earnings (loss) per common share (2)	$ (0.43)	$ 0.25	$ 0.25	$ 0.09	$ 0.17	$ 0.35	$ 0.25	$ 0.13	$ 0.51	$ 1.24
Adjustments:										
Transmission & Gulf of Mexico										
Northeast Supply Enhancement project development costs	$ -	$ 3	$ 3	$ -	$ 6	$ -	$ -	$ -	$ -	$ -
Impairment of certain assets	-	-	-	170	170	-	2	-	-	2
Pension plan settlement charge	4	1	-	-	5	-	-	-	-	-
Adjustment of Transco's regulatory asset for post-WPZ Merger state deferred income tax change consistent with filed rate case	2	-	-	-	2	-	-	-	-	-
Benefit of change in employee benefit policy	-	(3)	(6)	(13)	(22)	-	-	-	-	-
Reversal of costs capitalized in prior periods	-	-	10	1	11	-	-	-	-	-
Severance and related costs	1	1	(1)	-	1	-	-	-	-	-
Total Transmission & Gulf of Mexico adjustments	7	2	6	158	173	-	2	-	-	2
Northeast G&P										
Share of early debt retirement gain at equity-method investment	-	(5)	-	-	(5)	-	-	-	-	-
Share of impairment of certain assets at equity-method investments	-	-	11	36	47	-	-	-	-	-
Pension plan settlement charge	1	-	-	-	1	-	-	-	-	-
Impairment of certain assets	-	-	-	12	12	-	-	-	-	-
Benefit of change in employee benefit policy	-	(2)	(2)	(5)	(9)	-	-	-	-	-
Total Northeast G&P adjustments	1	(7)	9	43	46	-	-	-	-	-
West										
Pension plan settlement charge	1	-	-	-	1	-	-	-	-	-
Benefit of change in employee benefit policy	-	(1)	(2)	(6)	(9)	-	-	-	-	-
Net unrealized (gain) loss from derivative instruments	-	-	-	-	-	-	-	17	(20)	(3)
Total West adjustments	1	(1)	(2)	(6)	(8)	-	-	17	(20)	(3)

(1) Third-quarter 2021 recast due to addition of adjustment to amortization of Sequent intangible asset.
(2) The sum of earnings per share for the quarters may not equal the total earnings per share for the year due to changes in the weighted-average number of common shares outstanding.

Reconciliation of Income (Loss) From Continuing Operations Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income 2020-2021 Cont. (UNAUDITED)

	2020					2021				
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr* (1)	*4th Qtr*	*Year*
Sequent										
Amortization of purchase accounting inventory fair value adjustment	-	-	-	-	-	-	-	2	16	18
Net unrealized (gain) loss from derivative instruments	-	-	-	-	-	-	-	277	(168)	109
Total Sequent adjustments	-	-	-	-	-	-	-	279	(152)	127
Other										
Regulatory asset reversals from impaired projects	-	-	8	7	15	-	-	-	-	-
Expenses associated with Sequent acquisition and transition	-	-	-	-	-	-	-	3	2	5
Net unrealized (gain) loss from derivative instruments	-	-	-	-	-	-	4	16	(20)	-
Reversal of costs capitalized in prior periods	-	-	3	-	3	-	-	-	-	-
Pension plan settlement charge	-	-	-	1	1	-	-	-	-	-
Accrual for loss contingencies	-	-	-	24	24	5	5	-	-	10
Total Other adjustments	-	-	11	32	43	5	9	19	(18)	15
Adjustments included in Modified EBITDA	9	(6)	24	227	254	5	11	315	(190)	141
Adjustments below Modified EBITDA										
Accelerated depreciation for decommissioning assets	-	-	-	-	-	-	20	13	-	33
Amortization of intangible assets from Sequent acquisition (1)	-	-	-	-	-	-	-	21	(3)	18
Impairment of equity-method investments	938	-	-	108	1,046	-	-	-	-	-
Impairment of goodwill (3)	187	-	-	-	187	-	-	-	-	-
Share of impairment of goodwill at equity-method investment	78	-	-	-	78	-	-	-	-	-
Allocation of adjustments to noncontrolling interests	(65)	-	-	-	(65)	-	-	-	-	-
	1,138	-	-	108	1,246	-	20	34	(3)	51
Total adjustments	1,147	(6)	24	335	1,500	5	31	349	(193)	192
Less tax effect for above items (1)(3)	(316)	8	1	(68)	(375)	(1)	(8)	(87)	48	(48)
Adjusted income available to common stockholders	$ 313	$ 305	$ 333	$ 382	$ 1,333	$ 429	$ 327	$ 426	$ 476	$ 1,658
Adjusted income - diluted earnings per common share (2)	$ 0.26	$ 0.25	$ 0.27	$ 0.31	$ 1.10	$ 0.35	$ 0.27	$ 0.35	$ 0.39	$ 1.36
Weighted-average shares - diluted (thousands)	1,214,348	1,214,581	1,215,335	1,216,381	1,215,165	1,217,211	1,217,476	1,217,979	1,221,454	1,218,215

(1) Third-quarter 2021 recast due to addition of adjustment to amortization of Sequent intangible asset.
(2) The sum of earnings per share for the quarters may not equal the total earnings per share for the year due to changes in the weighted-average number of common shares outstanding.
(3) Our partner's $65 million share of the first-quarter 2020 impairment of goodwill is reflected below in Allocation of adjustments to noncontrolling interests.

Reconciliation of Income (Loss) From Continuing Operations Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income 2022-2023 (UNAUDITED)

	2022					2023			
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*Year*
Income (loss) from continuing operations attributable to The Williams Companies, Inc. available to common stockholders	$ 379	$ 400	$ 599	$ 668	$ 2,046	$ 926	$ 547	$ 654	$ 2,127
Income (loss) from continuing operations - diluted earnings (loss) per common share (1)	$ .31	$ .33	$ .49	$ .55	$ 1.67	$ .76	$ .45	$ .54	$ 1.74
Adjustments:									
Transmission & Gulf of Mexico									
Loss related to Eminence storage cavern abandonments and monitoring	$ —	$ —	$ 19	$ 12	$ 31	$ —	$ —	$ —	$ —
Regulatory liability charges associated with decrease in Transco's estimated deferred state income tax rate	—	—	15	—	15	—	—	—	—
Net unrealized (gain) loss from derivative instruments	—	—	(1)	1	—	—	—	—	—
MountainWest acquisition and transition-related costs	—	—	—	—	—	13	17	3	33
Gain on sale of business	—	—	—	—	—	—	—	(130)	(130)
Total Transmission & Gulf of Mexico adjustments	—	—	33	13	46	13	17	(127)	(97)
Northeast G&P									
Our share of accrual for loss contingency at Aux Sable Liquid Products LP	—	—	—	—	—	—	—	31	31
Total Northeast G&P adjustments	—	—	—	—	—	—	—	31	31
West									
Trace acquisition costs	—	8	—	—	8	—	—	—	—
Gain from contract settlement	—	—	—	—	—	(18)	—	—	(18)
Total West adjustments	—	8	—	—	8	(18)	—	—	(18)
Gas & NGL Marketing Services									
Amortization of purchase accounting inventory fair value adjustment	15	—	—	—	15	—	—	—	—
Impact of volatility on NGL linefill transactions	(20)	—	23	6	9	(3)	10	(3)	4
Net unrealized (gain) loss from derivative instruments	57	288	(5)	(66)	274	(333)	(94)	(24)	(451)
Total Gas & NGL Marketing Services adjustments	52	288	18	(60)	298	(336)	(84)	(27)	(447)

(1) The sum of earnings per share for the quarters may not equal the total earnings per share for the year due to changes in the weighted-average number of common shares outstanding.
(2) The second quarter of 2022 includes adjustments for the reversal of valuation allowance due to the expected utilization of certain deferred income tax assets and previously unrecognized tax benefits from the resolution of certain federal income tax audits. The third quarter of 2022 includes an unfavorable adjustment to reverse the net benefit primarily associated with a significant decrease in our estimated deferred state income tax rate, partially offset by an unfavorable revision to a state net operating loss carryforward. The third quarter of 2023 includes an adjustment associated with a further decrease in our estimated deferred state income tax rate.

Reconciliation of Income (Loss) From Continuing Operations Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income 2022-2023 Cont. (UNAUDITED)

	2022					2023			
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*Year*
Other									
Regulatory liability charge associated with decrease in Transco's estimated deferred state income tax rate	—	—	5	—	5	—	—	—	—
Net unrealized (gain) loss from derivative instruments	66	(47)	(29)	(15)	(25)	6	11	1	18
Accrual for loss contingencies	—	—	11	—	11	—	—	—	—
Total Other adjustments	66	(47)	(13)	(15)	(9)	6	11	1	18
Adjustments included in Modified EBITDA	118	249	38	(62)	343	(335)	(56)	(122)	(513)
Adjustments below Modified EBITDA									
Amortization of intangible assets from Sequent acquisition	42	41	42	42	167	15	14	15	44
Depreciation adjustment related to Eminence storage cavern abandonments	—	—	(1)	—	(1)	—	—	—	—
	42	41	41	42	166	15	14	15	44
Total adjustments	160	290	79	(20)	509	(320)	(42)	(107)	(469)
Less tax effect for above items	(40)	(72)	(17)	5	(124)	78	10	25	113
Adjustments for tax-related items (2)	—	(134)	(69)	—	(203)	—	—	(25)	(25)
Adjusted income from continuing operations available to common stockholders	$ 499	$ 484	$ 592	$ 653	$ 2,228	$ 684	$ 515	$ 547	$ 1,746
Adjusted income from continuing operations - diluted earnings per common share (1)	$ .41	$ .40	$ .48	$ .53	$ 1.82	$ .56	$ .42	$ .45	$ 1.43
Weighted-average shares - diluted (thousands)	1,221,279	1,222,694	1,222,472	1,224,212	1,222,672	1,225,781	1,219,915	1,220,073	1,222,650

(1) The sum of earnings per share for the quarters may not equal the total earnings per share for the year due to changes in the weighted-average number of common shares outstanding.
(2) The second quarter of 2022 includes adjustments for the reversal of valuation allowance due to the expected utilization of certain deferred income tax assets and previously unrecognized tax benefits from the resolution of certain federal income tax audits. The third quarter of 2022 includes an unfavorable adjustment to reverse the net benefit primarily associated with a significant decrease in our estimated deferred state income tax rate, partially offset by an unfavorable revision to a state net operating loss carryforward. The third quarter of 2023 includes an adjustment associated with a further decrease in our estimated deferred state income tax rate.

Reconciliation of Net Income (Loss) to Modified EBITDA and Non-GAAP Adjusted EBITDA 2015 – 2017 (UNAUDITED)

	2015					2016					2017				
(Dollars in millions)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*
Net income (loss)	$ 13	$ 183	$ (173)	$ (1,337)	$ (1,314)	$ (13)	$ (505)	$ 131	$ 37	$ (350)	$ 569	$ 193	$ 125	$1,622	$2,509
Provision (benefit) for income taxes	30	83	(65)	(447)	(399)	2	(145)	69	49	(25)	37	65	24	(2,100)	(1,974)
Interest expense	251	262	263	268	1,044	291	298	297	293	1,179	280	271	267	265	1,083
Equity (earnings) losses	(51)	(93)	(92)	(99)	(335)	(97)	(101)	(104)	(95)	(397)	(107)	(125)	(115)	(87)	(434)
Impairment of equity-method investments	—	—	461	898	1,359	112	—	—	318	430	—	—	—	—	—
Other investing (income) loss – net	—	(9)	(18)	—	(27)	(18)	(18)	(28)	1	(63)	(272)	(2)	(4)	(4)	(282)
Proportional Modified EBITDA of equity-method investments	136	183	185	195	699	189	191	194	180	754	194	215	202	184	795
Impairment of goodwill	—	—	—	1,098	1,098	—	—	—	—	—	—	—	—	—	—
Depreciation and amortization expenses	427	428	432	451	1,738	445	446	435	437	1,763	442	433	433	428	1,736
Accretion expense associated with asset retirement obligations for nonregulated operations	6	9	6	7	28	7	8	9	7	31	7	9	7	10	33
Modified EBITDA	**$ 812**	**$1,046**	**$ 999**	**$ 1,034**	**$ 3,891**	**$ 918**	**$ 174**	**$1,003**	**$1,227**	**$3,322**	**$1,150**	**$1,059**	**$ 939**	**$ 318**	**$3,466**
Northeast G&P	$ 194	$ 184	$ 204	$ 188	$ 770	$ 220	$ 222	$ 214	$ 197	$ 853	$ 226	$ 247	$ 115	$ 231	$ 819
Transmission & Gulf of Mexico	421	473	499	471	1,864	466	436	502	538	1,942	535	531	507	(236)	1,337
West	227	253	264	412	1,156	243	236	284	460	1,223	300	279	(692)	426	313
Other	(30)	136	32	(37)	101	(11)	(720)	3	32	(696)	89	2	1,009	(103)	997
Total Modified EBITDA	**$ 812**	**$1,046**	**$ 999**	**$ 1,034**	**$ 3,891**	**$ 918**	**$ 174**	**$1,003**	**$1,227**	**$3,322**	**$1,150**	**$1,059**	**$ 939**	**$ 318**	**$3,466**
Adjustments included in Modified EBITDA [(1)]:															
Northeast G&P	$ 11	$ 22	$ 19	$ 13	$ 65	$ 5	$ —	$ 6	$ 22	$ 33	$ 1	$ 1	$ 131	$ 7	$ 140
Transmission & Gulf of Mexico	—	—	—	5	5	25	8	11	(2)	42	3	8	1	753	765
West	86	72	59	(67)	150	71	112	70	(148)	105	4	16	1,041	(29)	1,032
Other	9	(123)	26	81	(7)	37	771	102	24	934	(13)	29	(999)	111	(872)
Total Adjustments included in Modified EBITDA	**$ 106**	**$ (29)**	**$ 104**	**$ 32**	**$ 213**	**$ 138**	**$ 891**	**$ 189**	**$ (104)**	**$1,114**	**$ (5)**	**$ 54**	**$ 174**	**$ 842**	**$1,065**
Adjusted EBITDA:															
Northeast G&P	$ 205	$ 206	$ 223	$ 201	$ 835	$ 225	$ 222	$ 220	$ 219	$ 886	$ 227	$ 248	$ 246	$ 238	$ 959
Transmission & Gulf of Mexico	421	473	499	476	1,869	491	444	513	536	1,984	538	539	508	517	2,102
West	313	325	323	345	1,306	314	348	354	312	1,328	304	295	349	397	1,345
Other	(21)	13	58	44	94	26	51	105	56	238	76	31	10	8	125
Total Adjusted EBITDA	**$ 918**	**$1,017**	**$1,103**	**$ 1,066**	**$ 4,104**	**$1,056**	**$1,065**	**$1,192**	**$1,123**	**$4,436**	**$1,145**	**$1,113**	**$1,113**	**$1,160**	**$4,531**

(1) Adjustments by segment are detailed in the "Reconciliation of Income (Loss) Attributable to The Williams Companies, Inc. to Adjusted Income," which is also included in these materials.

Reconciliation of Net Income (Loss) to Modified EBITDA and Non-GAAP Adjusted EBITDA 2018 – 2019 (UNAUDITED)

	2018					2019				
(Dollars in millions)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*
Net income (loss)	$ 270	$ 269	$ 200	$ (546)	$ 193	$ 214	$ 324	$ 242	$ (66)	$ 714
Provision (benefit) for income taxes	55	52	190	(159)	138	69	98	77	91	335
Interest expense	273	275	270	294	1,112	296	296	296	298	1,186
Impairment of goodwill	—	—	—	—	—	—	—	—	—	—
Equity (earnings) losses	(82)	(92)	(105)	(117)	(396)	(80)	(87)	(93)	(115)	(375)
Impairment of equity-method investments	—	—	—	32	32	74	(2)	114	—	186
Other investing (income) loss - net	(4)	(68)	(2)	(145)	(219)	(1)	(124)	(7)	25	(107)
Proportional Modified EBITDA of equity-method investments	169	178	205	218	770	190	175	181	200	746
Depreciation and amortization expenses	431	434	425	435	1,725	416	424	435	439	1,714
Accretion expense associated with asset retirement obligations for nonregulated operations	8	10	8	7	33	9	8	8	8	33
(Income) loss from discontinued operations, net of tax	—	—	—	—	—	—	—	—	15	15
Modified EBITDA	**$1,120**	**$1,058**	**$1,191**	**$ 19**	**$3,388**	**$1,187**	**$1,112**	**$1,253**	**$ 895**	**$4,447**
Northeast G&P	$ 250	$ 255	$ 281	$ 300	$1,086	$ 299	$ 303	$ 345	$ 367	$1,314
Transmission & Gulf of Mexico	531	541	549	672	2,293	636	590	665	284	2,175
West	333	323	355	(973)	38	256	212	245	239	952
Other	6	(61)	6	20	(29)	(4)	7	(2)	5	6
Total Modified EBITDA	**$1,120**	**$1,058**	**$1,191**	**$ 19**	**$3,388**	**$1,187**	**$1,112**	**$1,253**	**$ 895**	**$4,447**
Adjustments included in Modified EBITDA (1):										
Northeast G&P	$ —	$ —	$ —	$ 4	$ 4	$ 3	$ 16	$ (2)	$ 10	$ 27
Transmission & Gulf of Mexico	8	(19)	—	(74)	(85)	—	38	15	359	412
West	—	—	—	1,262	1,262	14	75	(1)	24	112
Other	7	71	5	(14)	69	12	—	9	(4)	17
Total Adjustments included in Modified EBITDA	**$ 15**	**$ 52**	**$ 5**	**$1,178**	**$1,250**	**$ 29**	**$ 129**	**$ 21**	**$ 389**	**$ 568**
Adjusted EBITDA:										
Northeast G&P	$ 250	$ 255	$ 281	$ 304	$1,090	$ 302	$ 319	$ 343	$ 377	$1,341
Transmission & Gulf of Mexico	539	522	549	598	2,208	636	628	680	643	2,587
West	333	323	355	289	1,300	270	287	244	263	1,064
Other	13	10	11	6	40	8	7	7	1	23
Total Adjusted EBITDA	**$1,135**	**$1,110**	**$1,196**	**$1,197**	**$4,638**	**$1,216**	**$1,241**	**$1,274**	**$1,284**	**$5,015**

(1) Adjustments by segment are detailed in the "Reconciliation of Income (Loss) Attributable to The Williams Companies, Inc. to Adjusted Income," which is also included in these materials.

Reconciliation of Net Income (Loss) to Modified EBITDA and Non-GAAP Adjusted EBITDA 2020 – 2021 (UNAUDITED)

(Dollars in millions)	2020 1st Qtr	2020 2nd Qtr	2020 3rd Qtr	2020 4th Qtr	2020 Year	2021 1st Qtr	2021 2nd Qtr	2021 3rd Qtr	2021 4th Qtr	2021 Year
Net income (loss)	$ (570)	$ 315	$ 323	$ 130	$ 198	$ 435	$ 322	$ 173	$ 632	$ 1,562
Provision (benefit) for income taxes	(204)	117	111	55	79	141	119	53	198	511
Interest expense	296	294	292	290	1,172	294	298	292	295	1,179
Equity (earnings) losses	(22)	(108)	(106)	(92)	(328)	(131)	(135)	(157)	(185)	(608)
Impairment of goodwill	187	-	-	-	187	-	-	-	-	-
Impairment of equity-method investments	938	-	-	108	1,046	-	-	-	-	-
Other investing (income) loss - net	(3)	(1)	(2)	(2)	(8)	(2)	(2)	(2)	(1)	(7)
Proportional Modified EBITDA of equity-method investments	192	192	189	176	749	225	230	247	268	970
Depreciation and amortization expenses	429	430	426	436	1,721	438	463	487	454	1,842
Accretion expense associated with asset retirement obligations for nonregulated operations	10	7	10	8	35	10	11	12	12	45
Modified EBITDA	**$ 1,253**	**$ 1,246**	**$ 1,243**	**$ 1,109**	**$ 4,851**	**$ 1,410**	**$ 1,306**	**$ 1,105**	**$ 1,673**	**$ 5,494**
Transmission & Gulf of Mexico	$ 662	$ 615	$ 616	$ 486	$ 2,379	$ 660	$ 646	$ 630	$ 685	$ 2,621
Northeast G&P	369	370	387	363	1,489	402	409	442	459	1,712
West	215	253	247	283	998	315	231	276	273	1,095
Sequent	-	-	-	-	-	-	-	(281)	169	(112)
Other	7	8	(7)	(23)	(15)	33	20	38	87	178
Total Modified EBITDA	**$ 1,253**	**$ 1,246**	**$ 1,243**	**$ 1,109**	**$ 4,851**	**$ 1,410**	**$ 1,306**	**$ 1,105**	**$ 1,673**	**$ 5,494**
Adjustments (1):										
Transmission & Gulf of Mexico	$ 7	$ 2	$ 6	$ 158	$ 173	$ -	$ 2	$ -	$ -	$ 2
Northeast G&P	1	(7)	9	43	46	-	-	-	-	-
West	1	(1)	(2)	(6)	(8)	-	-	17	(20)	(3)
Sequent	-	-	-	-	-	-	-	279	(152)	127
Other	-	-	11	32	43	5	9	19	(18)	15
Total Adjustments	**$ 9**	**$ (6)**	**$ 24**	**$ 227**	**$ 254**	**$ 5**	**$ 11**	**$ 315**	**$ (190)**	**$ 141**
Adjusted EBITDA:										
Transmission & Gulf of Mexico	$ 669	$ 617	$ 622	$ 644	$ 2,552	$ 660	$ 648	$ 630	$ 685	$ 2,623
Northeast G&P	370	363	396	406	1,535	402	409	442	459	1,712
West	216	252	245	277	990	315	231	293	253	1,092
Sequent	-	-	-	-	-	-	-	(2)	17	15
Other	7	8	4	9	28	38	29	57	69	193
Total Adjusted EBITDA	**$ 1,262**	**$ 1,240**	**$ 1,267**	**$ 1,336**	**$ 5,105**	**$ 1,415**	**$ 1,317**	**$ 1,420**	**$ 1,483**	**$ 5,635**

(1) Adjustments by segment are detailed in the "Reconciliation of Income (Loss) Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income," which is also included in these materials.

Reconciliation of Net Income (Loss) to Modified EBITDA, Non-GAAP Adjusted EBITDA 2022-2023 (UNAUDITED)

	2022					2023			
(Dollars in millions)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*Year*
Net income (loss)	$ 392	$ 407	$ 621	$ 697	$ 2,117	$ 957	$ 494	$ 684	$ 2,135
Provision (benefit) for income taxes	118	(45)	96	256	425	284	175	176	635
Interest expense	286	281	291	289	1,147	294	306	314	914
Equity (earnings) losses	(136)	(163)	(193)	(145)	(637)	(147)	(160)	(127)	(434)
Other investing (income) loss - net	(1)	(2)	(1)	(12)	(16)	(8)	(13)	(24)	(45)
Proportional Modified EBITDA of equity-method investments	225	250	273	231	979	229	249	215	693
Depreciation and amortization expenses	498	506	500	505	2,009	506	515	521	1,542
Accretion expense associated with asset retirement obligations for nonregulated operations	11	13	12	15	51	15	14	14	43
(Income) loss from discontinued operations, net of tax	—	—	—	—	—	—	87	1	88
Modified EBITDA	**$ 1,393**	**$ 1,247**	**$ 1,599**	**$ 1,836**	**$ 6,075**	**$ 2,130**	**$ 1,667**	**$ 1,774**	**$ 5,571**
Transmission & Gulf of Mexico	$ 697	$ 652	$ 638	$ 687	$ 2,674	$ 715	$ 731	$ 881	$ 2,327
Northeast G&P	418	450	464	464	1,796	470	515	454	1,439
West	260	288	337	326	1,211	304	312	315	931
Gas & NGL Marketing Services	13	(282)	20	209	(40)	567	68	43	678
Other	5	139	140	150	434	74	41	81	196
Total Modified EBITDA	**$ 1,393**	**$ 1,247**	**$ 1,599**	**$ 1,836**	**$ 6,075**	**$ 2,130**	**$ 1,667**	**$ 1,774**	**$ 5,571**
Adjustments (1):									
Transmission & Gulf of Mexico	$ —	$ —	$ 33	$ 13	$ 46	$ 13	$ 17	$ (127)	$ (97)
Northeast G&P	—	—	—	—	—	—	—	31	31
West	—	8	—	—	8	(18)	—	—	(18)
Gas & NGL Marketing Services	52	288	18	(60)	298	(336)	(84)	(27)	(447)
Other	66	(47)	(13)	(15)	(9)	6	11	1	18
Total Adjustments	**$ 118**	**$ 249**	**$ 38**	**$ (62)**	**$ 343**	**$ (335)**	**$ (56)**	**$ (122)**	**$ (513)**
Adjusted EBITDA:									
Transmission & Gulf of Mexico	$ 697	$ 652	$ 671	$ 700	$ 2,720	$ 728	$ 748	$ 754	$ 2,230
Northeast G&P	418	450	464	464	1,796	470	515	485	1,470
West	260	296	337	326	1,219	286	312	315	913
Gas & NGL Marketing Services	65	6	38	149	258	231	(16)	16	231
Other	71	92	127	135	425	80	52	82	214
Total Adjusted EBITDA	**$ 1,511**	**$ 1,496**	**$ 1,637**	**$ 1,774**	**$ 6,418**	**$ 1,795**	**$ 1,611**	**$ 1,652**	**$ 5,058**

(1) Adjustments by segment are detailed in the "Reconciliation of Income (Loss) from Continuing Operations Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income," which is also included in these materials.

Reconciliation of Cash Flow from Operating Activities to Non-GAAP Available Funds from Operations (AFFO) 2022-2023 (UNAUDITED)

	2022					2023			
(Dollars in millions, except coverage ratios)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*Year*
The Williams Companies, Inc.									
Reconciliation of GAAP "Net cash provided (used) by operating activities" to Non-GAAP "Available funds from operations"									
Net cash provided (used) by operating activities	$ 1,082	$ 1,098	$ 1,490	$ 1,219	$ 4,889	$ 1,514	$ 1,377	$ 1,234	$ 4,125
Exclude: Cash (provided) used by changes in:									
Accounts receivable	3	794	(125)	61	733	(1,269)	(154)	128	(1,295)
Inventories, including write-downs	(178)	177	77	(127)	(51)	(45)	(19)	7	(57)
Other current assets and deferred charges	65	(50)	47	(29)	33	4	(28)	29	5
Accounts payable	138	(828)	(53)	333	(410)	1,017	203	(148)	1,072
Accrued and other current liabilities	149	(125)	(191)	(42)	(209)	318	(246)	42	114
Changes in current and noncurrent derivative assets and liabilities	(101)	52	(37)	(8)	(94)	(82)	(37)	(53)	(172)
Other, including changes in noncurrent assets and liabilities	67	65	73	11	216	40	47	53	140
Preferred dividends paid	(1)	—	(1)	(1)	(3)	(1)	—	(1)	(2)
Dividends and distributions paid to noncontrolling interests	(37)	(58)	(46)	(63)	(204)	(54)	(58)	(62)	(174)
Contributions from noncontrolling interests	3	5	7	3	18	3	15	—	18
Adjustment to exclude litigation-related charges in discontinued operations	—	—	—	—	—	—	115	1	116
Available funds from operations	$ 1,190	$ 1,130	$ 1,241	$ 1,357	$ 4,918	$ 1,445	$ 1,215	$ 1,230	$ 3,890
Common dividends paid	$ 518	$ 517	$ 518	$ 518	$ 2,071	$ 546	$ 545	$ 544	$ 1,635
Coverage ratio:									
Available funds from operations divided by Common dividends paid	2.30	2.19	2.40	2.62	2.37	2.65	2.23	2.26	2.38

Reconciliation of Net Income (Loss) from Continuing Operations to Modified EBITDA, Non-GAAP Adjusted EBITDA and Cash Flow from Operating Activities to Non-GAAP Available Funds from Operations (AFFO) (UNAUDITED)

	2023 Guidance		
(Dollars in millions, except per-share amounts and coverage ratio)	Low	Mid	High
Net income (loss) from continuing operations	$ 2,675	$ 2,750	$ 2,825
Provision (benefit) for income taxes	800	825	850
Interest expense		1,225	
Equity (earnings) losses		(590)	
Proportional Modified EBITDA of equity-method investments		945	
Depreciation and amortization expenses and accretion for asset retirement obligations associated with nonregulated operations		2,110	
Other		(52)	
Modified EBITDA	**$ 7,113**	**$ 7,213**	**$ 7,313**
EBITDA Adjustments		(513)	
Adjusted EBITDA	**$ 6,600**	**$ 6,700**	**$ 6,800**
Net income (loss) from continuing operations	$ 2,675	$ 2,750	$ 2,825
Less: Net income (loss) attributable to noncontrolling interests & preferred dividends		130	
Net income (loss) from continuing operations attributable to The Williams Companies, Inc. available to common stockholders	$ 2,545	$ 2,620	$ 2,695
Adjustments:			
Adjustments included in Modified EBITDA (1)		(513)	
Adjustments below Modified EBITDA (2)		59	
Allocation of adjustments to noncontrolling interests		—	
Total adjustments		(454)	
Less tax effect for above items (3)		84	
Adjusted income from continuing operations available to common stockholders	$ 2,175	$ 2,250	$ 2,325
Adjusted income from continuing operations - diluted earnings per common share	**$ 1.78**	**$ 1.84**	**$ 1.90**
Weighted-average shares - diluted (millions)		1,222	
Available Funds from Operations (AFFO):			
Net cash provided by operating activities (net of changes in working capital, changes in current and noncurrent derivative assets and liabilities, and changes in other, including changes in noncurrent assets and liabilities)	$ 5,075	$ 5,175	$ 5,275
Preferred dividends paid		(3)	
Dividends and distributions paid to noncontrolling interests		(210)	
Contributions from noncontrolling interests		22	
Adjustment to exclude litigation-related charges in discontinued operations		116	
Available funds from operations (AFFO)	**$ 5,000**	**$ 5,100**	**$ 5,200**
AFFO per common share	**$ 4.09**	**$ 4.17**	**$ 4.26**
Common dividends paid		**$ 2,180**	
Coverage Ratio (AFFO/Common dividends paid)	**2.29x**	**2.34x**	**2.39x**

(1) 1Q, 2Q and 3Q adjustments of ($513) million as shown in the "Reconciliation of Income/(Loss) from Continuing Operations Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income"
(2) Includes 1Q, 2Q and 3Q amortization of intangible assets from Sequent acquisition of $44 million and 4Q amortization of $15 million
(3) Includes 1Q, 2Q and 3Q tax on adjustments of $113 million, 3Q adjustment associated with a further decrease in our estimated deferred state income tax rate of ($25) million, and 4Q tax on adjustments of ($4) million