Williams Partners

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Ross: Our next presenter is Williams Partners. WPZ has one of the most impressive suites of assets in the MLP space anchored by its Transco, Northwest, and Gulfstream pipelines along with its sizable gathering and processing assets. Further, it is one of the leading MLPs growing natural gas infrastructure from the Marcellus to the Northeast as well as numerous locations throughout the country. With that, I'd like to welcome Alan Armstrong, President and CEO, Don Chappel, CFO, John Porter, Director of Investor Relations, and Brett Krieg, Assistant Director of Investor Relations. Alan?

Alan Armstrong: Good morning, everyone. Glad to be here today and we've got a great story to talk about and a real focus on natural gas. It's always great to see Magellan here which was a prior Williams Company and nice to see how well they're doing on the liquids and the crude oil side of the pipeline.

You're going to hear a very different story today though around the natural gas side of the story which I think is very compelling and supported by very strong fundamentals in the natural gas sector. So I'm going to take you through kind of starting with what the basis is for the demand on natural gas because I think that is absolutely fundamental to our story. So we thank Wells Fargo for having us this morning. Moving through the forward-looking statements, you guys have seen those before and those are in your materials.

Looking first to the key drivers today for Williams and our value, first of all steady natural gas demand is going to continue. You don't really have to guess on the demand side for natural gas these days. The amount of big capital investment that it takes to build out LNG facilities, industrial facilities and the power

generation load out there leaves you without having to guess about where that demand is going to come from. So you're not really driven so much by price when you think about demand. You're really driven today here in the US around the amount of capital that's already gone in the ground and positioned to consume the gas. So we'll talk about that a little bit today.

And of course, we all know that we have great, low-cost production here in the US. We are very, very fortunate and very blessed have such a talented group of operators and producers that have really learned to get gas out of the ground cheaper and cheaper and cheaper. And really giving the US a huge advantage when it comes to the pet-chem markets and ultimately the manufacturing markets. And Williams is really just a conduit in between that cheap production and those growing markets, so we'll talk about that.

Just to talk about the scale of our business today, we are the largest scale natural gas gatherer, a little over 12 Bcf a day. We're also the largest gatherer in the most important natural gas basin in the northeast, the Marcellus and the Utica, currently a little over 6 Bcf a day. At the end of 2015, as you measured everybody, we were about 38% of the gathered gas when you include our joint ventures in things like Blue Racer. Most of that is operated systems, but that does, that number of 38%, does include our investment in Blue Racer.

Additionally, Transco, which is not only the nation's largest natural gas pipeline, it's also the nation's largest interstate natural -- or sorry, fastest growing interstate natural gas pipeline. And we are on schedule -- and this isn't us trying to forecast this, we have the contracts in place today that will double our capacity in the decade between 2008 and 2018, reaching over 16 Bcf a day. And we'll talk about why that is on Transco. Again, that's fully contracted demand.

And then as well, you'll see that the quality of our cash flow stream, and if you don't get anything else out of the presentation today, I want you to hear this. We are really transforming the company and we have very much narrowed our focus today around our strategy of moving natural gas and being in between the very best markets and the growth. And we're monetizing assets like Canada and Geismar, anything that really stands in the way of the very concentrated focus on moving natural gas. Because we think that story is so compelling and we think our assets are so well positioned to take advantage of that, that we really are narrowing and streamlining our business in a way that makes us the investment if you believe in the natural gas demand story that I'm about to tell you.

And then that is certainly converting itself into very predictable and growing cash flows. You'll see that towards the end of the presentation where we have, despite the fact that we get thrown into the lot with all the other energy companies, if you

look at starting in first quarter 2015 which of course was right after the first OPEC announcement in Thanksgiving of 2014, we've continued to grow our EBITDA on a pretty steady basis throughout that period despite lower commodity and lower oil prices. So I'll show you that and I think that's a real strength of our business. There's really not very many major MLPs that have been able to grow at the rate we have on the adjusted EBITDA or the DCF line throughout this period.

And then really excited about what's going on within the organization today around lowering our costs and really getting great at project development. A lot of really interesting things that we're starting to do, to not be constantly in a fight with the opposition, but really find ways to accommodate their needs and get done what we need to get done in terms of our projects. So really excited about the way the Company is positioned today and excited about the way the teams are responding to the opportunities within Williams today.

So this is a very important basis of the presentation. And if you look there to the upper left, this will just remind you of how extraordinary and how poor our ability in the industry to predict pricing is. Look at the 2008 pricing up there to your upper left there, the $8.90 gas price that was in 2008. Despite that high gas price that we started off with in 2008, we were still able to grow the demand side on natural gas by 2.9% CAGR. And of course, that ended with a very warm 2016. And you can actually see there that the residential and commercial load actually reduced from 2008 to 2016, yet we still grew the markets at a 2.9% CAGR.

Now you move to 2016 and we're sitting on a $2.43 price and I can assure you that low price has been driving a tremendous amount of demand side investments. Whether it's gas fired generation, whether it's LNG facilities, or very importantly, the industrial side. There's about, within this forecast, and looking at the purple there which is the industrial side, there's about 59 named projects there that are permitted and moving ahead right now that make that up. Again, this is not that hard to predict relative to all the other things that forecasters have to predict. It's not that hard because you can't sneak up on building these kind of facilities that take on this kind of demand.

So you can see here the increase, a little bit of increase in residential and commercial and I would tell you some of that is a little bit of a normalization of winter, because 2016 was so warm. But a lot of it is the changing over from heating oil and fuel oil, here in the northeast particularly, over to natural gas. And Williams has been a big beneficiary of that shift in load on the blue side. And importantly, on the purple, on the industrial load, we've got the largest industrial load out of all of those that were on that list of 59. The largest one happens to be one we've contracted for, I'll point to in a minute. And the you can also see as

well the LNG export load and that picking up and really making a substantial difference there.

Interestingly enough, on this graph, most people, I think if you said what do you think the biggest driver for demand growth would be between 2016 and 2020, most people would probably say, well it would be the power generation. It's all this going from gas fired generation, from coal generation over to gas fired generation. Actually, in this forecast, this is fairly flat. It's almost completely flat from 2016 to 2020 in this forecast. I will tell you from my perspective and what we're seeing at Williams, I think that has got to be a little bit too low. Because we are seeing a lot of our projects and a lot of the demand side that's been contracted on our systems, is power generation load. So I actually think this 3.1% CAGR could actually be a little bit low relative to this forecast. But that's the basis right now as we move forward to talk about what's going to happen on our systems, both on the demand side as well as on the supply side. And again, this is a forecast by consultants, but if you look at IHS, this is a Wood-Mac, but if you look at IHS or you look at PIRA, any of them, they pretty well all have the same number here in terms of this 3% CAGR in growth moving forward.

And so where is that going to effect and how is Williams positioned up against that? First of all, the big number you see on here is the supply growth that's required to balance this demand coming out of the Marcellus and the Utica. So you see a 50% increase from 2016 through 2020 with a 12 Bcf a day increase coming out of the Marcellus and the Utica. So hang onto that number for a minute. And then you can also see where the load is coming from in the yellow there, you can see where that load is expected to show up. Again, I would tell you from our perspective this looks pretty light just because it's hard for us to believe that we've captured this much of the incremental demand just on our systems. Because we can speak for a very large portion of this incremental demand that you see in the yellow just by the projects that we've captured to date.

And so focusing on that 12 Bcf a day growth number that we just talked about, this is the big risk for the growth in the northeast, and I think most people are aware about, is getting the infrastructure built out of this basin. And so there's about three things that are going to affect demand coming out of the basin. First of all, compared to 2016, just a normal winter in this area, in this region, would get almost -- it's about 700 million a day in incremental load just from a normal winter to pull from this area. So we will see some increase in load from this area just from a normalized winter.

We also have new power generation load coming in. And all of that is before what people are really focused on which is the big pipeline takeaway projects. And what this graph shows you is that the dotted line there is what people have

announced. So this is what companies like Williams and other parties have announced in terms of pipeline takeaway out of the area. And the gold bar there is what Wood Mackenzie kind of haircutting that and saying, well, okay, when is that really going to get built and when is it really going to come on? And so as you can see, they've studied that and that's what they've come up with.

In either of those cases, you can see it's significantly larger than this 12 Bcf a day of growth that's expected from the Marcellus and the Utica area. I can tell you, if we get that kind of growth, and we certainly expect to get even more than our fair share of that growth out here today, because we are in absolutely the right spots in the Marcellus and the Utica to be drilled. But this will be tremendous leverage against our cash flows with very little incremental capital required to capture these volumes out here in the northeast.

So if we look at where Williams in positioned in the Marcellus in the northeast, this is a fairly complicated chart and a lot of data goes into this, but let me tell you what effectively this is. The gray bar there is the production forecast in what they call sub plays. So Wood Mackenzie goes into each of the counties, in each of the sub plays, and they label out all these various sub plays that are in the basin. Then we've looked at that and said, okay, well we're in this sub play, we're in this sub play, we're in this sub play. And if you do that, it shows that Williams is positioned, where our assets are, are in some of the very best sub plays that are out there. And you can see the kind of growth that we expect in the blue there. That's the Wood Mac expectation of growth for the sub plays that Williams is in. So we think we're in absolutely the right spots in the Marcellus and the Utica. And so we've studied this to a great degree and certainly with this recent increase in price that we've just seen here, today I just saw Dominion South I think is trading up around $2.82, so that's kind of the key index out here for gas price in this area. That is a huge positive for this area and we are seeing a lot of response right now from producers, both in turning on new production or turning back on production that's been shut in. And we're also seeing a lot of new requests for well connects and pad connects that producers have been sitting on. So a lot of response going on out of this area right now as we're seeing a little bit of load come in from winter. I think a really good sign for how we're positioned out here.

You can also see though, over on the right, we think if the Marcellus and the Utica for whatever reason can't deliver on keeping up with the demand that we think is going to be a little bit higher than that 3.1%, if they can't keep up with it, the Haynesville is well positioned and you can see there we absolutely are in the very best spot in the Haynesville as well in terms of where our gathering systems lie.

So moving onto the demand side and the fully contracted business on Transco,

pretty busy slide here, but let me just explain real quickly the colors here. The colors are the power generation and LDC loads. So for instance, you see the New York Bay expansion up there, that New York Bay expansion. Part of that is power generation load, but a lot of it is trying to keep up with the conversion from fuel oil here in the northeast, trying to keep up with that conversion right here in New York City area going over to natural gas. The northeast supply enhancement is a little bit power generation and a little bit of that same load. And then as you move to Garden State Expansion, most of that is power generation load. Virginia Southside II is all power generation load. Dalton Expansion in Georgia is about two thirds power generation and the balance LDC or residential load. And then Hillabee Phase II, which goes into the Florida markets, is for power generation as well.

So you can see, despite the fact that on that graph we talked about growth earlier, Wood Mac is saying growth is going to be flat on the power generation load. Tremendous amount of increase on our system coming from all these major projects that are serving the power generation load. Additionally, you can see the purple, that's the St. James supply, that's a big methanol plant, it is the largest amongst those 59 industrial projects that are coming online, it's the largest of those. And we happen to have won that business and will be serving that plant coming into 2019 and 2020.

And then you can see the Gulf Trace facility which serves the Sabine Pass plant, will be coming online likely in the first quarter of next year. And the Gulf Connector will be, which serves the Corpus Christi facility and the Freeport facility, will be coming on later as those plants come on to service quite a bit later. But all of these projects that you see here are fully contracted and we're off to the races on many of these in terms of getting them built out right now.

On top of that, and this is a really important point, because we get this question a lot, well gosh, this is incredible, great story of growth on Transco, but isn't this about to end? And the answer is no. We have 20 projects right now that are in development stage right behind these that we are fairly far along with right now in terms -- now some of them aren't, in fact there's none of them I would tell you as large as Atlantic Sunrise, but they are all meaningful projects. Some of those are on Northwest Pipeline and one on Gulfstream, but an exciting backlog of projects that's continuing to come as people are really trying to take advantage of this low cost natural gas here in the US and take advantage of being able to further fuel the economy and their industries.

Moving onto what's going on, a lot of questions that we get center around the permitting process. And obviously with the DAPL situation, a lot of attention has been drawn to getting projects built. I will tell you that we certainly are, the pace

has changed and we certainly face oppositions on projects, and a lot of those very high profile things like Constitution. But I will tell you, if you look at the list here of things that we are getting, we are getting a lot of permits. We have five major projects right now under construction at Williams and despite a lot of opposition, we are continuing to get critical projects permitted. And so we are very excited about being able to do that.

As I mentioned earlier, our teams are really taking on that a little differently and I will tell you in the state of Georgia, despite quite a bit of pushback from the Sierra Club and some challenges from the Sierra Club, even in the the state of Georgia we were able to work with both the state and the US Fish & Wildlife service there to determine a much better -- they had a concern about a bat species there that our route was going to impact. And we said, gee, we're not going to really impact it that much, isn't there something we can do that's better for the species than a reroute? We worked with Georgia State University to develop an aerosol that is used to eliminate a fungus that has become a real threat to the species. And it will do a lot more good for the species than us spending millions of dollars rerouting the pipeline. And the Fish & Wildlife Service, both the state and the feds, have been highly supportive when the opposition has started to come into these forums. They've been highly supportive of saying, hey, these guys are doing exactly what you should be asking of everybody. They are finding ways to improve the species and there are ways that we can do that and improve the environment at the same time, but not do needless reroutes that really have a marginal impact on improving the environment and the species. So really proud of the way our teams are dealing with some of these issues and we're really starting to see some of those points of success.

So we really have been, since the termination of the ETE merger, we've really gone to work at reestablishing and having a very clear and consistent strategy. And you can see here a number of things that we're continuing to execute on. Very pleased with the way the organization has been able to really keep their nose to the grindstone despite all these distractions and continue to execute on a number of things. So really positioning us very well both in terms of project execution as I just talked about, cost reductions that we've been able to take on very aggressively as an organization, and as well, bringing on new opportunities as the 20 additional projects that I talked about that we're pursuing right now along our pipeline system.

We also, as I mentioned earlier in the program, we are moving towards a model that will be 97% of our business being fee based. And that will come with the sale of Canada which has already closed, as well as the planned sale of Geismar. So really excited about exposing investors to what is a great story of natural gas market growth and how well we are positioned for that future. Also very excited

about the board and our strengthening of the board. We brought on five new, very highly qualified directors, very excited about what they're bringing to the table. And we are in the middle of pursuing two additional directors right now and really excited about the quality of those individuals we're pursuing right now as well.

So a lot of great things going on on really all the way across the Company right now. All the way from the highest level at the board, our strategy which I think has always been sound, but I'm very excited about our refinement of the strategy, and extremely happy about the way the company is performing and the organization is taking on a lot of these great opportunities in front of us today.

One other thing that was a major risk earlier in the year was our Chesapeake exposure. In 2016, our proforma EBITDA was about 22% from Chesapeake. In 2017, that with the sale of the Barnett acreage to Totale, that will be down to about 13%. And Chesapeake has certainly done a lot to strengthen their position and we've been very pleased to get to work with them on a lot of win/win negotiations that has taken credit risk off the table between us and Chesapeake, but as well has positioned them to be even more successful in the future. So a great job by our teams of renegotiating those transactions and helping a customer that by the way I think has some of the best natural gas acreage in the country, that's dedicated to us, helping them position themselves for success in the future.

So we certainly have been growing our fee based revenues. And so this shows, in this long list of projects that we've built out, and you can see between 2011 and 2015 a doubling of our fee based revenues over this period. And you can see that's been working against the NGL margin decline that we've incurred as the commodity margins have drifted away from this business. Some of that is through re-contracting, most of it is just through pricing on NGL margins. And so we certainly are moving in the right direction and you can see how much of our revenues, our gross margin, is coming from fee based revenues in 2015. When you look at 2016 you'll see a similar picture to this story as well.

This is a picture of what's going on on the DCF and EBITDA and again, this starts in Q1 of 2015, so this starts right after the oil price collapse that we saw in the fourth quarter of 2014. And you can see there that DCF line on the bottom, that WPZ has continued to grow over this period and really excited to see the kind of growth that we've got there. You can also see on the EBITDA line in blue that we've seen over a 20% increase in our adjusted EBITDA during that period, again, despite lower and lower prices. So really excited about the kind of performance that we're putting on the table for our investors.

Another note on this slide, you can see here is about $2.7 billion of growth capital

in 2016 and then $3.2 billion in 2017, so that's total growth capital -- sorry, that's total growth capital for our pipelines during that period which is about 68% of our total. So in other words, about 68% of our big CapEx right now is going into those kind of projects that I talked about earlier like the Transco system. The remaining capital is going into fee based revenues in support of things like growth in the Permian where we have a joint venture with Anadarko there called the Delaware Basin JV. So some capital going into that area. And some well connect capital happening in the northeast as volumes will continue to build there next year as well.

This is an interesting chart that shows kind of where we've been on a multiple basis and so this is an enterprise value to EBITDA multiple. And you can see over there on the left-hand side kind of where we've been. And I would point out there, in June of 2013 you can see we dipped below our peers. So Williams is the line in blue and our close peers are there in the medium for our close peers is in yellow. You can see at the Geismar incident, we traded below our peers and that was from the explosion and the outage at our Geismar facility in June of 2013. And then you can see as the access transaction there in June of 2014, we saw a nice spike and continued to rise above our peers in terms of a multiple. And then, in the middle graph there, you can see the reaction during the ETE transaction and so you can see June 15th when it was announced, we popped up above our peers. And then as that transaction started to take on the wright of a lot of drama and a lot of changes, you can see in December of 2015 we started to fall well below our peers.

In June of 2016, we announced the termination of that and you can see how far below we were of our peers and the kind of ground that we made in capturing that. This is not very comforting to me. We, with this kind of story, this kind of positioning on natural gas and the kind of pure and clear and simple growth story that we have, we ought to be trading well above our peers. Because there's not very many of those peers that would actually show you growth in EBITDA and DCF to the degree we have between the first quarter of 2015 up until now. So I think we definitely should be trading at multiples well above our peers and I think as the story comes true and we continue to generate great performance like we did in the third quarter of this year, I think we're going to be starting to track above that and I think that's appropriate given the quality of our assets and the quality of our growth story.

So just to wrap up here, talking about the value drivers that we've hit on today, certainly if you -- you really do, if you want to invest in Williams, you really need to understand the fundamentals of natural gas demand. You need to understand how well positioned our assets are for that growth. And you need to understand how much we've invested to date to get ourselves in those positions. And the

kind of leverage and exposure we have to the volume growth in the northeast as well as all the tremendous growth that's going along our pipeline systems as well. And so this really is a fantastic story. Very clear and certain growth that's out in front of us and very predictable cash flows as we move away from the commodity exposure of things like Canada and Geismar that have been a distraction to our story in the past.

And so with that, I will turn it over for questions if we have time, Ross.

Ross: Alan, I may kick it off real quick here. You're obviously growing Transco in a very significant way. Some people might question, how do you grow volumes on Transco in an economic way on the main lines in addition to the extensions? Can you talk a little bit about how you go in there and potentially replace pipe and how accretive that process might be?

Alan Armstrong: Yeah, sure. Thank you. Let me back up to that slide just to kind of point that out a little bit. So this Transco, this is our Transco system here and you can see at the bottom the Gulfstream system that feeds the south Florida power markets. But the line, the main line up there that goes from Corpus Christi up to this area, it looks like one pipeline. That pipeline has actually got 5 or 6 loops throughout the majority of that system along that right of way. And if you were to traverse that right of way, actually if you were to take a trip down that right of way, you would be amazed at how populated the area around that pipeline is today. And so this is both the beauty of Transco, because it does happen to go right into the heavily populated areas where the load needs to be served, but it also makes it almost very, very difficult to expand or to compete with frankly, back it's hard to build into these heavily populated areas.

So the first thing that we're doing is, like Atlantic Sunrise is a good example of this, we're actually selling capacity in both directions. So we have today, we have firm capacity sold from Corpus Christi all the way into New York City. And so people like ConEd, PSEG, all of the big utilities up in this area, they actually buy that capacity from us. 100% of it is sold out. It's very, very inexpensive capacity and so they hold that capacity. Anytime there's ever any turnback, there's a long line of people trying to get in line to buy that. And so we're always sold out on the Transco mainline capacity.

When the northeast -- and our challenge was though, the ability to expand further and further to the north was pretty challenged. And so we really were starting to wonder how we were going to be able to serve all this growth as we started seeing coal fired generation get replaced with gas. We were wondering how we were going to be able to keep up with all the growth. And lo and behold, the Marcellus and the Utica gas supply showed up which meant that we were able to feed this

big header from both ends. Which basically in a simple term would double your capacity if you were able to bring supplies in from both ends of the hydraulic system.

And so the Atlantic Sunrise system provides 1.7 Bcf a day of southbound capacity even though we're still selling capacity going north. And so all we have to do for that capacity is we have to turn around some piping inside the compressor stations so that we can deliver in both directions when we need to. But today, this new supply in the northeast is allowing us to very inexpensively expand capacity to the south.

Now people have asked, okay, well that was easy and we all get the margin on that. And by the way, when we do that, we're not obligated to sell that rate at a regulated rate. So in other words when we expand, when we have an expansion on a system like this, we can charge whatever the market will bear. Because while we're obligated to provide a regulated rate and a FERC regulated rate for the existing capacity, we're not obligated to expand the system and therefore we are allowed to charge whatever rate we can get, whatever rate the market will bear on an expansion like that.

So our ability to very inexpensively turn this compression around and move gas south, while we're still getting paid to move it north, provides some very high margins and some very high multiple for us on these projects.

As we move forward, and we start to run out of that very inexpensive and simple capacity to the south, the one thing that you'll start to see companies like us and other folks do is be able to pick up lines. Like for instance, many of those pipelines in that corridor are 30-inch pipeline. We can pick that pipeline up, replace it with a 42-inch, and more than double our capacity along that one line around one of those loops. Not a lot of new permitting required. We're within a brownfield situation and we're actually improving the safety because we're replacing an older line with a newer line. So that's the next tranche of capacity that we'll be able to do. Very, very inexpensive compared to building greenfield pipelines across the country today. Thank you for the question.

Unidentified Participant: Alan, there's been a lot of pushback from environmentalists or what have you on just about any kind of pipeline project. You guys have done a very good job dealing on the east coast trying to get up into the northeast, etc. Can you talk about what challenges you see out there just for the industry and maybe a little bit more specifically how you guys are dealing with some of those issues?

Alan Armstrong: Thank you. It certainly is a very highlighted situation. Things are a little bit different, and I think this is probably misunderstood, when you think about

permitting of a natural gas pipeline, it's a little bit different than a liquids pipeline and here's why. Under the Natural Gas Act, first of all you have eminent domain rights because it's FERC regulated pipeline. So you automatically have the benefit of eminent domain as granted by the Natural Gas Act. In addition to that through, any major Natural Gas Act pipeline under the FERC jurisdiction is going to require an EIA, or sorry, EIS on the frontend of a project, so environmental impact statement. And that has to be formed on the frontend of a project. So a lot of the issues that you're seeing DAPL have to deal with now, those issues have to get routed out in the front underneath the environmental impact statement.

So while it takes longer, once you have that done, there's a much more certain path because everybody has had a chance to voice their opinions. Once that environmental impact statement is settled, then the FERC can move ahead and use its authority to grant projects like that.

So most of my career I've always fought against the regulation of the FERC because I thought it was overbearing. And I never thought I'd be in a situation where I was thankful for their oversight. But today I will tell you that it really is a very positive thing for us and the FERC is doing a nice job of trying to vet all of these issues on these pipelines and get them settled.

Now Constitution is a good example where we already got the certificate from the FERC, but it was pending a water quality permit from the state of New York. The state of New York denied that permit and so we're in courts now trying to prove up our rights on that. But that is an example of no matter who is in the administrative seat, there will continue to be state and local opposition that we will continue to have to challenge despite no matter how the feds are positioned. And I think we're feeling pretty good right now about how we're sitting in the courts for the Constitution project. But we will continue to need to battle that.

Which is exactly why the efforts that we took on in Dalton, where we went to the Fish & Wildlife Commission and started working early on with making them very excited about what we could bring to the party in terms of funding some projects that they thought could really help the species and had a lot more positive impacts on the species than the negative impact of our pipeline. That's the kind of thing that I think is going to be successful and successful pipeline companies are going to pursue. And I'm very proud of our organization and the way they've been taking that on.

So I think to take on some of the state and local opposition, you're going to have to find ways that you satisfy the concerns in a way that's positive for everybody and acknowledge that you're going to have to address those coming in. And trying to stiff-arm those points of resistance I don't think is a very good strategy.

So I think we're taking things on a little differently than a lot of companies are today.

Ross: Let me ask one more. Couple questions back here, sorry.

Unidentified Participant: Thanks. I want to follow-up there. When you're talking about Constitution and the current legal issues there, I'm glad you brought up the Natural Gas Act and the regulatory environment. What changes in statutory situation, legal changes do you think might need to be made in order to avoid the situation of -- I understand litigation is ongoing, but broadly speaking about this issue, do you think, first of all, do you think there need to be some legal changes made to Natural Gas Act? Or do you think those will be resolved at the FERC? Just thinking specifically of the water permit that New York denied.

Alan Armstrong: Great question. One of the -- and this is really complex, so I'll try to keep it as simple as possible. The state permit, or the 404 permit that the state of New York denied us is actually a Corp of Engineers permit. It's under the Clean Water Act and it's actually a permit that is granted from the Corp of Engineers, but they had delegated their authority to the state of New York. And they've done that not just on this project but across the board relative to some of the negotiations around the Clean Water Act.

I think that we'll see -- I think we'll see the administration trying to pull back those kinds of rights to the degree that they're being used for political purposes and not for regulatory purposes. I think we'll start to see the feds use a waiver authority that they have to say, okay, we heard you, but we don't think it's really a regulatory issue, we really think it's a political issue. And so I think that we're going to start seeing the feds really question where they've delegated authority to the states to the degree that the states are really just turning it into a political football rather than a real regulatory issue, which is what we think happened here in the state of New York.

So I think that's what you'll see. I think you'll see some wrestling going over on some of these delegations of authority, both to the EPA on air and both to the state, or sorry, from the EPA to the states on air, and from the Corps of Engineers to the states on water. I think you'll see some wrestling going back and forth on that issue. Thank you. Great. Thank you very much.

Ross: Thank you, Alan.