



WE MAKE CLEAN
ENERGY HAPPEN®

Williams 1st Quarter 2023 Earnings Call

May 4, 2023

Solid execution drives continued earnings growth

1Q announcements



Closed MountainWest acquisition

Received full Notice to Proceed and began construction on Regional Energy Access



Commercialized G&P agreement for Haynesville acreage dedication from Chevron



Operational execution



Accelerated project timelines for three major Transco projects



Placed Taggart, Marcellus South & Springridge expansions in service



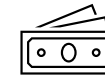
Execution on projects in backlog

- 8 transmission expansions
- 6 G&P expansions
- 5 deepwater expansions

Financial strategy



Strong 1Q results driven by solid fee-based business and strategic marketing asset



Repurchased \$74 million through opportunistic stock buyback program



Proven resiliency through price cycles

Strong results across key financial metrics

| Strong Financial Performance Across Key Metrics | 1Q 2023 | 1Q 2022 | Change |
|--|------------|------------|--------|
| Adjusted EBITDA | \$1,795 | \$1,511 | 19% |
| Adjusted Earnings per Share | \$0.56 | \$0.41 | 37% |
| Available Funds from Operations | \$1,445 | \$1,190 | 21% |
| Dividend Coverage Ratio (<i>AFFO basis</i>) | 2.65x | 2.30x | 15% |
| Debt-to-Adjusted EBITDA ¹ | 3.57x | 3.81x | |
| Growth Capital Investments ^{2,3} | \$428 | \$235 | |

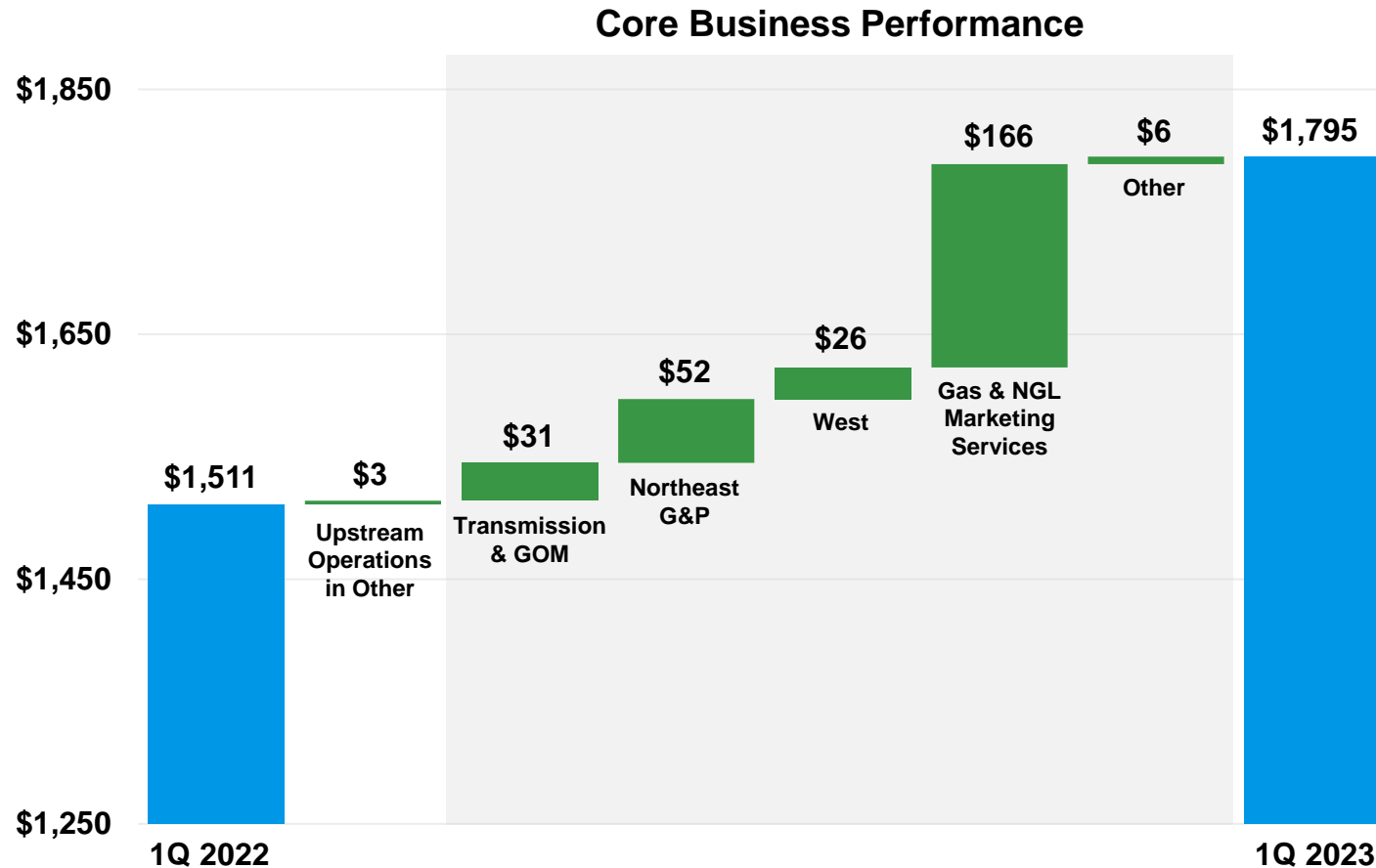
¹Does not represent leverage ratios measured for WMB credit agreement compliance or leverage ratios as calculated by the major credit ratings agencies. Debt is net of cash on hand, and Adjusted EBITDA reflects the sum of the last four quarters. ²Includes increases to property, plant and equipment (growth capital), purchases of and contributions to equity-method investments and purchases of other long-term investments. ³1Q 2023 capital excludes \$1.06 billion for the acquisition of MountainWest Pipelines Holding Company, which closed February 14, 2023. 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.

Key Financial Updates

- Business remained strong in 1Q with record volumes in Transmission and G&P businesses
- Sequent strength overcame negative Opal processing margins and weather impacts in upstream Wamsutter JV
- No change in Adjusted EBITDA guidance; upstream contribution trending toward lower half of range
- Increasing 2023 growth capex guidance by \$200 million due to Regional Energy Access timeline acceleration
- Executed \$74 million of share repurchases in 1Q 2023

Achieved 19% growth 1Q 2023 vs. 1Q 2022

WMB Adjusted EBITDA (\$MM): 1Q 2023 vs. 1Q 2022



Core business performance drivers

Transmission & GOM

Increased revenues due to the MountainWest and NorTex acquisitions and Transco park and loan services

Northeast G&P

Increased revenues at our Ohio Valley Midstream JV, Marcellus South and Cardinal franchises; partially offset by lower rates in Laurel Mountain Midstream and Bradford JVs

West

Increased revenues primarily driven by increased Haynesville gathering volumes (including Trace) and hedge gains; partially offset by negative Opal processing margins and winter weather impacts

Gas & NGL Marketing Services

Positive transportation margins across all regions and strong storage margins that benefited from 4Q 2022 lower of cost or market write down

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.

Williams remains a compelling investment opportunity



Proven and predictable
earnings growth

Balance sheet
strength and stability

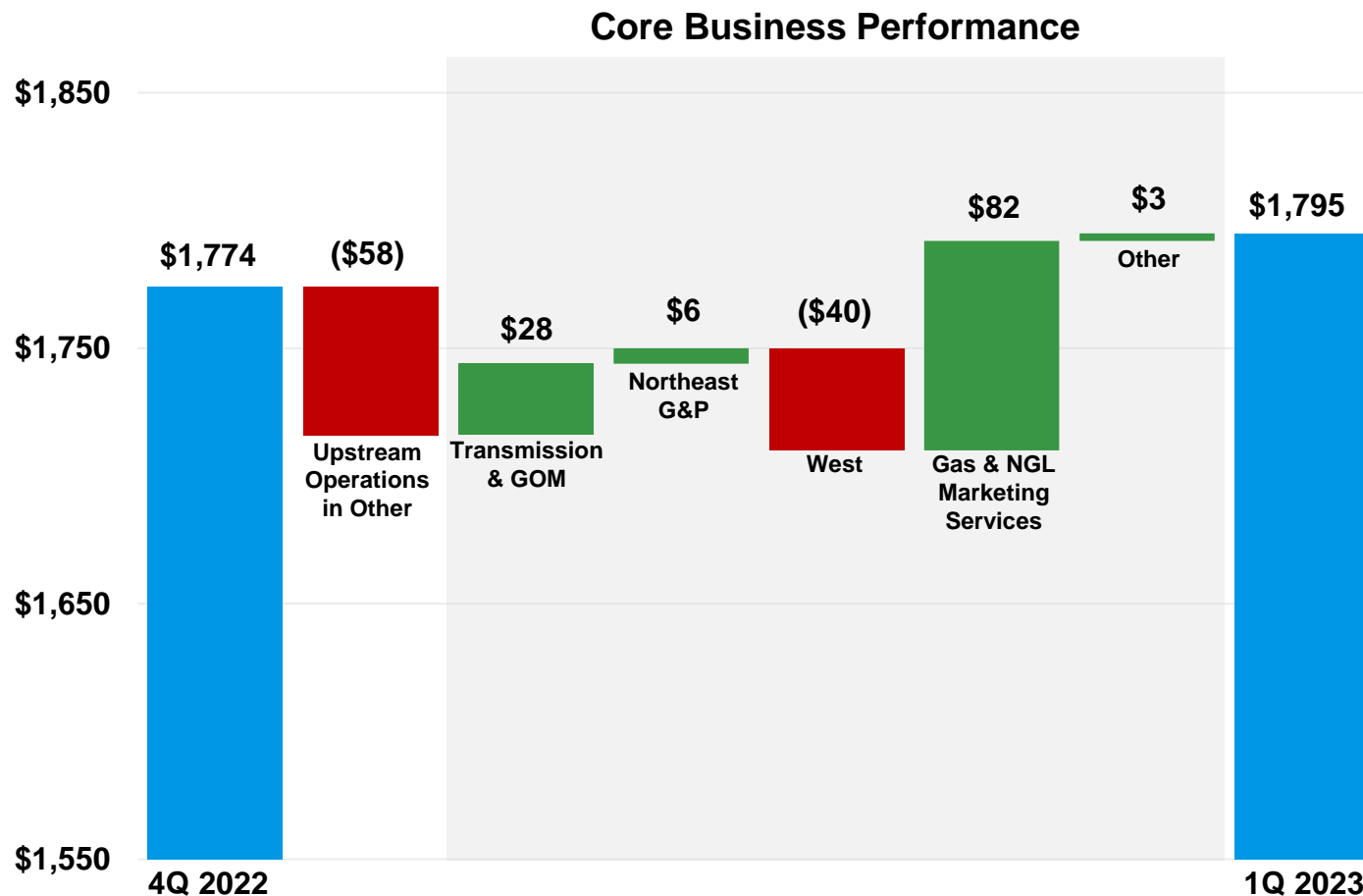
Long-term
sustainable strategy



Appendix

Adjusted EBITDA up slightly 1Q 2023 vs. 4Q 2022

WMB Adjusted EBITDA (\$MM): 1Q 2023 vs. 4Q 2022



Core business performance drivers

Transmission & GOM

Increased revenues from MountainWest acquisition; partially offset by two less billable days on Transco and Northwest Pipeline

Northeast G&P

Increased revenues at our Ohio Valley Midstream JV, Marcellus South and Susquehanna Supply Hub franchises; partially offset by lower rates in Laurel Mountain Midstream and Bradford JVs

West

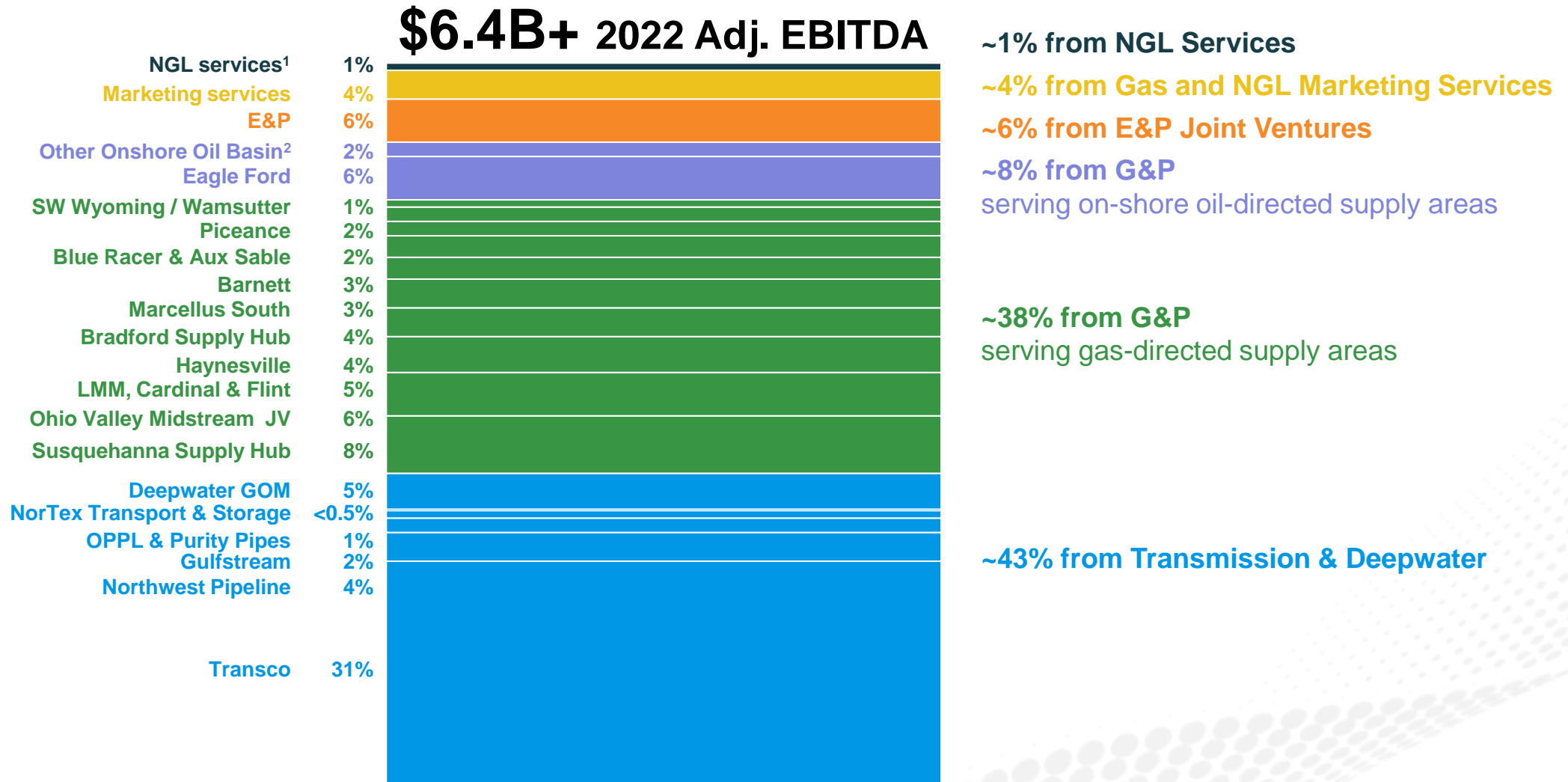
Decreased revenues driven by negative Opal processing margins and lower gathering volumes due to winter weather impacts

Gas & NGL Marketing Services

Increased marketing results driven by higher realized storage margins

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Diversification of Adjusted EBITDA fuels stability and growth

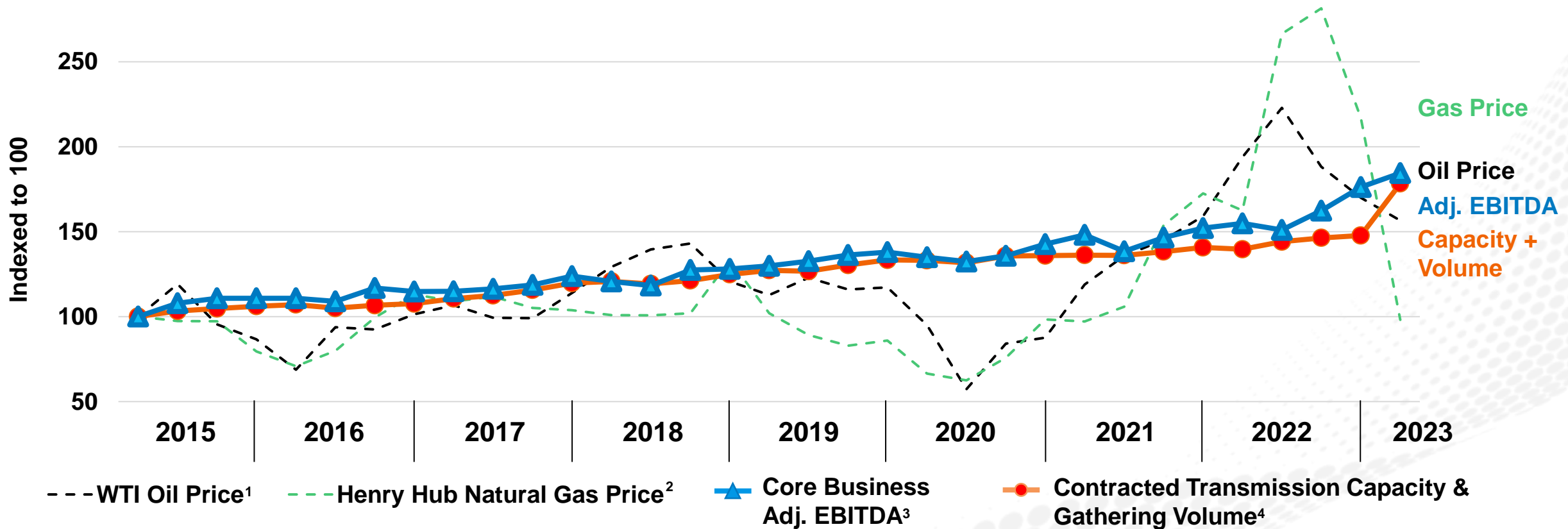


¹Includes Conway, Bluestem pipeline and Targa Frac. ²Includes Permian, Mid-continent and DJ Basin.

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Williams generates steady growth in volumes and Adjusted EBITDA

Quarterly Growth: Williams Continuing Segment Adj. EBITDA, Contracted Transmission Capacity and Gathering Volume vs. Crude Oil and Natural Gas Commodity Prices



¹Source: EIA, monthly avg. price of NYMEX WTI Crude Oil prompt-month contract ²Source: EIA, monthly avg. price of NYMEX Henry Hub Natural Gas prompt-month contract ³Total Adjusted EBITDA excluding Other ⁴Sum 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. 1Q 2023 transmission capacity includes the MountainWest acquisition, which closed 02/14/2023. 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

Regional Energy Access Progress

Received Notice to Proceed (NTP) and began construction to bring approximately half of the project capacity on line ahead of schedule in 4Q 2023; total capacity for the project is 829 MMcf/d¹ with second half expected to come on line in 4Q 2024.

Deepwater Gulf of Mexico Expansions

Reached first flow for Taggart expansion project in the Eastern Gulf of Mexico; progressing on five remaining Deepwater projects in execution, which combined are expected to double GOM Adjusted EBITDA by 2025².

Chevron Gathering Agreements

[Executed agreements with Chevron U.S.A, Inc.](#) including a 26,000-acre Haynesville dedication to Williams' gathering, a long-term capacity commitment on the Louisiana Energy Gateway project and an agreement to utilize Williams' existing Deepwater infrastructure to serve increased Chevron production from the Blind Faith platform.

Haynesville Expansion Projects

Completed second phase of Springridge gathering expansion, adding 100 MMcf/d¹ of capacity in 1Q 2023; first phase completed 4Q 2022 added 500 MMcf/d¹. Progressing on remaining Haynesville expansions, which combined are expected to bring total Haynesville gathering capacity to ~5.5 Bcf/d¹ by year-end 2024.

Northeast Expansion Projects

Completed the Marcellus South gathering expansion, increasing capacity by 100 MMcf/d¹ in 1Q 2023. Progressing on remaining Northeast expansions, which combined will add ~445 MMcf/d¹ of incremental gathering capacity by year-end 2023.

OGMP 2.0

[Joined OGMP 2.0](#), the United Nations Environment Programme's (UNEP) Oil and Gas Methane Partnership, advancing Williams' strategy to drive transparency and decarbonization of the natural gas value chain.


NextGen Gas Deliveries

Made first delivery of NextGen Gas in 4Q 2022 with Coterra Energy and Dominion Energy Virginia; executed agreements to increase volumes dedicated to the full value chain certification process with additional deliveries scheduled in 2023.

¹Dekatherms converted to cubic feet at 1,000 cubic feet = 1 dekatherm. ²Based on 2021 Adjusted EBITDA

2023 financial guidance

| Financial Metric | 2023 Guidance |
|--|---|
| Adjusted EBITDA <i>(Includes upstream contributions)</i> | \$6.4B - \$6.8B (\$230MM - \$430MM) |
| Adjusted Diluted EPS ¹ | \$1.67 - \$1.92 |
| Available Funds From Operations (AFFO) | \$4.725B - \$5.125B |
| AFFO Per Share | \$3.86 - \$4.18 |
| Dividend Coverage Ratio | 2.25x (midpoint) |
| Debt-to-Adjusted EBITDA ² | ~3.65x (midpoint) |
| Growth CAPEX ³ | \$1.60B - \$1.90B |
| Maintenance CAPEX <i>(Includes ERP⁴ modernization)</i> | \$750MM - \$850MM (\$200MM- \$300MM) |
| Dividend Growth Rate | 5.3% annual growth |



Increased Growth CAPEX midpoint by \$200 million due to REA timeline acceleration

¹From continuing operations attributable to Williams available to common stockholders. ²Book 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. ³2023 capital excludes \$1.06 billion for the acquisition of MountainWest Pipelines Holding Company, which closed February 14, 2023. ⁴Emissions reduction program. 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:

Maintain financial strength

1

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

Dividends

2

- Preserve long-standing commitment to shareholder returns and grow dividend in-line with core business Adjusted EBITDA growth
- *2018-2023G CAGR: 6% dividend vs 6% core business Adjusted EBITDA¹*

Strategic organic and New Energy Ventures investments

3

- Invest in high-return growth opportunities to drive long-term value and seek renewable projects leveraging existing footprint
- *17.5% Return on Invested Capital (ROIC) 2019-2022*

Emissions Reduction Program investments

4

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

Financial flexibility

5

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

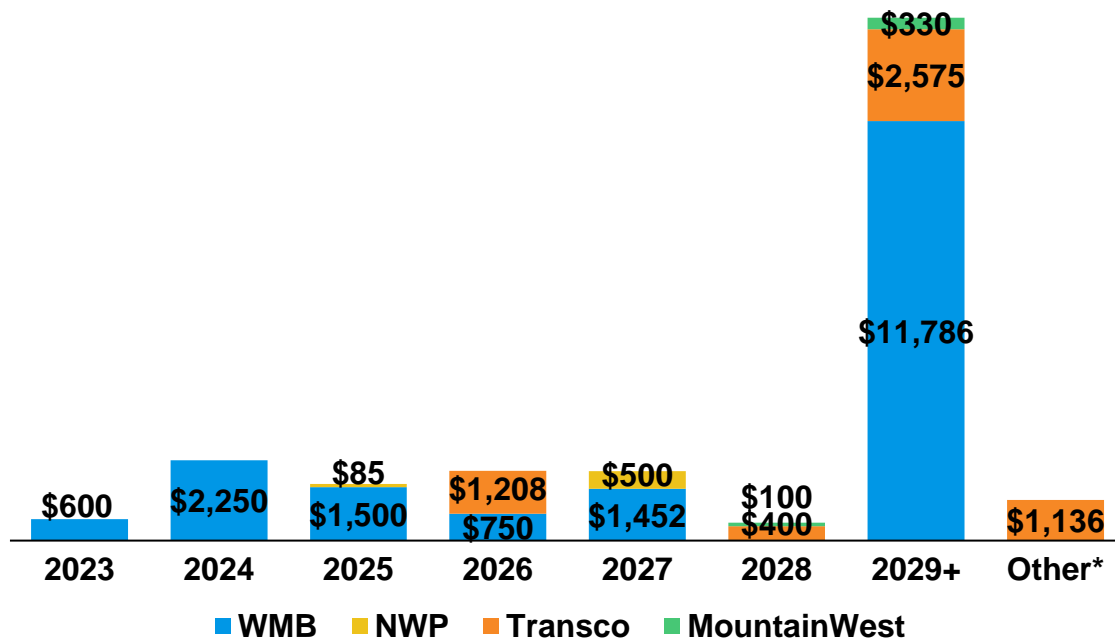
¹2023 core business Adjusted EBITDA calculated using the Adjusted EBITDA midpoint of \$6.6B less the upstream Adjusted EBITDA midpoint of \$330MM.

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.

Balance sheet strength and financial flexibility

Strong liquidity and minimal near-term debt maturities

Principal Value of Debt Maturities
as of March 31, 2023
(\$ in millions)



~\$24.7B Total Debt Maturities

*Other includes financing obligations associated with certain Transco growth projects

3.65x

2023 guidance for
Net Debt to Adj. EBITDA

1.15x improvement

In leverage since 2018¹

BBB/Baa2

Credit Rating

**Investment
grade rated**

across all rating agencies

4.81%

Weighted Avg. (fixed rate)
Coupon For Debt Portfolio²

Issued \$1.5B

of senior notes in 2023

11.4 years

Weighted Avg. Maturity for
Debt Portfolio²

Well-laddered debt profile

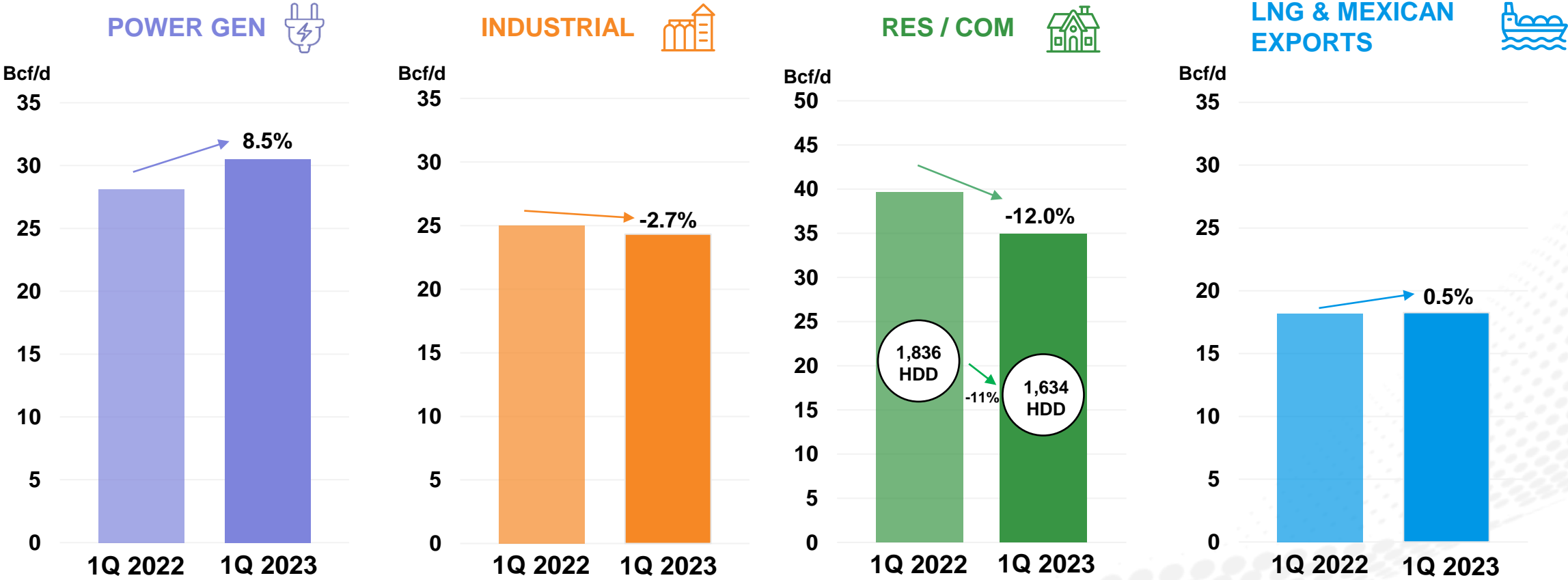
with no material maturities in 2023

\$3.75B credit facility

¹Calculated using 2023 financial guidance. ²As of 03/31/2023 – Excludes financing obligations associated with certain Transco growth projects

Strong gas-fired power generation driving demand

Total demand including exports averaged 116 Bcf/d in 1Q 2023 compared to 119 Bcf/d in 1Q 2022, driven by declines in the Res/Com sector due to a mild winter season



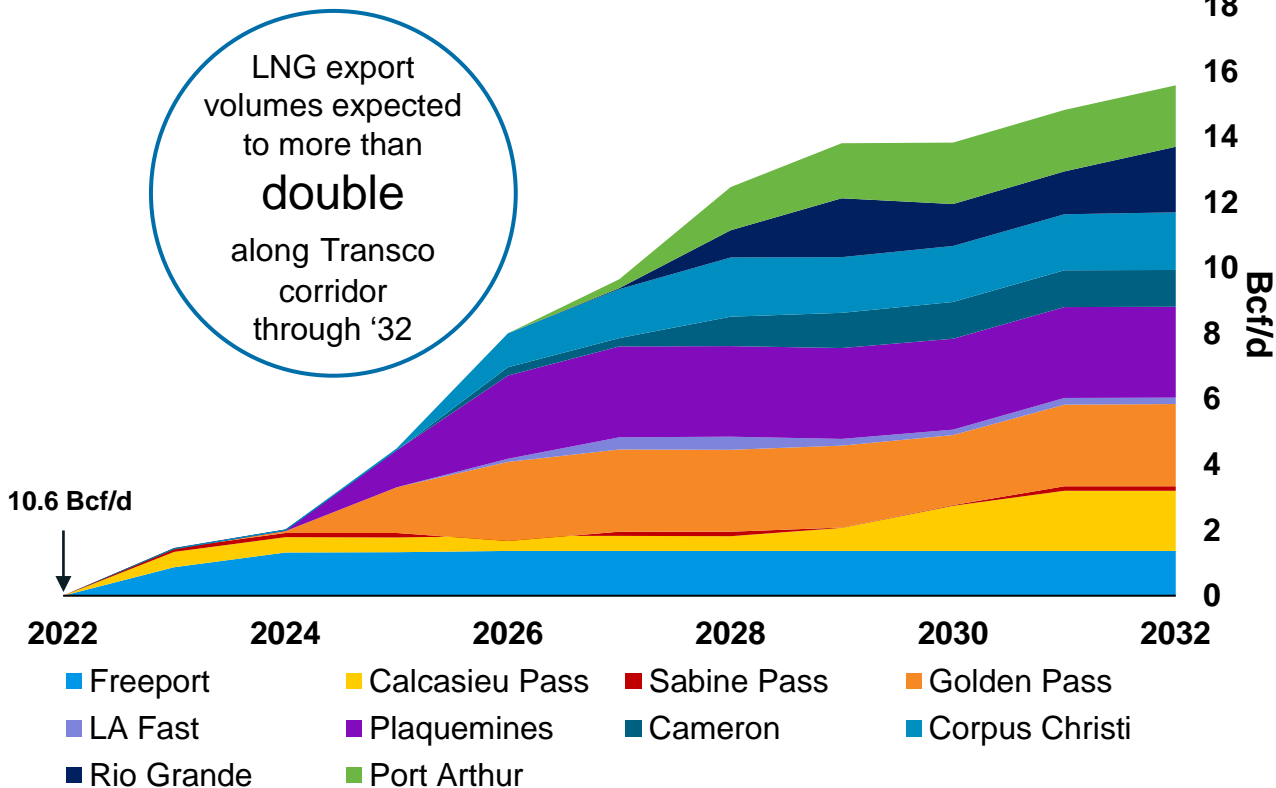
LOWER-48 NATURAL GAS DEMAND + EXPORTS 1Q 2022 v. 1Q 2023 COMPARISON

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

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)



U.S. L-48 Large Scale Approved Liquefaction Facilities Per EIA¹

| Project Name | Bcf/d ² | Project Name | Bcf/d ² |
|------------------------------------|--------------------|--|--------------------|
| <i>Operational</i> | | <i>Awaiting FID</i> | |
| Sabine Pass Trains 1-6 | 4.6 | Cameron Train 4 | 1.4 |
| Cove Point | 0.8 | Delfin | 1.8 |
| Corpus Christi Trains 1-3 | 2.4 | Driftwood | 3.9 |
| Cameron Trains 1-3 | 2.1 | Freeport Train 4 | 0.7 |
| Elba Island | 0.4 | Gulf LNG | 1.5 |
| *Freeport Trains 1-3 | 2.4 | Lake Charles | 2.3 |
| <i>Operational/Commissioning</i> | | Magnolia | 1.2 |
| Calcasieu Pass Trains 1-18 | 1.7 | Rio Grande | 3.6 |
| <i>Under construction</i> | | Texas LNG | 0.6 |
| Golden Pass Trains 1-3 | 2.6 | | |
| Plaquemines Phase 1 & 2 | 3.4 | | |
| Corpus Christi Stage III | 1.6 | | |
| Port Arthur Trains 1 & 2 | 1.9 | | |
| 23.8 Bcf/d | | 17.1 Bcf/d | |
| Operational or in execution | | Possible LNG export projects awaiting FID | |

Source: Wood Mackenzie North America Gas Strategic Planning Outlook March 2023

The data and information provided by Wood Mackenzie should not be interpreted as advice and you should not rely on it for any purpose. You may not copy or use this data and information except as expressly permitted by Wood Mackenzie in writing. To the fullest extent permitted by law, Wood Mackenzie accepts no responsibility for your use of this data and information

¹Projects need to receive two major sets of regulatory approvals from U.S. DOE & FERC/MARAD.

²LNG export terminal capacity is the U.S. DOE-authorized maximum export quantity to non-FTA countries.

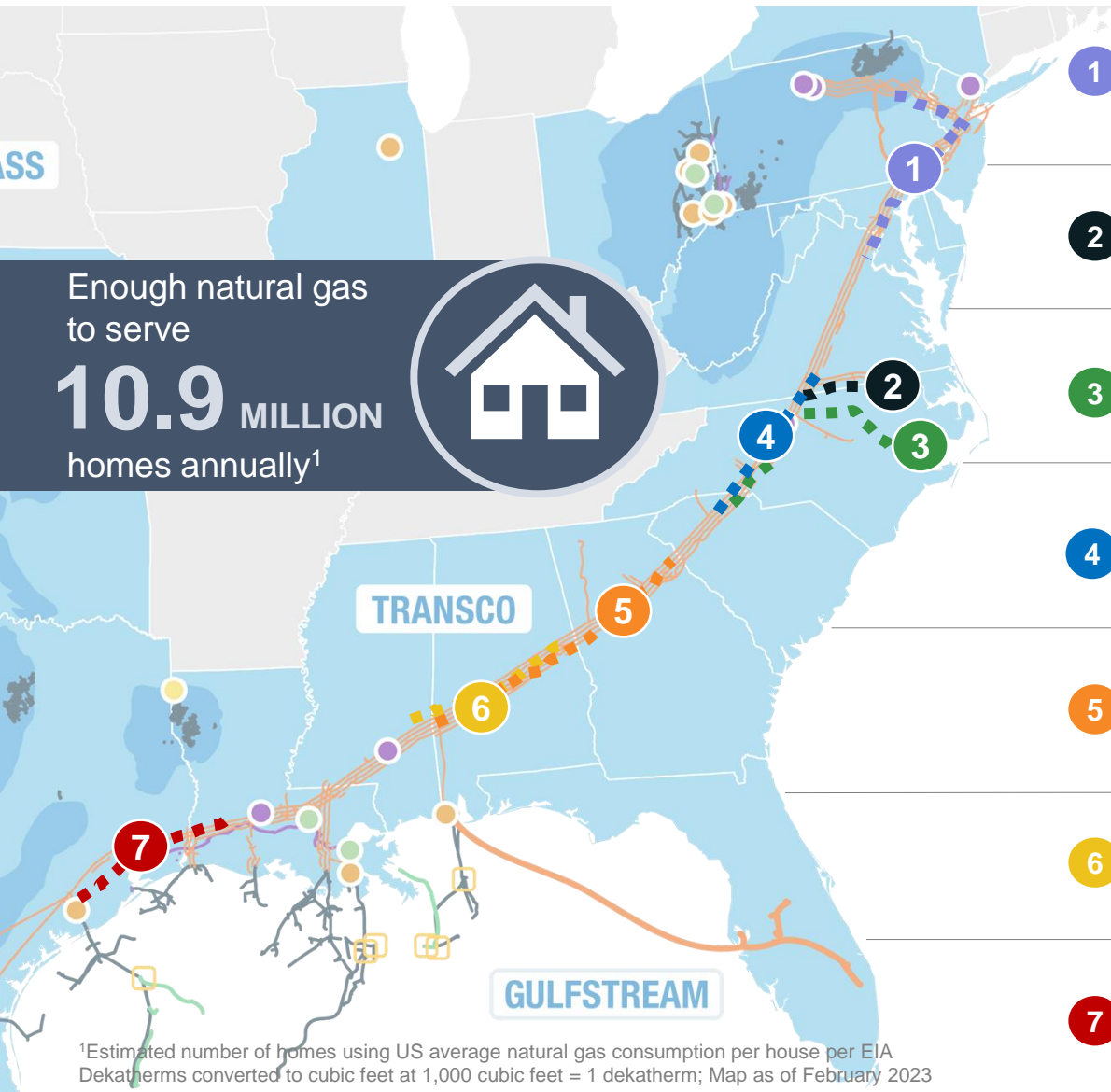
Source (tables on right side of slide): U.S. Energy Information Administration as of 4/17/2023 and FERC website as of 08/16/2022. *Freeport authorized to restart full operations on March 8, 2023.

Transacting on portfolio of deep and diverse set of transmission projects



Dekatherms converted to cubic feet at 1,000 cubic feet = 1 dekatherm

Adding more than 2 Bcf/d of capacity through Transco projects



Enough natural gas to serve **10.9 MILLION** homes annually¹



¹Estimated number of homes using US average natural gas consumption per house per EIA Dekatherms converted to cubic feet at 1,000 cubic feet = 1 dekatherm; Map as of February 2023

Regional Energy Access

- 1 • 829 MMcf/d serving Res/Com & Power demand in PA, NJ & MD
- Received FERC certificate with expected partial in service 4Q'23 and second half expected in service 4Q'24

Commonwealth Energy Connector

- 2 • 105 MMcf/d serving Res/Com demand in Mid-Atlantic
- Received draft EIS with expected in service date 4Q'25

Southside Reliability Enhancement

- 3 • 423 MMcf/d serving Res/Com demand in Mid-Atlantic
- Received final EIS with expected in service date 4Q'24

Carolina Market Link

- 4 • 78 MMcf/d serving Res/Com demand in Mid-Atlantic
- Open season closed with expected in service date 1Q'24

Alabama Georgia Connector

- 5 • 63.8 MMcf/d serving power and residential demand in GA
- Filed FERC Application with expected in service date 4Q'25

Southeast Energy Connector

- 6 • 150 MMcf/d serving power demand in AL
- EA issued with expected in service date 1Q'25

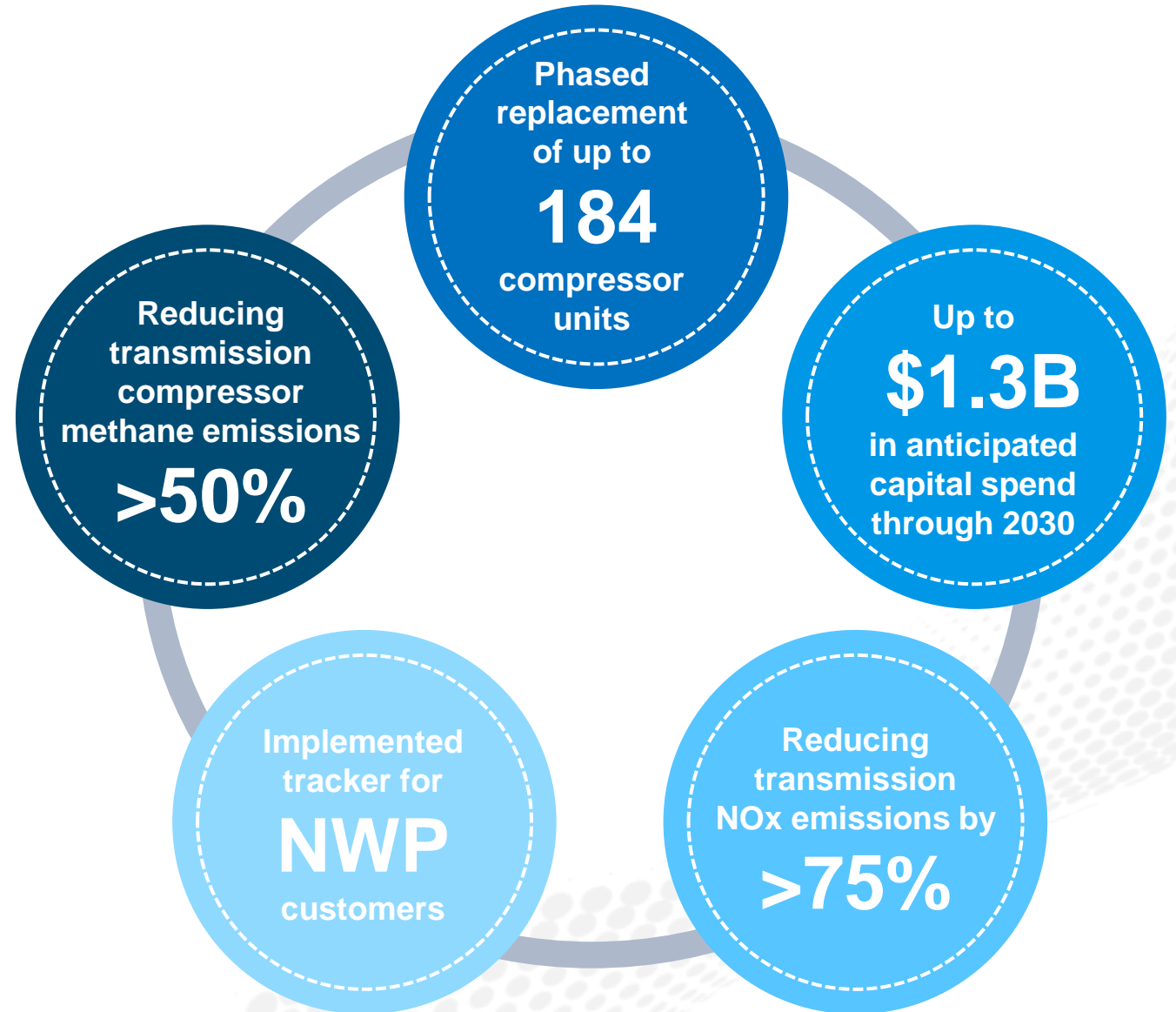
Texas to Louisiana Energy Pathway

- 7 • 364 MMcf/d serving Gulf Coast LNG exports
- Filed FERC Application with expected in service date 1Q'25

Emissions Reduction Program to modernize transmission infrastructure and reduce emissions



Transco Compressor Station 175 in Virginia



Deepwater expansions adding significant volume growth



Whale

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



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

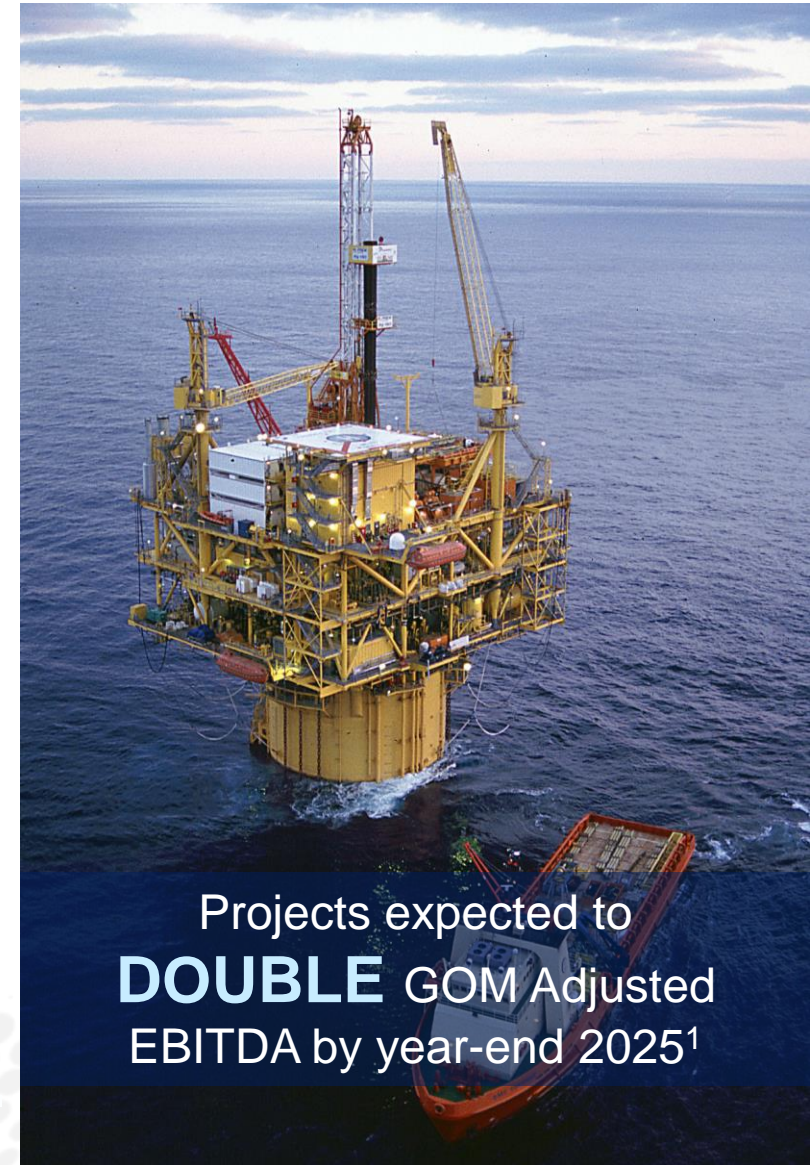


Taggart IN SERVICE 1Q'23

- Placed in service: 1Q 2023
- Expected CAPEX: Zero
- Combined reserves: ~32 MMboe

Ballymore

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



¹ Based on 2021 Adjusted EBITDA

Northeast expansion projects help capture future growth

01

Susquehanna

Gathering expansion

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

02

Utica

Cardinal gathering expansion

- Scope: ~20 miles of gathering pipeline and incremental compression
- Expected in service date: 2H 2023
- Incremental capacity: 125 MMcf/d

03

Southwest Appalachia

Marcellus South gathering expansion

- Scope: Incremental compression
- Incremental capacity: 100 MMcf/d



04

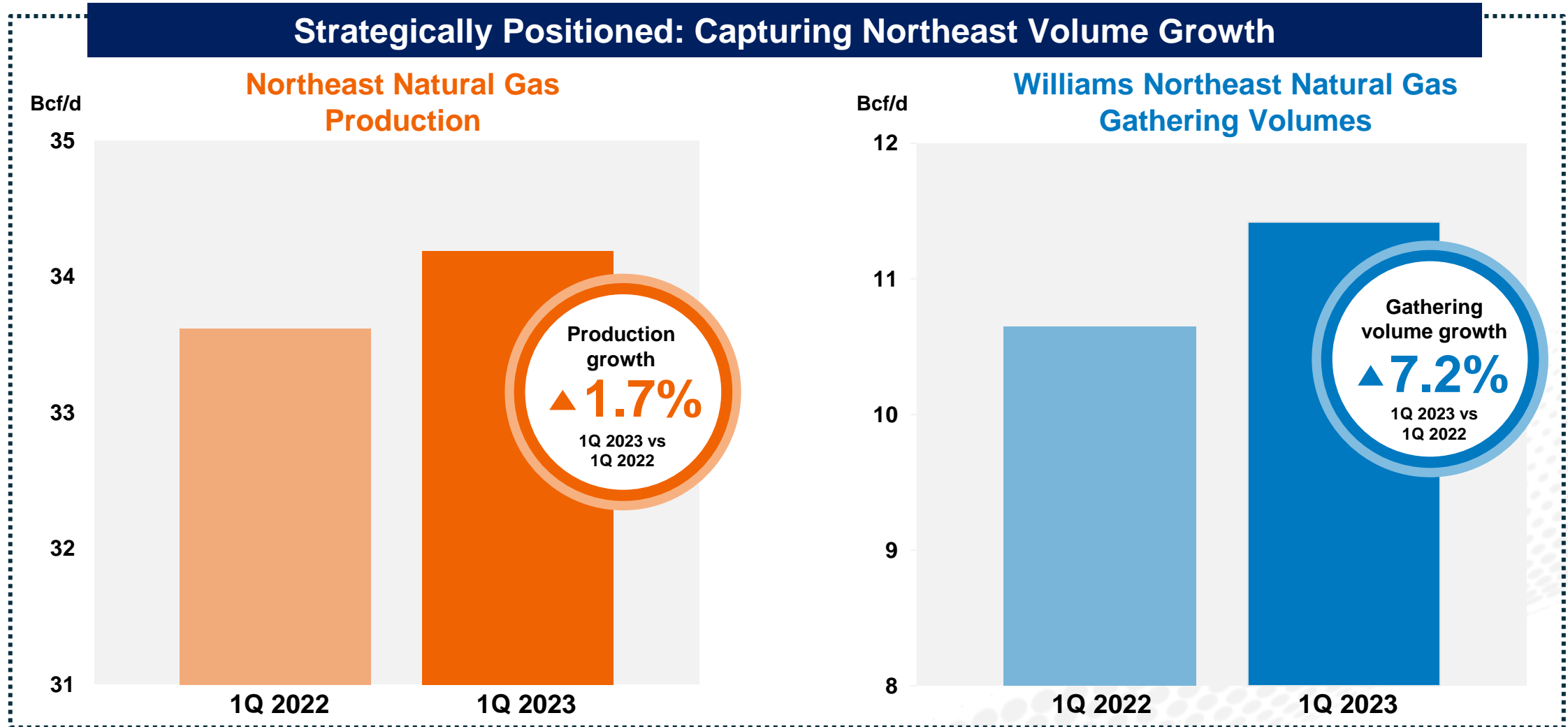
Blue Racer Interconnect

Interconnect pipeline expansion

- Scope: Less than 1 mile of pipeline and liquids handling facility to connect OVM JV and Blue Racer processing facilities to utilize latent capacity
- Incremental capacity: 200 MMcf/d

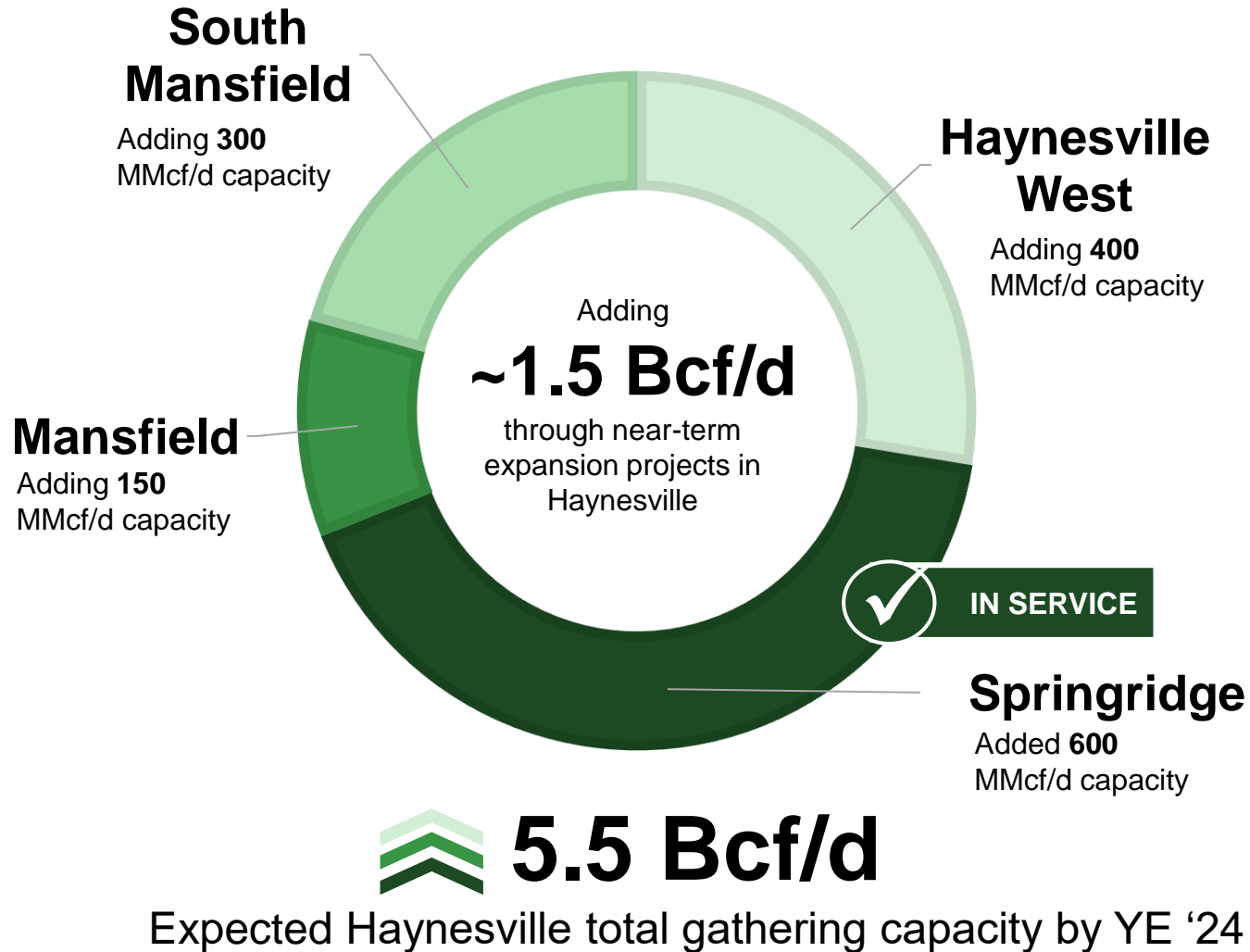


Williams Northeast gathering volume growth outpaces market rate

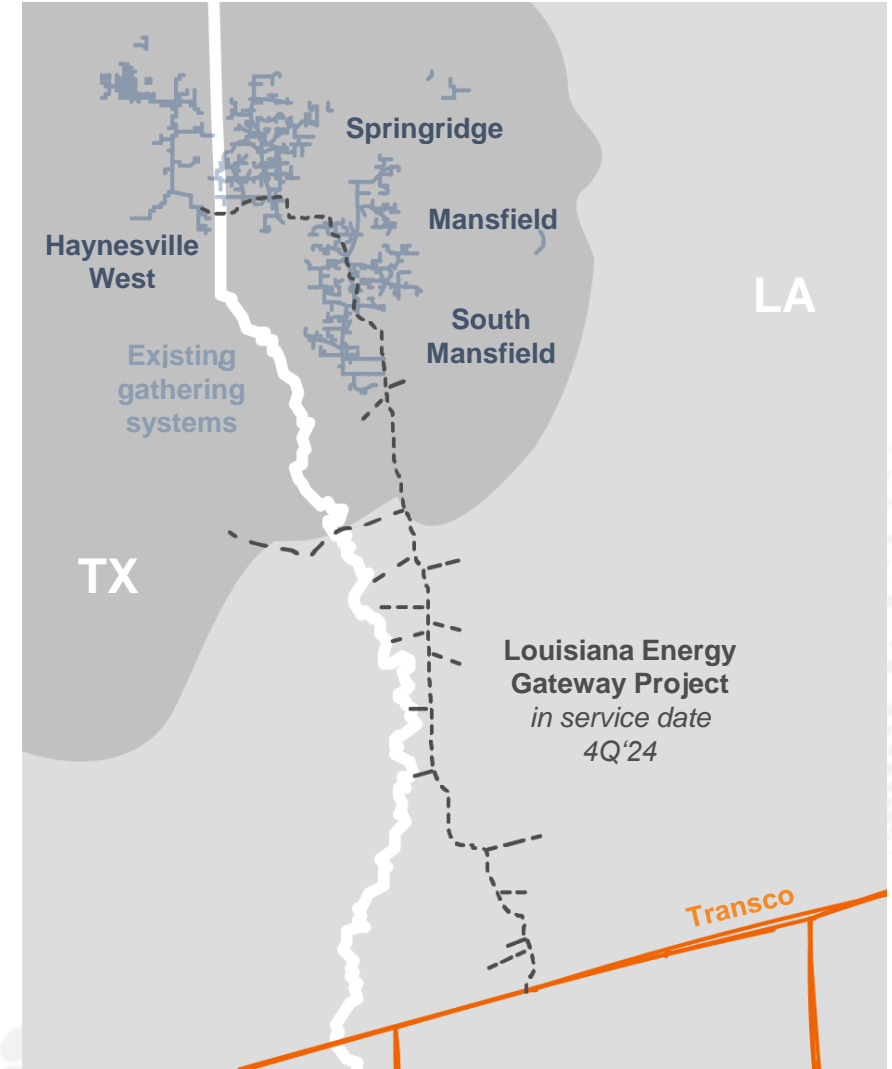


Source: S&P Global Commodity Insights ©2023. All rights reserved. Note: Williams gathering volumes include 100% of operated assets and non-operated Blue Racer volumes.

Expanding our Haynesville position

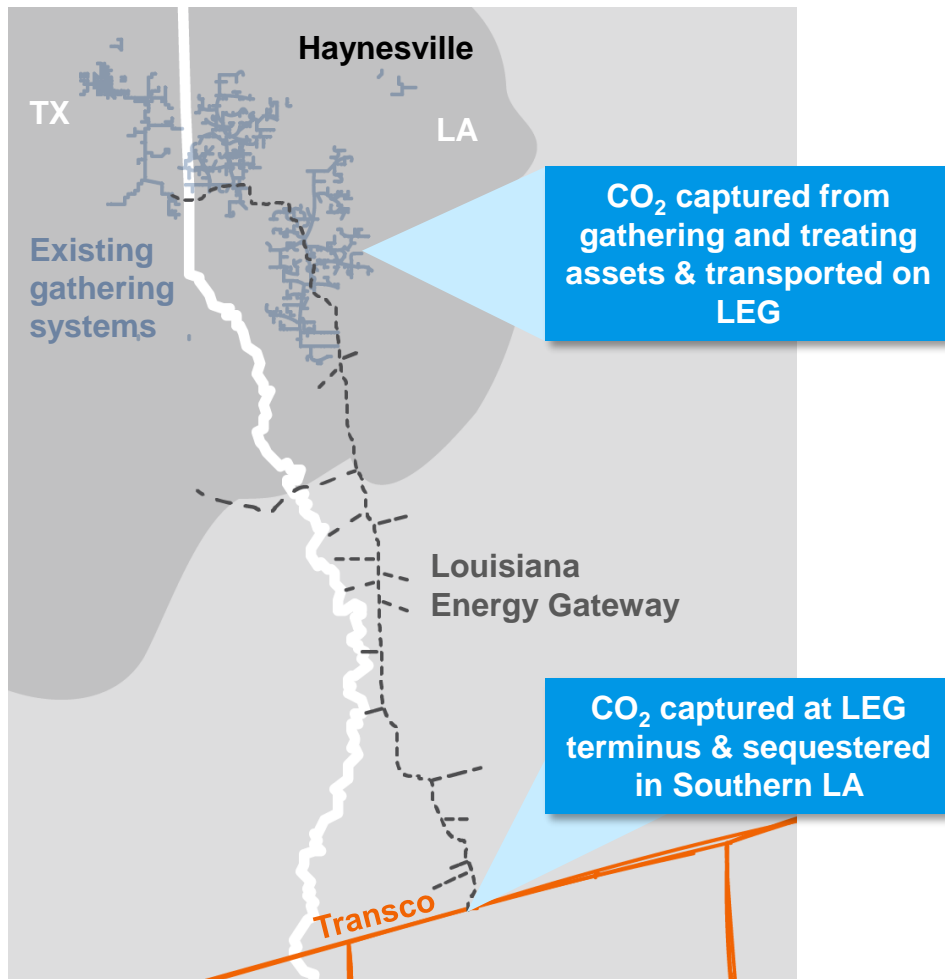


Map of Williams' Assets in Haynesville



Decarbonizing the natural gas value chain

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



Scope of project

- New treating, compression, capture equipment, and CO₂ 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 CO₂

Supporting a clean energy future

- Supports wellhead to market strategy
- Creates additional opportunities to aggregate 3rd party CO₂ across Haynesville basin

Williams' hedge positions

| E&P Hedges | Commodity | | 2Q-4Q 2023 | |
|------------|--|----------------|----------------------------------|--------|
| | Natural Gas | Volume (MMbtu) | Weighted-Average Price (\$MMbtu) | |
| | Fixed Price Swaps | (6,777,500) | \$ | 5.52 |
| | Basis Swaps | (24,425,000) | \$ | (0.54) |
| | Liquids | Volume (Bbls) | Weighted-Average Price (\$Bbl) | |
| | Fixed Price Swaps - Crude Oil | (75,000) | \$ | 81.23 |
| | Fixed Price Swaps - Crude Oil as % of C3 | 120,000 | \$ | 77.31 |
| | Fixed Price Swaps - NGL | (423,000) | \$ | 45.28 |

| G&P Hedges | Commodity | | 2Q-4Q 2023 | |
|------------|-------------------------------|----------------|----------------------------------|--------|
| | Natural Gas | Volume (MMbtu) | Weighted-Average Price (\$MMbtu) | |
| | Fixed Price Swaps on Long | (13,090,000) | \$ | 5.59 |
| | Fixed Price Swaps on Short | 887,500 | \$ | 2.98 |
| | Basis Swaps | 872,500 | \$ | (0.23) |
| | Liquids | Volume (Bbls) | Weighted-Average Price (\$Bbl) | |
| | Fixed Price Swaps - Crude Oil | (13,750) | \$ | 87.70 |
| | Fixed Price Swaps - NGL | (722,738) | \$ | 48.04 |

As of 03/31/2023. E&P hedges are primarily related to Wamsutter except for basis swaps which are related to both Haynesville and Wamsutter.

Focused on environmental stewardship and building strong communities

2021 Sustainability Report

WILLIAMS WILL BE THERE

56% REDUCTION GOAL

in company-wide greenhouse gas emissions by 2030 vs 2005 levels of 22.6 million mt CO₂e, working toward net zero carbon emissions by 2050

84% REDUCTION

averaged in pipeline blowdown GHG emissions when using recompression technology

14% REDUCTION

in total LOPC events year-over-year at the end of 2021, exceeding our target of 10%

23,000+ HOURS

volunteered by employees to charitable organizations, representing \$662,584 in value





WE MAKE CLEAN ENERGY HAPPEN®

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;
 - 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.**



WE MAKE CLEAN ENERGY HAPPEN®

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 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.**
- > **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

| <i>(Dollars in millions, except per-share amounts)</i> | 2015 | | | | | 2016 | | | | | 2017 | | | | |
|--|---------|---------|----------|----------|----------|----------|----------|---------|----------|----------|---------|---------|---------|----------|----------|
| | 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: | | | | | | | | | | | | | | | |
| <i>Northeast G&P</i> | | | | | | | | | | | | | | | |
| 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 | — | — | — | — | — |
| <i>Total Northeast G&P adjustments</i> | 11 | 22 | 19 | 13 | 65 | 5 | — | 6 | 22 | 33 | 1 | 1 | 131 | 7 | 140 |
| <i>Transmission & Gulf of Mexico</i> | | | | | | | | | | | | | | | |
| 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 | — |
| <i>Total Transmission & Gulf of Mexico adjustments</i> | — | — | — | 5 | 5 | 25 | 8 | 11 | (2) | 42 | 3 | 8 | 1 | 753 | 765 |
| <i>West</i> | | | | | | | | | | | | | | | |
| 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) |
| <i>Total West adjustments</i> | 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.

| <i>(Dollars in millions, except per-share amounts)</i> | 2015 | | | | | 2016 | | | | | 2017 | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 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 |
| <i>Other</i> | | | | | | | | | | | | | | | |
| 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

| (Dollars in millions, except per-share amounts) | 2018 | | | | | 2019 | | | | |
|---|---------|---------|---------|----------|----------|---------|---------|---------|---------|--------|
| | 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.

| (Dollars in millions, except per-share amounts) | 2018 | | | | | 2019 | | | | |
|---|---------|---------|-----------|-----------|---------|-----------|-----------|-----------|-----------|-----------|
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | Year | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | Year |
| <i>Other</i> | | | | | | | | | | |
| 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 |
| <i>Total Other adjustments</i> | 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 |
| <i>Adjustments below Modified EBITDA</i> | | | | | | | | | | |
| 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) |
| 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

| <i>(Dollars in millions, except per-share amounts)</i> | 2020 | | | | | 2021 | | | | |
|---|-----------|---------|---------|---------|---------|---------|---------|------------------------|---------|----------|
| | 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: | | | | | | | | | | |
| <i>Transmission & Gulf of Mexico</i> | | | | | | | | | | |
| 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 | - | - | - | - | - |
| <i>Total Transmission & Gulf of Mexico adjustments</i> | 7 | 2 | 6 | 158 | 173 | - | 2 | - | - | 2 |
| <i>Northeast G&P</i> | | | | | | | | | | |
| 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) | - | - | - | - | - |
| <i>Total Northeast G&P adjustments</i> | 1 | (7) | 9 | 43 | 46 | - | - | - | - | - |
| <i>West</i> | | | | | | | | | | |
| 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) |
| <i>Total West adjustments</i> | 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.

| <i>(Dollars in millions, except per-share amounts)</i> | 2020 | | | | | 2021 | | | | |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------------------|-----------|-----------|
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | Year | 1st Qtr | 2nd Qtr | 3rd Qtr ⁽¹⁾ | 4th Qtr | Year |
| <i>Sequent</i> | | | | | | | | | | |
| Amortization of purchase accounting inventory fair value adjustment | - | - | - | - | - | - | - | 2 | 16 | 18 |
| Net unrealized (gain) loss from derivative instruments | - | - | - | - | - | - | - | 277 | (168) | 109 |
| <i>Total Sequent adjustments</i> | - | - | - | - | - | - | - | 279 | (152) | 127 |
| <i>Other</i> | | | | | | | | | | |
| 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 |
| <i>Total Other adjustments</i> | - | - | 11 | 32 | 43 | 5 | 9 | 19 | (18) | 15 |
| Adjustments included in Modified EBITDA | 9 | (6) | 24 | 227 | 254 | 5 | 11 | 315 | (190) | 141 |
| <i>Adjustments below Modified EBITDA</i> | | | | | | | | | | |
| <i>Accelerated depreciation for decommissioning assets</i> | - | - | - | - | - | - | 20 | 13 | - | 33 |
| <i>Amortization of intangible assets from Sequent acquisition ⁽¹⁾</i> | - | - | - | - | - | - | - | 21 | (3) | 18 |
| <i>Impairment of equity-method investments</i> | 938 | - | - | 108 | 1,046 | - | - | - | - | - |
| <i>Impairment of goodwill ⁽³⁾</i> | 187 | - | - | - | 187 | - | - | - | - | - |
| <i>Share of impairment of goodwill at equity-method investment</i> | 78 | - | - | - | 78 | - | - | - | - | - |
| <i>Allocation of adjustments to noncontrolling interests</i> | (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) Attributable to The Williams Companies, Inc. to Non-GAAP Adjusted Income 2022-2023

| <i>(Dollars in millions, except per-share amounts)</i> | 2022 | | | | | 2023 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | Year | 1st Qtr |
| Income (loss) attributable to The Williams Companies, Inc. available to common stockholders | \$ 379 | \$ 400 | \$ 599 | \$ 668 | \$ 2,046 | \$ 926 |
| Income (loss) - diluted earnings (loss) per common share ⁽¹⁾ | \$.31 | \$.33 | \$.49 | \$.55 | \$ 1.67 | \$.76 |
| Adjustments: | | | | | | |
| <i>Transmission & Gulf of Mexico</i> | | | | | | |
| 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 |
| <i>Total Transmission & Gulf of Mexico adjustments</i> | — | — | 33 | 13 | 46 | 13 |
| <i>West</i> | | | | | | |
| Trace acquisition costs | — | 8 | — | — | 8 | — |
| Gain from contract settlement | — | — | — | — | — | (18) |
| <i>Total West adjustments</i> | — | 8 | — | — | 8 | (18) |
| <i>Gas & NGL Marketing Services</i> | | | | | | |
| Amortization of purchase accounting inventory fair value adjustment | 15 | — | — | — | 15 | — |
| Impact of volatility on NGL linefill transactions | (20) | — | 23 | 6 | 9 | (3) |
| Net unrealized (gain) loss from derivative instruments | 57 | 288 | (5) | (66) | 274 | (333) |
| <i>Total Gas & NGL Marketing Services adjustments</i> | 52 | 288 | 18 | (60) | 298 | (336) |
| <i>Other</i> | | | | | | |
| 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 |
| Accrual for loss contingencies | — | — | 11 | — | 11 | — |
| <i>Total Other adjustments</i> | 66 | (47) | (13) | (15) | (9) | 6 |
| Adjustments included in Modified EBITDA | 118 | 249 | 38 | (62) | 343 | (335) |
| <i>Adjustments below Modified EBITDA</i> | | | | | | |
| <i>Amortization of intangible assets from Sequent acquisition</i> | 42 | 41 | 42 | 42 | 167 | 15 |
| <i>Depreciation adjustment related to Eminence storage cavern abandonments</i> | — | — | (1) | — | (1) | — |
| | 42 | 41 | 41 | 42 | 166 | 15 |
| Total adjustments | 160 | 290 | 79 | (20) | 509 | (320) |
| Less tax effect for above items | (40) | (72) | (17) | 5 | (124) | 78 |
| Adjustments for tax-related items ⁽²⁾ | — | (134) | (69) | — | (203) | — |
| Adjusted income available to common stockholders | \$ 499 | \$ 484 | \$ 592 | \$ 653 | \$ 2,228 | \$ 684 |
| Adjusted income - diluted earnings per common share ⁽¹⁾ | \$.41 | \$.40 | \$.48 | \$.53 | \$ 1.82 | \$.56 |
| Weighted-average shares - diluted (thousands) | 1,221,279 | 1,222,694 | 1,222,472 | 1,224,212 | 1,222,672 | 1,225,781 |

(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.

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

| (Dollars in millions) | 2015 | | | | | 2016 | | | | | 2017 | | | | |
|--|---------------|----------------|----------------|-----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 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

| (Dollars in millions) | 2018 | | | | | 2019 | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 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

| (Dollars in millions) | 2020 | | | | | 2021 | | | | |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | Year | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 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

| <i>(Dollars in millions)</i> | 2022 | | | | | 2023 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | Year | 1st Qtr |
| Net income (loss) | \$ 392 | \$ 407 | \$ 621 | \$ 697 | \$ 2,117 | \$ 957 |
| Provision (benefit) for income taxes | 118 | (45) | 96 | 256 | 425 | 284 |
| Interest expense | 286 | 281 | 291 | 289 | 1,147 | 294 |
| Equity (earnings) losses | (136) | (163) | (193) | (145) | (637) | (147) |
| Other investing (income) loss - net | (1) | (2) | (1) | (12) | (16) | (8) |
| Proportional Modified EBITDA of equity-method investments | 225 | 250 | 273 | 231 | 979 | 229 |
| Depreciation and amortization expenses | 498 | 506 | 500 | 505 | 2,009 | 506 |
| Accretion expense associated with asset retirement obligations for nonregulated operations | 11 | 13 | 12 | 15 | 51 | 15 |
| Modified EBITDA | \$ 1,393 | \$ 1,247 | \$ 1,599 | \$ 1,836 | \$ 6,075 | \$ 2,130 |
| Transmission & Gulf of Mexico | \$ 697 | \$ 652 | \$ 638 | \$ 687 | \$ 2,674 | \$ 715 |
| Northeast G&P | 418 | 450 | 464 | 464 | 1,796 | 470 |
| West | 260 | 288 | 337 | 326 | 1,211 | 304 |
| Gas & NGL Marketing Services | 13 | (282) | 20 | 209 | (40) | 567 |
| Other | 5 | 139 | 140 | 150 | 434 | 74 |
| Total Modified EBITDA | \$ 1,393 | \$ 1,247 | \$ 1,599 | \$ 1,836 | \$ 6,075 | \$ 2,130 |
| Adjustments ⁽¹⁾: | | | | | | |
| Transmission & Gulf of Mexico | \$ — | \$ — | \$ 33 | \$ 13 | \$ 46 | \$ 13 |
| West | — | 8 | — | — | 8 | (18) |
| Gas & NGL Marketing Services | 52 | 288 | 18 | (60) | 298 | (336) |
| Other | 66 | (47) | (13) | (15) | (9) | 6 |
| Total Adjustments | \$ 118 | \$ 249 | \$ 38 | \$ (62) | \$ 343 | \$ (335) |
| Adjusted EBITDA: | | | | | | |
| Transmission & Gulf of Mexico | \$ 697 | \$ 652 | \$ 671 | \$ 700 | \$ 2,720 | \$ 728 |
| Northeast G&P | 418 | 450 | 464 | 464 | 1,796 | 470 |
| West | 260 | 296 | 337 | 326 | 1,219 | 286 |
| Gas & NGL Marketing Services | 65 | 6 | 38 | 149 | 258 | 231 |
| Other | 71 | 92 | 127 | 135 | 425 | 80 |
| Total Adjusted EBITDA | \$ 1,511 | \$ 1,496 | \$ 1,637 | \$ 1,774 | \$ 6,418 | \$ 1,795 |

(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 Cash Flow from Operating Activities to Non-GAAP Available Funds from Operations 2022-2023

| (Dollars in millions, except coverage ratios) | 2022 | | | | | 2023 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | Year | 1st Qtr |
| The Williams Companies, Inc. | | | | | | |
| <i>Reconciliation of GAAP "Net cash provided (used) by operating activities" to Non-GAAP "Available funds from operations"</i> | | | | | | |
| Net cash provided (used) by operating activities | \$ 1,082 | \$ 1,098 | \$ 1,490 | \$ 1,219 | \$ 4,889 | \$ 1,514 |
| Exclude: Cash (provided) used by changes in: | | | | | | |
| Accounts receivable | 3 | 794 | (125) | 61 | 733 | (1,269) |
| Inventories, including write-downs | (178) | 177 | 77 | (127) | (51) | (45) |
| Other current assets and deferred charges | 65 | (50) | 47 | (29) | 33 | 4 |
| Accounts payable | 138 | (828) | (53) | 333 | (410) | 1,017 |
| Accrued and other current liabilities | 149 | (125) | (191) | (42) | (209) | 318 |
| Changes in current and noncurrent derivative assets and liabilities | (101) | 52 | (37) | (8) | (94) | (82) |
| Other, including changes in noncurrent assets and liabilities | 67 | 65 | 73 | 11 | 216 | 40 |
| Preferred dividends paid | (1) | — | (1) | (1) | (3) | (1) |
| Dividends and distributions paid to noncontrolling interests | (37) | (58) | (46) | (63) | (204) | (54) |
| Contributions from noncontrolling interests | 3 | 5 | 7 | 3 | 18 | 3 |
| Available funds from operations | <u>\$ 1,190</u> | <u>\$ 1,130</u> | <u>\$ 1,241</u> | <u>\$ 1,357</u> | <u>\$ 4,918</u> | <u>\$ 1,445</u> |
| Common dividends paid | \$ 518 | \$ 517 | \$ 518 | \$ 518 | \$ 2,071 | \$ 546 |
| Coverage ratio: | | | | | | |
| Available funds from operations divided by Common dividends paid | 2.30 | 2.19 | 2.40 | 2.62 | 2.37 | 2.65 |

Reconciliation of Net Income (Loss) to Modified EBITDA, Non-GAAP Adj. EBITDA and CFFO Activities to Non-GAAP AFFO

| <i>(Dollars in millions, except per-share amounts and coverage ratio)</i> | 2023 Guidance | | |
|--|-----------------|-----------------|-----------------|
| | Low | Mid | High |
| Net income (loss) | \$ 2,080 | \$ 2,230 | \$ 2,380 |
| Provision (benefit) for income taxes | 665 | 715 | 765 |
| Interest expense | | 1,220 | |
| Equity (earnings) losses | | (580) | |
| Proportional Modified EBITDA of equity-method investments | | 930 | |
| Depreciation and amortization expenses and accretion for asset retirement obligations associated with nonregulated operations | | 2,065 | |
| Other | | (14) | |
| Modified EBITDA | \$ 6,366 | \$ 6,566 | \$ 6,766 |
| EBITDA Adjustments | | 34 | |
| Adjusted EBITDA | \$ 6,400 | \$ 6,600 | \$ 6,800 |
| Net income (loss) | \$ 2,080 | \$ 2,230 | \$ 2,380 |
| Less: Net income (loss) attributable to noncontrolling interests & preferred dividends | | 100 | |
| Net income (loss) attributable to The Williams Companies, Inc. available to common stockholders | \$ 1,980 | \$ 2,130 | \$ 2,280 |
| Adjustments: | | | |
| Adjustments included in Modified EBITDA ⁽¹⁾ | | 34 | |
| Adjustments below Modified EBITDA ⁽²⁾ | | 59 | |
| Allocation of adjustments to noncontrolling interests | | — | |
| Total adjustments | | 93 | |
| Less tax effect for above items | | (23) | |
| Adjusted income available to common stockholders | \$ 2,050 | \$ 2,200 | \$ 2,350 |
| Adjusted diluted earnings per common share | \$ 1.67 | \$ 1.80 | \$ 1.92 |
| Weighted-average shares - diluted (millions) | | 1,225 | |
| 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) | \$ 4,900 | \$ 5,100 | \$ 5,300 |
| Preferred dividends paid | | (3) | |
| Dividends and distributions paid to noncontrolling interests | | (225) | |
| Contributions from noncontrolling interests | | 53 | |
| Available funds from operations (AFFO) | \$ 4,725 | \$ 4,925 | \$ 5,125 |
| AFFO per common share | \$ 3.86 | \$ 4.02 | \$ 4.18 |
| Common dividends paid | | \$ 2,190 | |
| Coverage Ratio (AFFO/Common dividends paid) | 2.16x | 2.25x | 2.34x |

(1) Includes transaction and transition costs associated with the MountainWest acquisition

(2) Includes amortization of Sequent intangible asset of \$59 million