Asia-Pacific Virtual Investor Meetings

Alan Armstrong, President & Chief Executive Officer
Micheal Dunn, Chief Operating Officer
John Chandler, Chief Financial Officer

August 19-20, 2020

We make energy happen.®

Williams®

Sustainable strategy driven by long-term trend of natural gas demand growth

OUR MISSION

Committed to being the leader in providing **infrastructure** that **safely** delivers **natural gas** products to **reliably** fuel the **clean energy** economy

WHO WE ARE

Handle 30% of the natural gas in the United States that is **used every day** to heat our homes, cook our food and generate our electricity

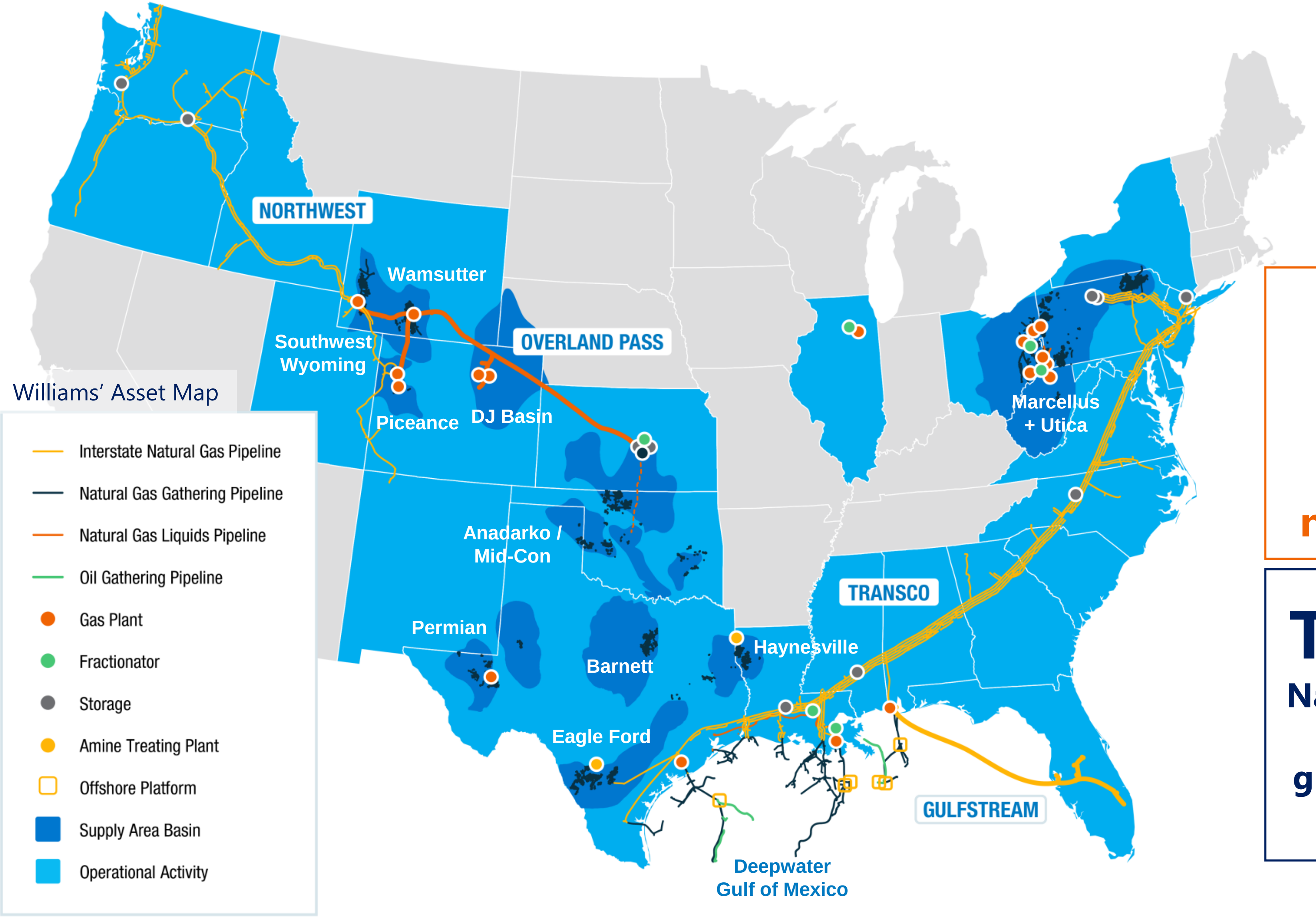
Authentic

Safety Driven

Reliable Performers

Responsible Stewards

Large-scale, irreplaceable natural gas infrastructure



Handling 30% nation's natural gas

Serving 600 customers

Transco Nation's largest and fastest growing major pipeline

Serving 15 key supply areas

Compelling financial performance

Adjusted EBITDA
('16 – '19)

13%
GROWTH

Adjusted EPS
('16 – '19)

18%
CAGR

Return on Invested Capital[1]
('16 – '19)

12%

Debt-to-Adjusted EBITDA[2]
2019 vs. 2016

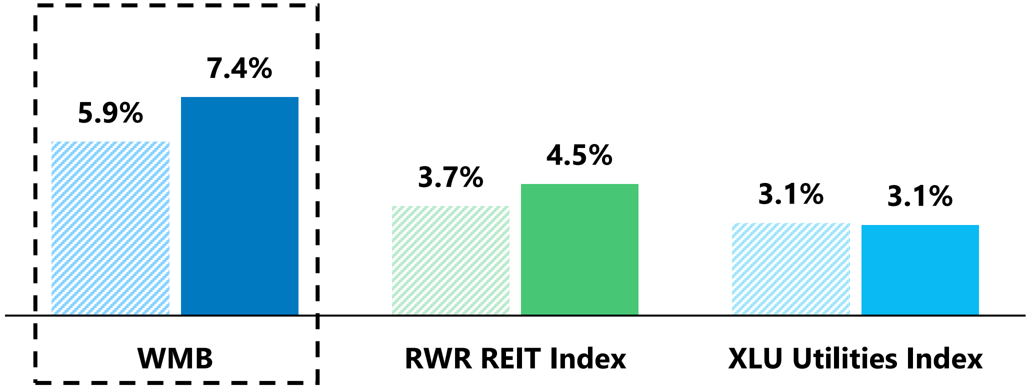
4.39x
Down from 5.26x

Note: This slide contains non-GAAP 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.
[1] See appendix for calculation
[2] 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.

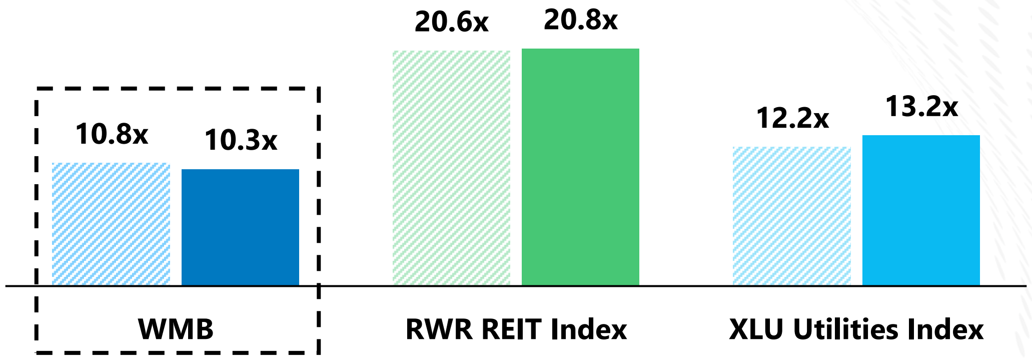
Attractive valuation with low-volatility cash flows and strong balance sheet

Three Year Average | Current(1)

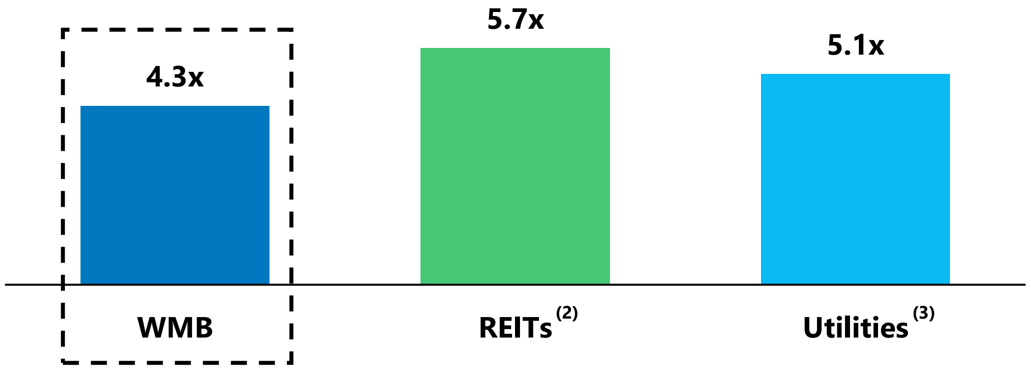
DIVIDEND YIELD | 3-YEAR AVERAGE VS. CURRENT (%)



EV / NTM EBITDA | 3-YEAR AVERAGE VS. CURRENT (X)



CURRENT NET DEBT / LTM EBITDA (X)



CASH FLOW VOLATILITY | RANGE OF HIGH / LOW OPERATING CASH FLOW ’18A – ’20E (%)

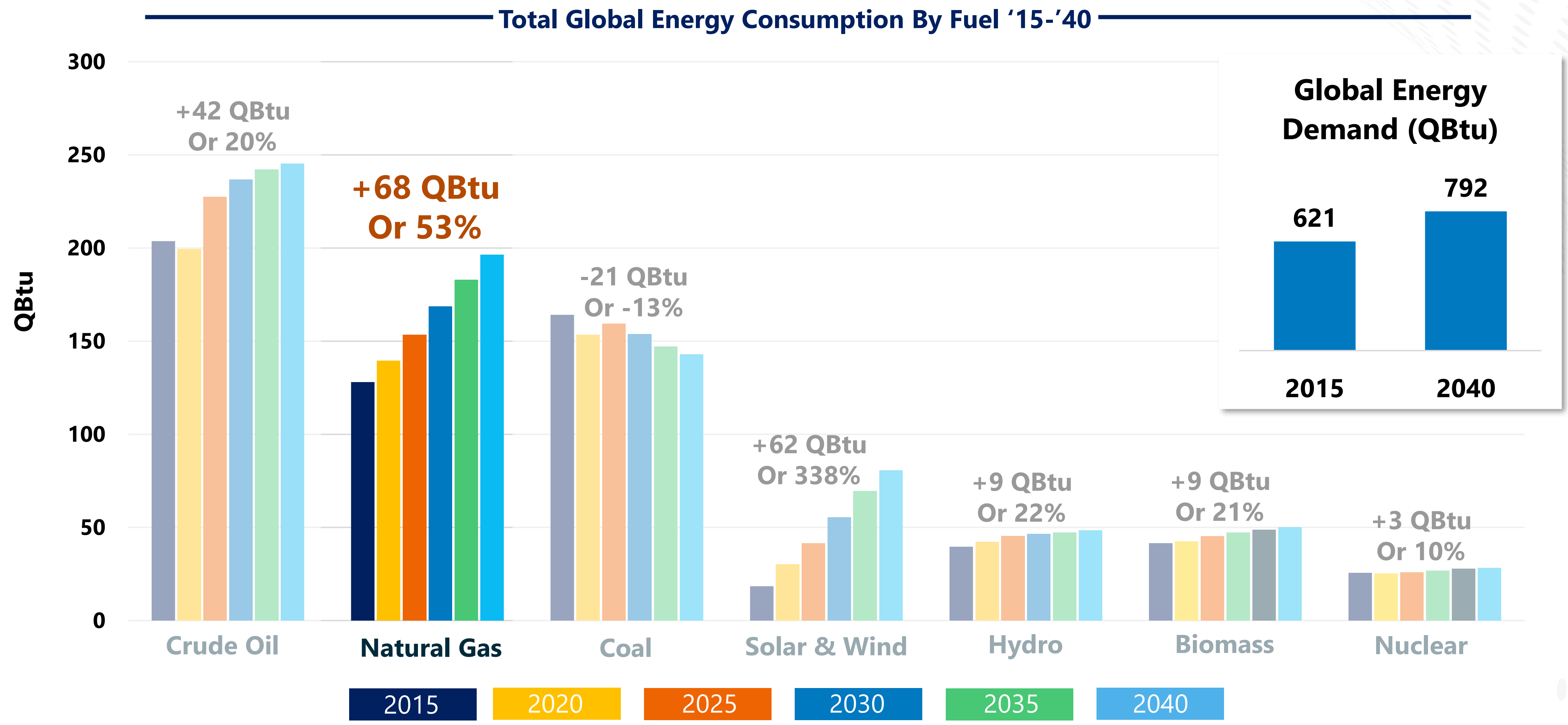
Source: S&P Capital IQ, Bloomberg; (1) As of August 12, 2020; (2) Top 10 Companies by EV in RWR: PLD, DLR, PSA, SPG, WELL, AVB, EQR, ESS, VTR, INVH; (3) Top 10 Companies by EV in XLU: NEE, D, DUK, SO, AEP, EXC, SRE, XEL, WEC, ES

Natural gas demand drives business performance

We make energy happen.®

Williams®

Natural gas fulfilling 40% of global energy demand growth through 2040

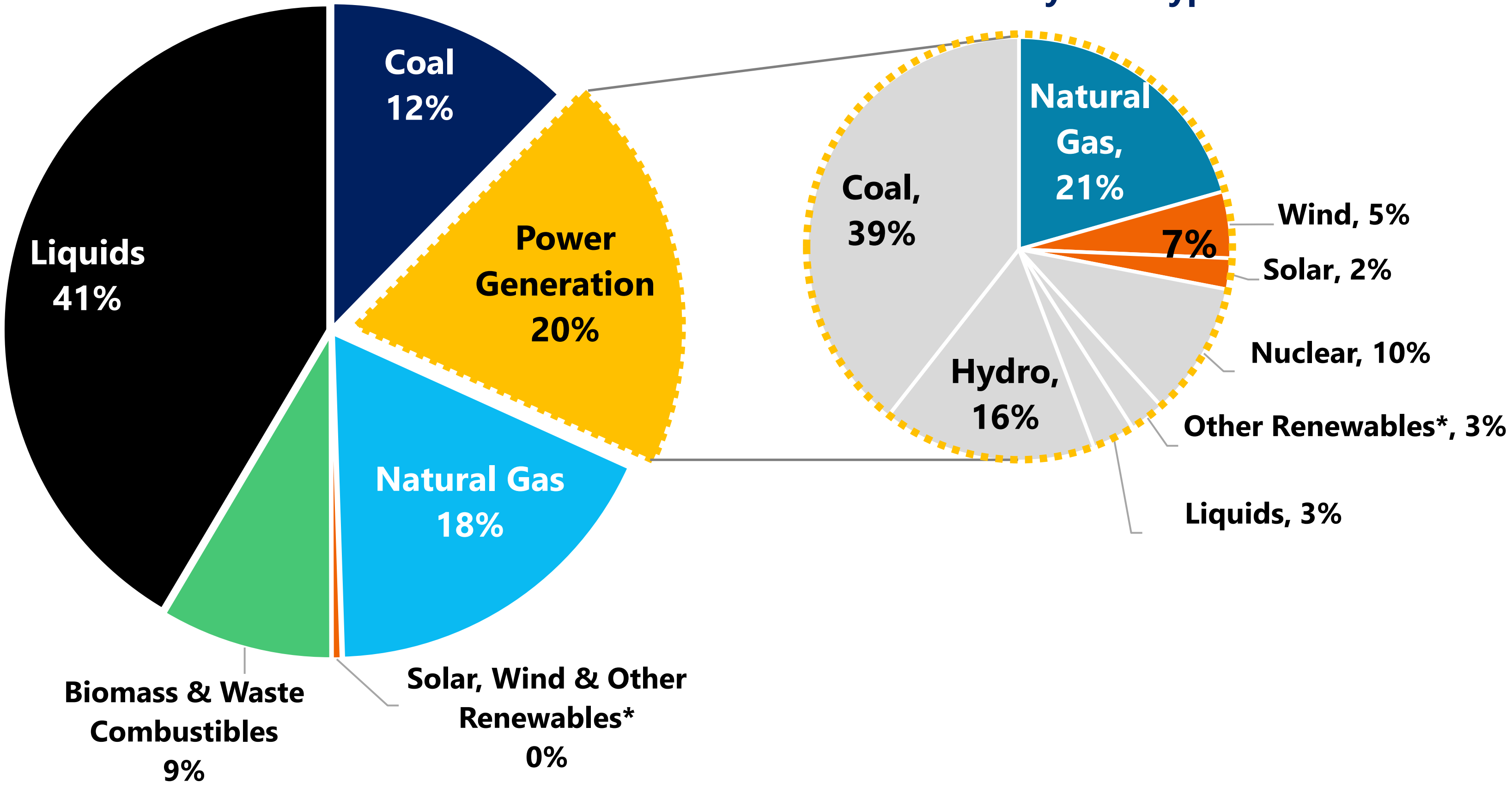


Source: S&P Global Platts, ©2019 by S&P Global Inc. Used with permission from Platts

Renewables remain a small part of the energy mix

2019 Total Global End-Use Energy Consumption by Fuel

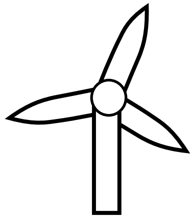
2019 Global Power Generation by Fuel Type



Power Generation only accounts for ~20% of total end-use energy consumption

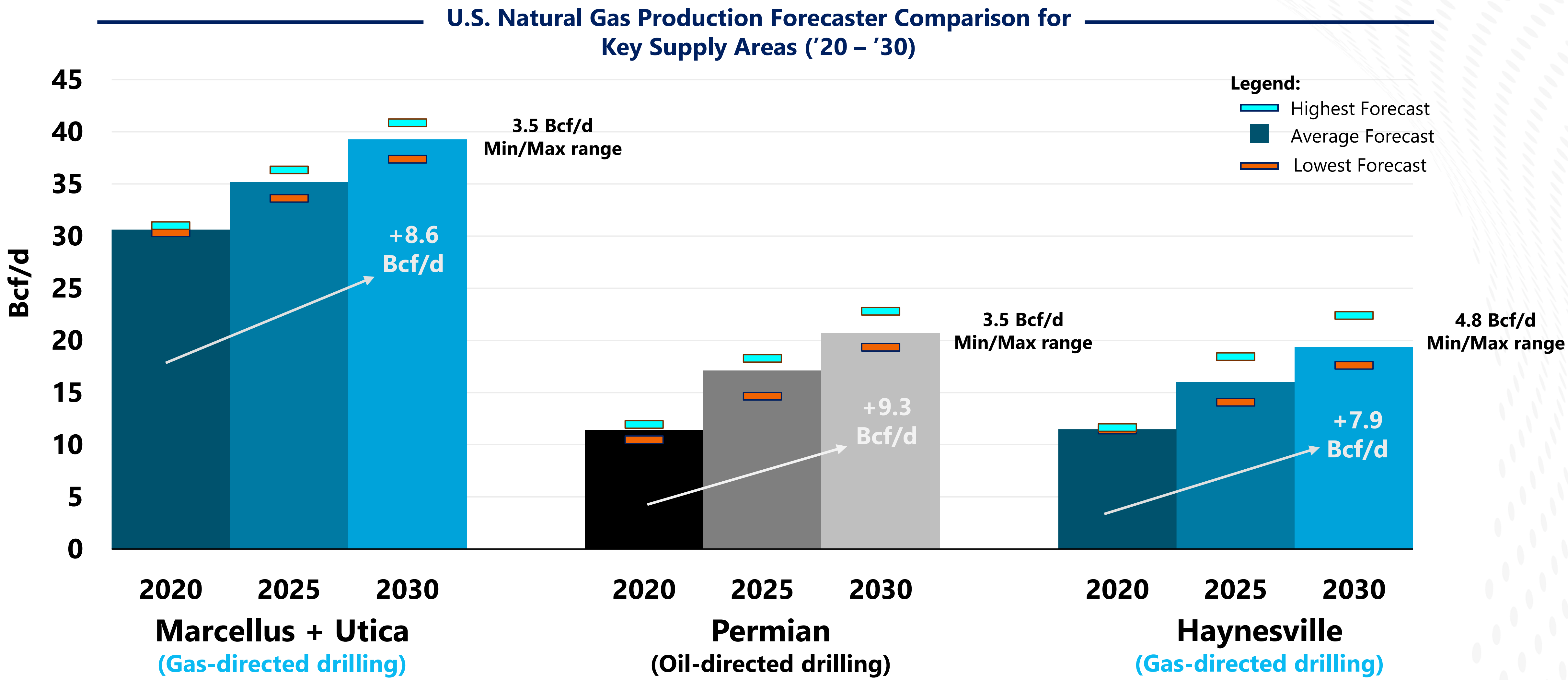
AND

Wind & Solar only account for 7% of total global power generation



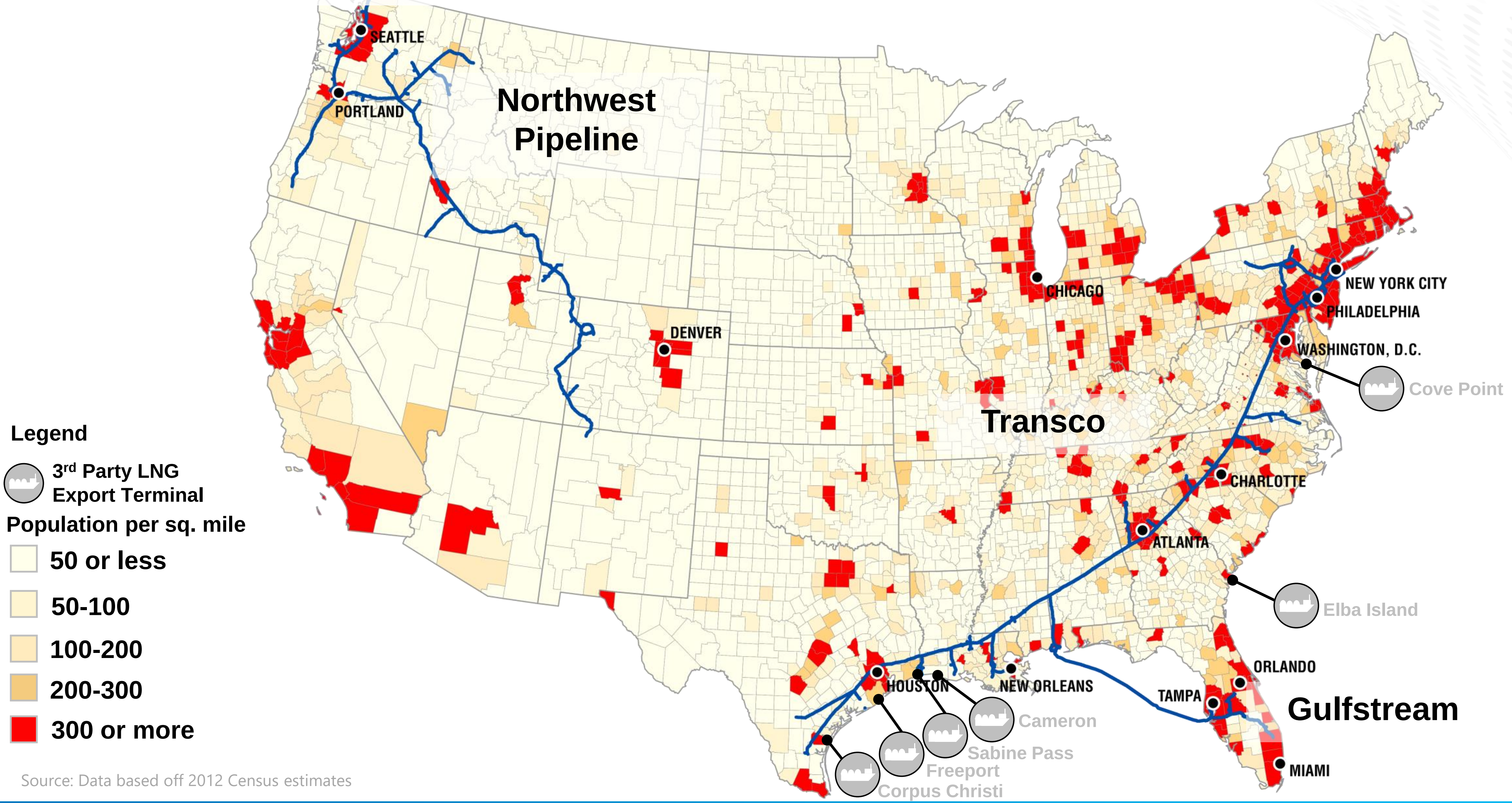
*Other Renewables include Geothermal & Tidal
Source: S&P Global Platts, ©2020 by S&P Global Inc. Used with permission from Platts

Call on natural gas production growth expected to occur in three key supply areas



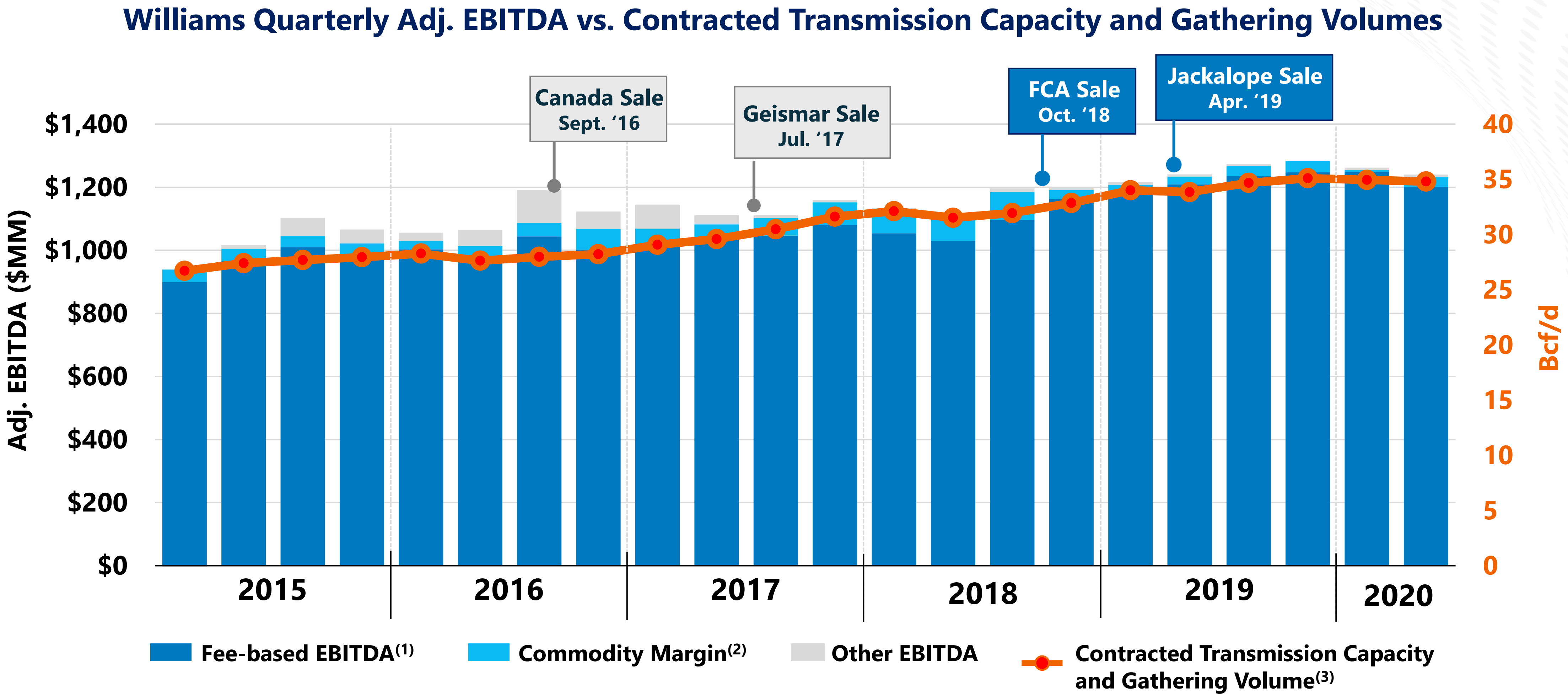
Source: Recent forecasts from four industry forecasters; Note that growth stated on the 2030 columns represent growth 2020-2030 based on average forecast data

Gas transmission pipelines ideally positioned for U.S. domestic and international demand



Source: Data based off 2012 Census estimates

Business performance tied to contracted transmission capacity and gathering volume



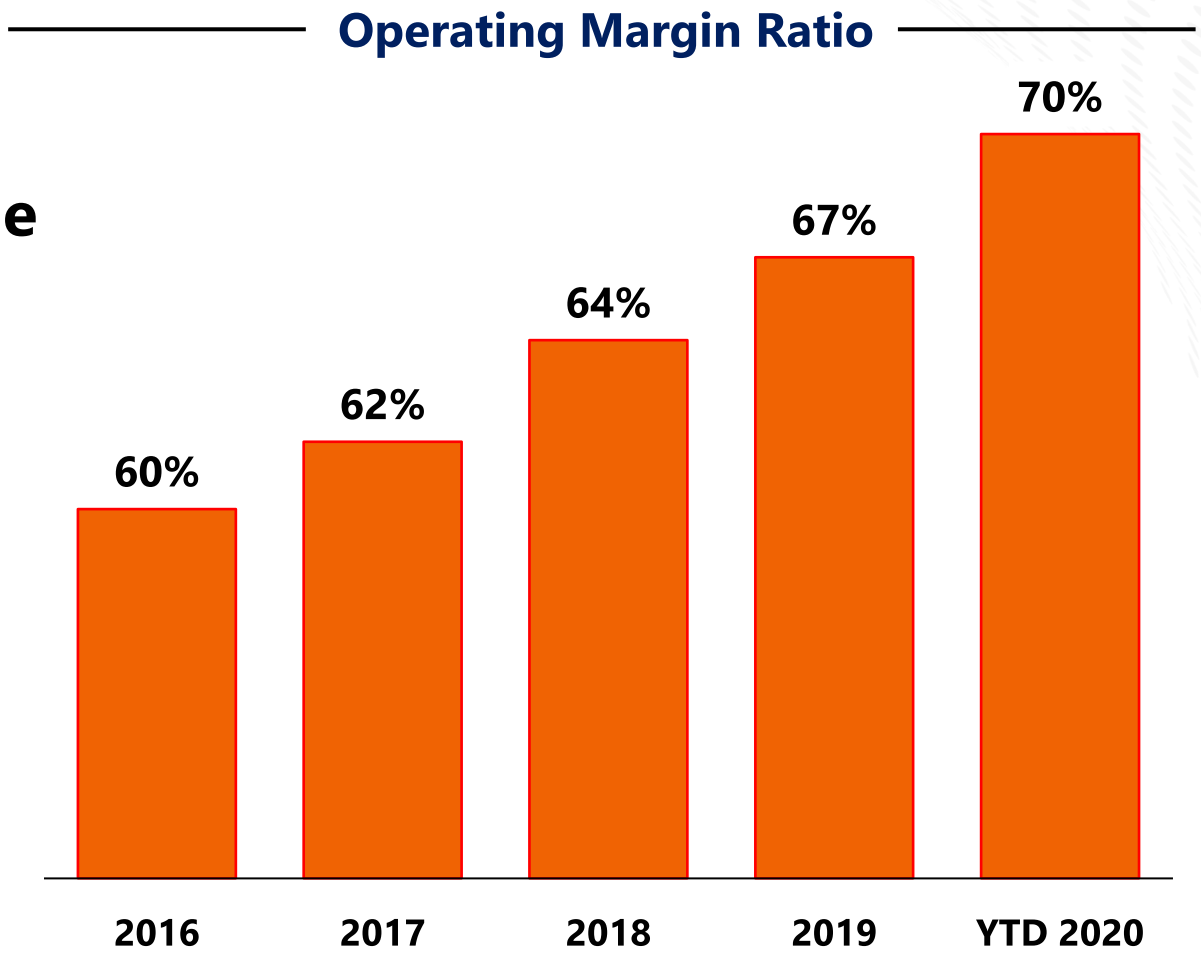
Note: This slide contains non-GAAP financial measures. A reconciliation of all non-GAAP financial measures used in this presentation to their nearest GAAP comparable financial measures are included at the back of this presentation. (1) Sum of West, Northeast G&P and Transmission and Gulf of Mexico segment Adjusted EBITDA excluding commodity margin; (2) Commodity Margin of West, Northeast G&P, and Transmission and Gulf of Mexico; (3) Sum of gathering volumes and average daily firm reserved capacity for regulated transportation (converted from Tbtu to Bcf at 1,000 btu/cf) for West, Northeast G&P, and Transmission and Gulf of Mexico segments.

Scale and operational excellence increase operating margin

Creating efficiency & advantage with focused scale

Driving more revenue to the bottom line

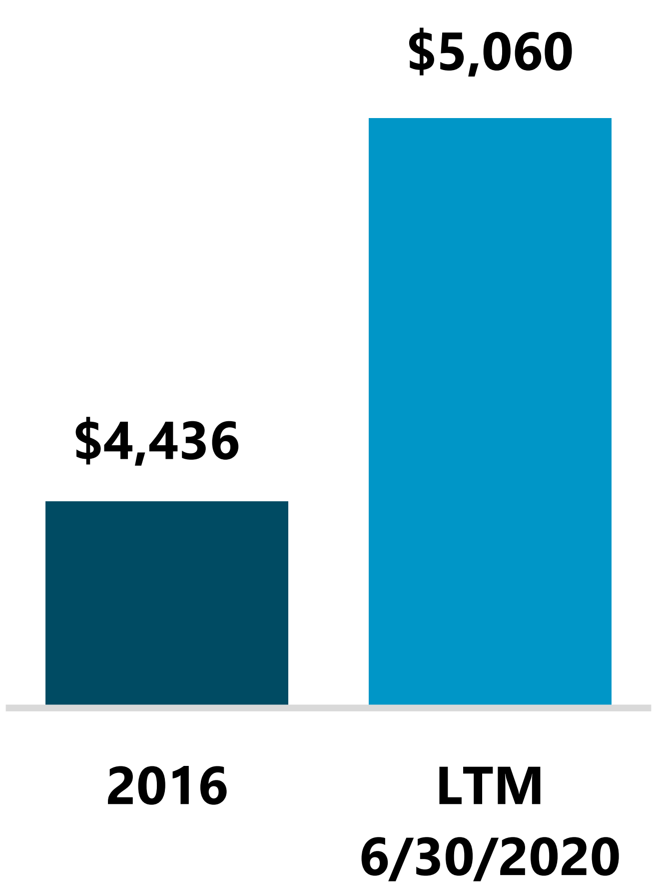
Continuing to drive improvement



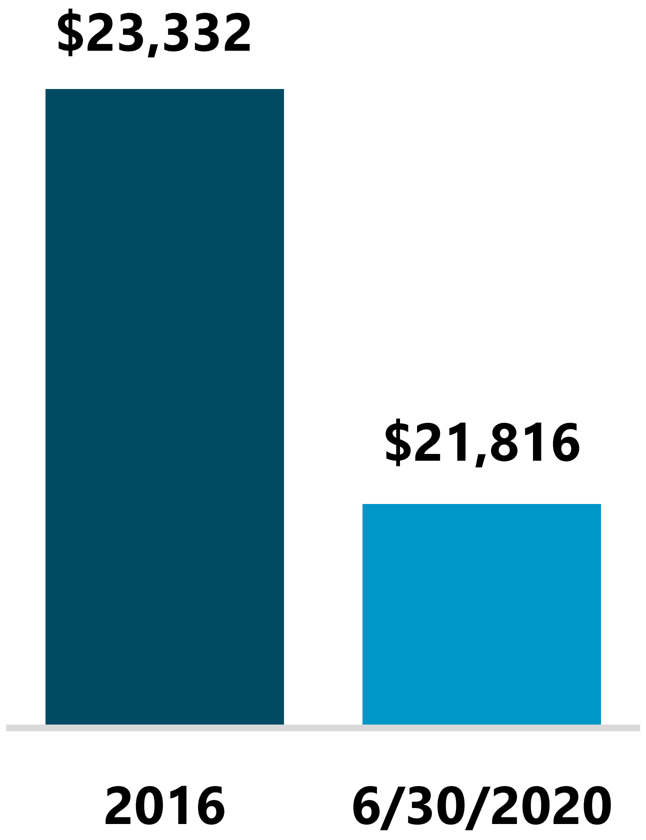
Operating margin ratio = Operating margin/gross margin; Excludes depreciation and amortization expense, impairment charges and other items included in Other Income/(Expense), which are primarily non-cash.

De-levering balance sheet through growth and debt reduction

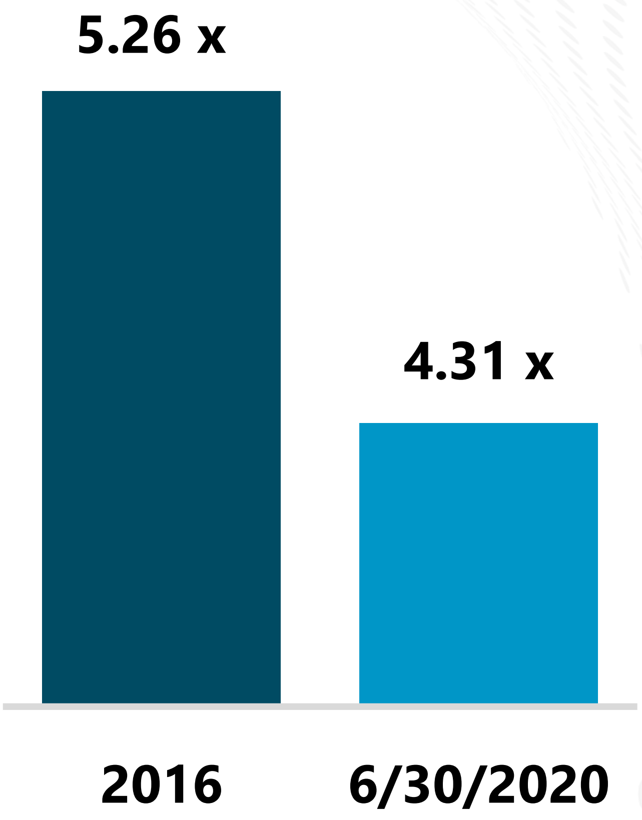
Adjusted EBITDA ($US MM)



Net Debt ($US MM)

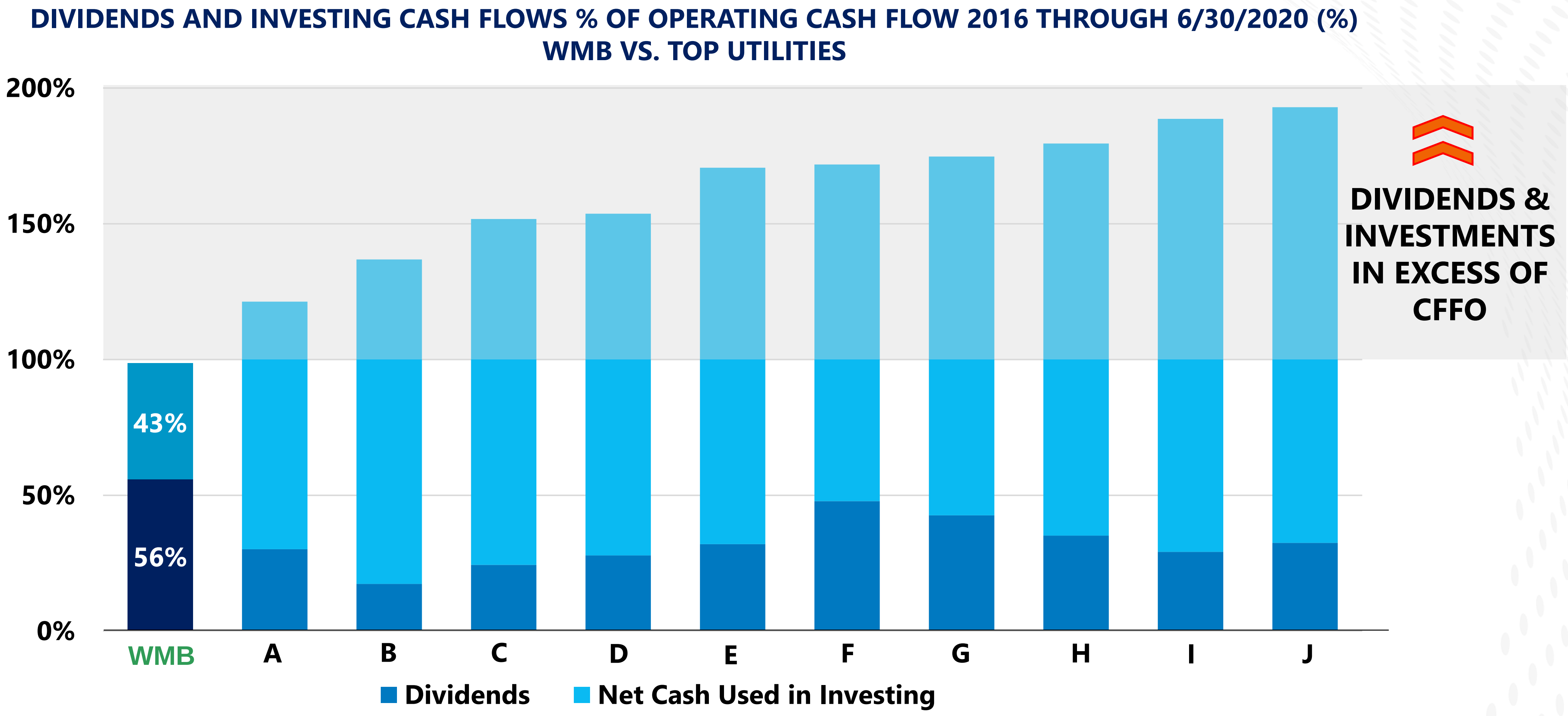


Net Debt-to-Adjusted EBITDA (x)



Note: This slide contains non-GAAP 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.
[1] Book Debt-to-Adjusted EBITDA ratio does not represent leverage ratios measured for WMB credit agreement compliance or leverage ratios as calculated by the major credit ratings agencies. Consolidated debt is net of cash on hand.

Williams self-funding unique compared to utility peers

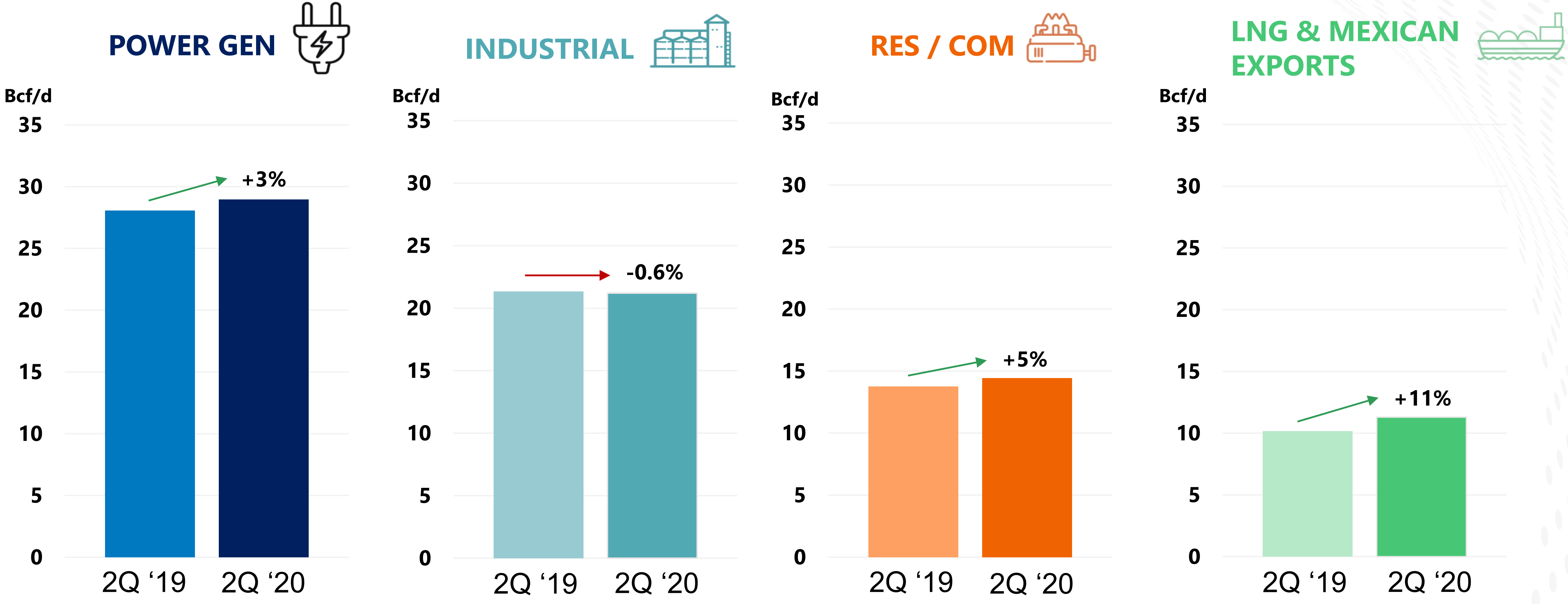


Source: FactSet
Notes: Dividends include common, preferred and dividends and distributions to noncontrolling interests; Utility peers include AEP, D, DUK, ES, EXC, NEE, SO, SRE, WEC, XEL

Near-term fundamentals remain strong

We make energy happen.®

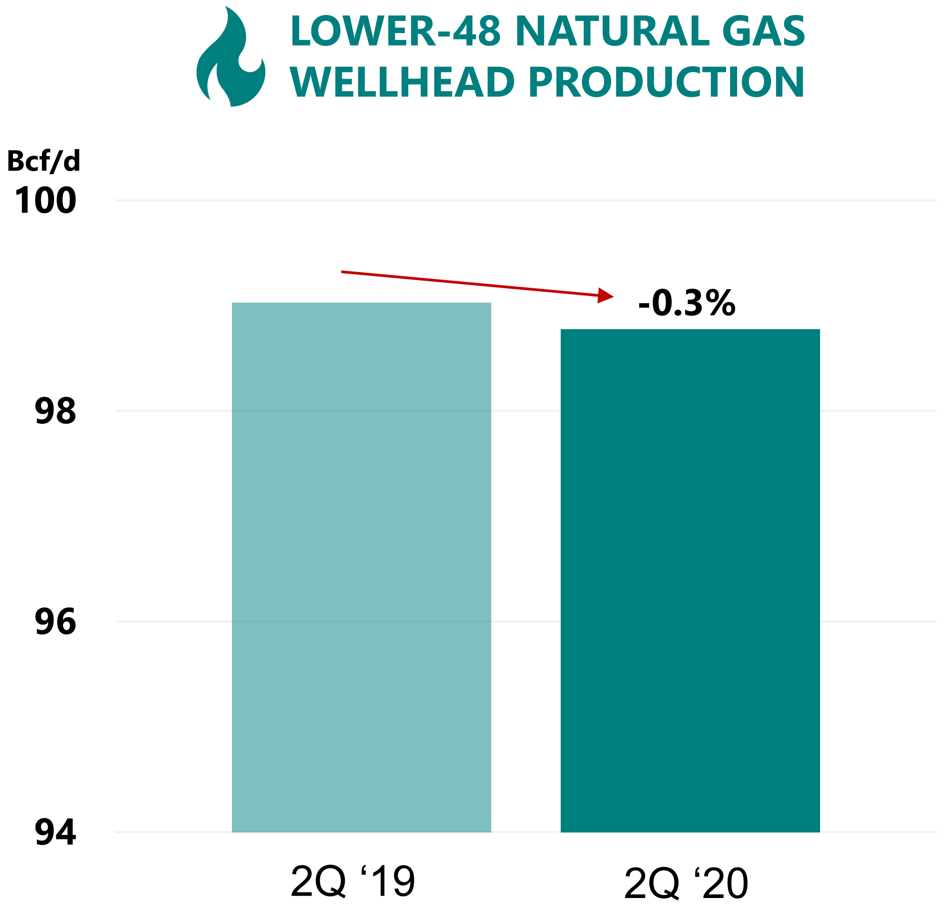
Natural gas demand stands strong growing more than 2% in 2Q 2020

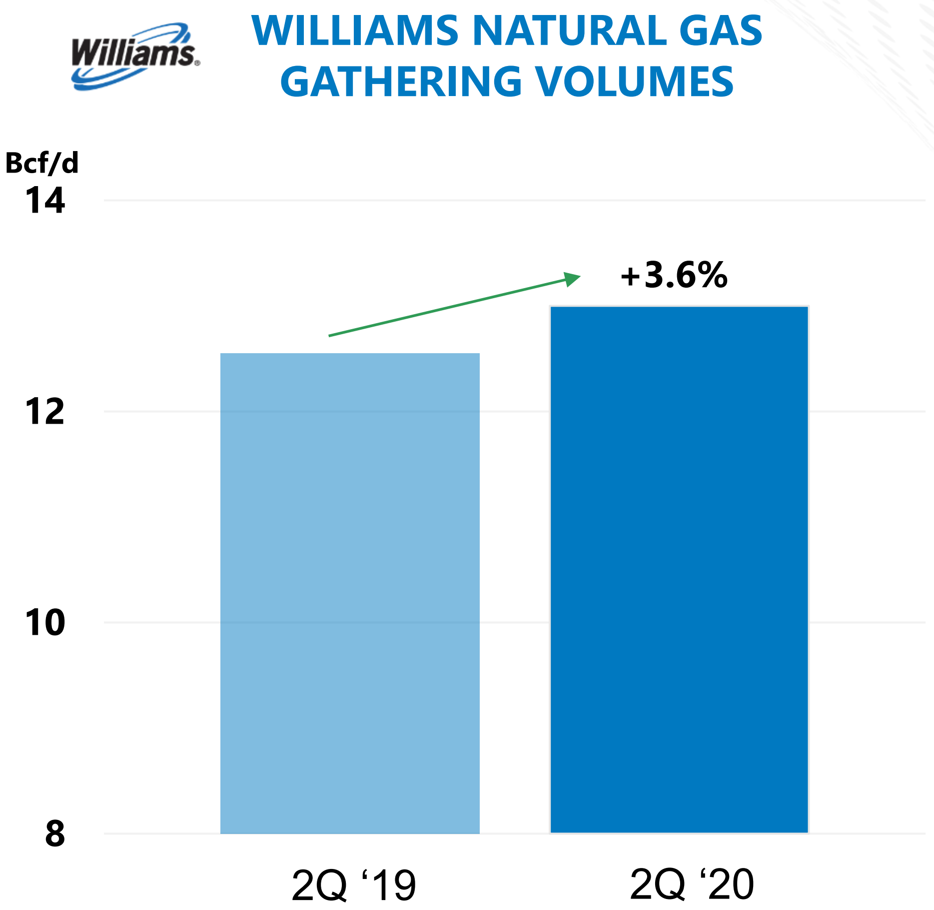


LOWER-48 NATURAL GAS DEMAND + EXPORTS 2Q '19 v. 2Q '20 COMPARISON

Source: IHS Markit PointLogic; Note: Pipeloss/Fuel demand is excluded from the charts. Total L-48 natural gas demand in 2Q 2020 amounts to 81.9 Bcf/d.

Growth across Williams assets continues through external volatility

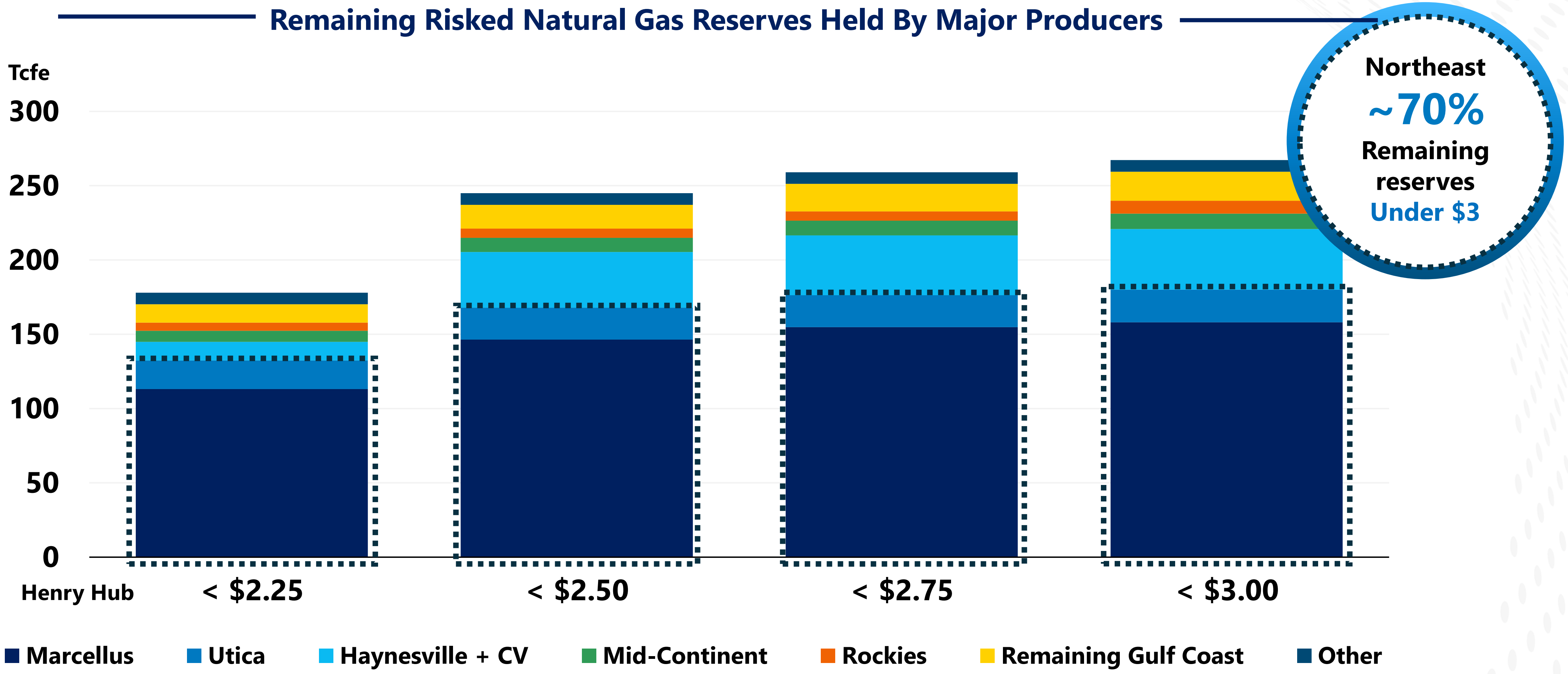




STRATEGICALLY POSITIONED TO CONNECT BEST SUPPLIES TO BEST MARKETS

Source: IHS Markit PointLogic for L-48 production. Note: Williams gathering volumes include 100% of operated assets

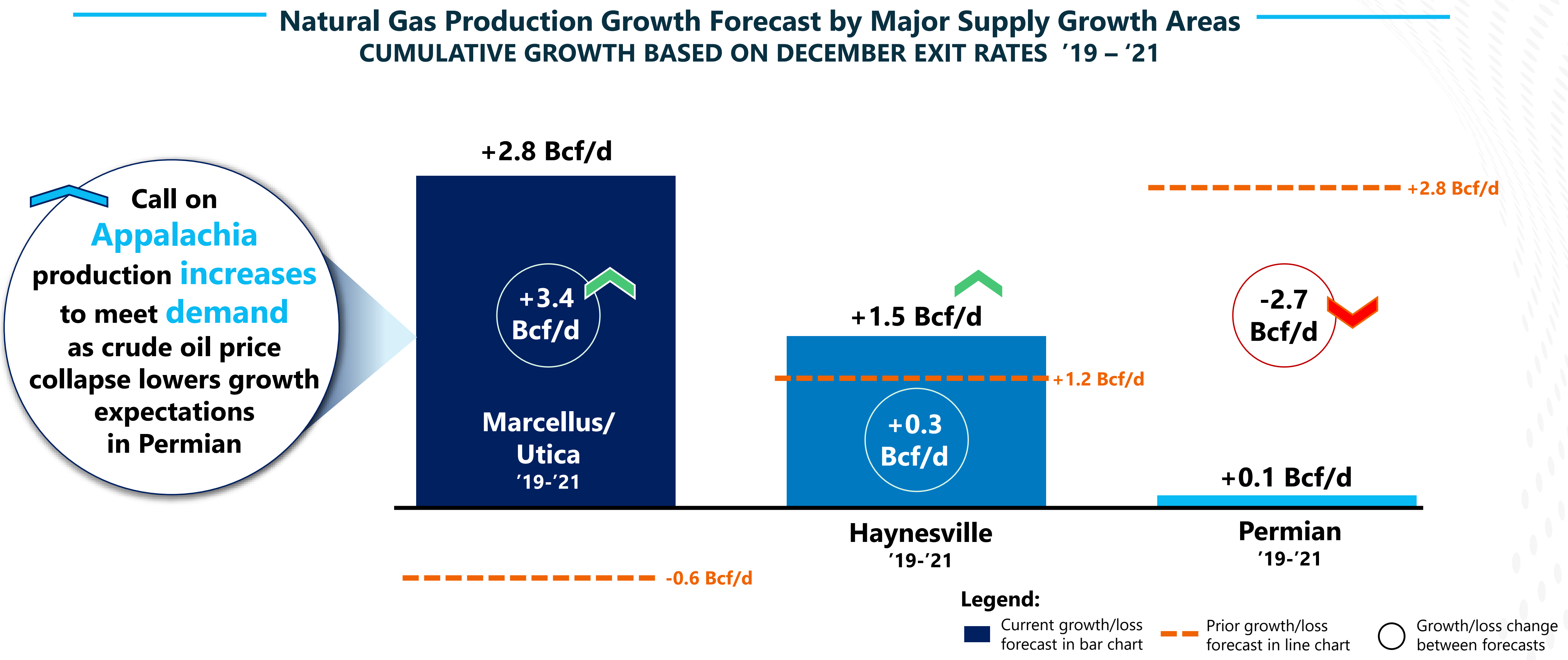
Williams positioned to benefit as market calls on most economic gas supplies



Other = West Coast, gas-directed Permian, and non-Marcellus/Utica Northeast

Source: Wood Mackenzie 3Q ’20 NACPAT; Note that Wood Mackenzie NACPAT data only includes information for major producers, making up ~56% of total U.S. natural gas production in ‘19.

Market expected to rely heavily on Marcellus, Utica & Haynesville production to meet demand



Sources: Wood Mackenzie July ‘20 short-term gas outlook for current production forecast in bar chart; Wood Mackenzie Dec. ’19 short-term gas outlook for prior forecast in dotted lines on chart

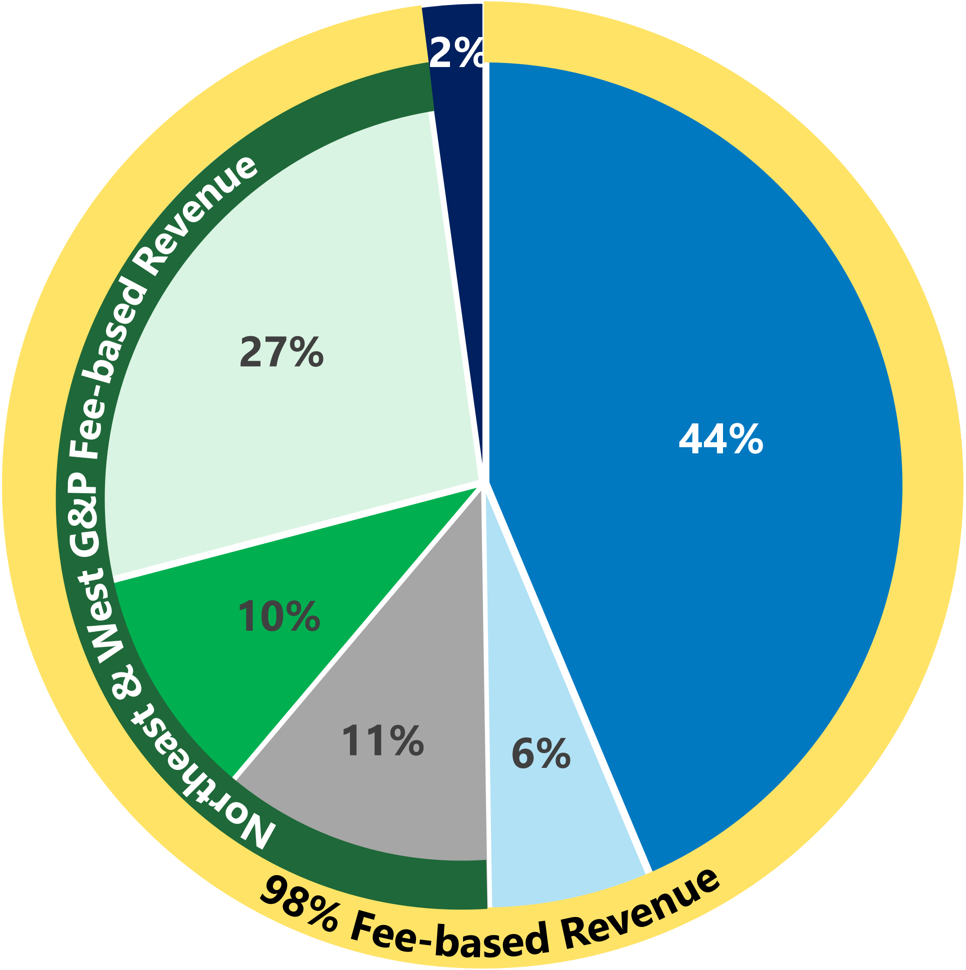
Unique competitive advantages provide stability and growth

We make energy happen.®

Williams

Substantially fee-based business with limited volatility

2020 Gross Margin[1]



98% Gross Margin from Fee-based Revenue

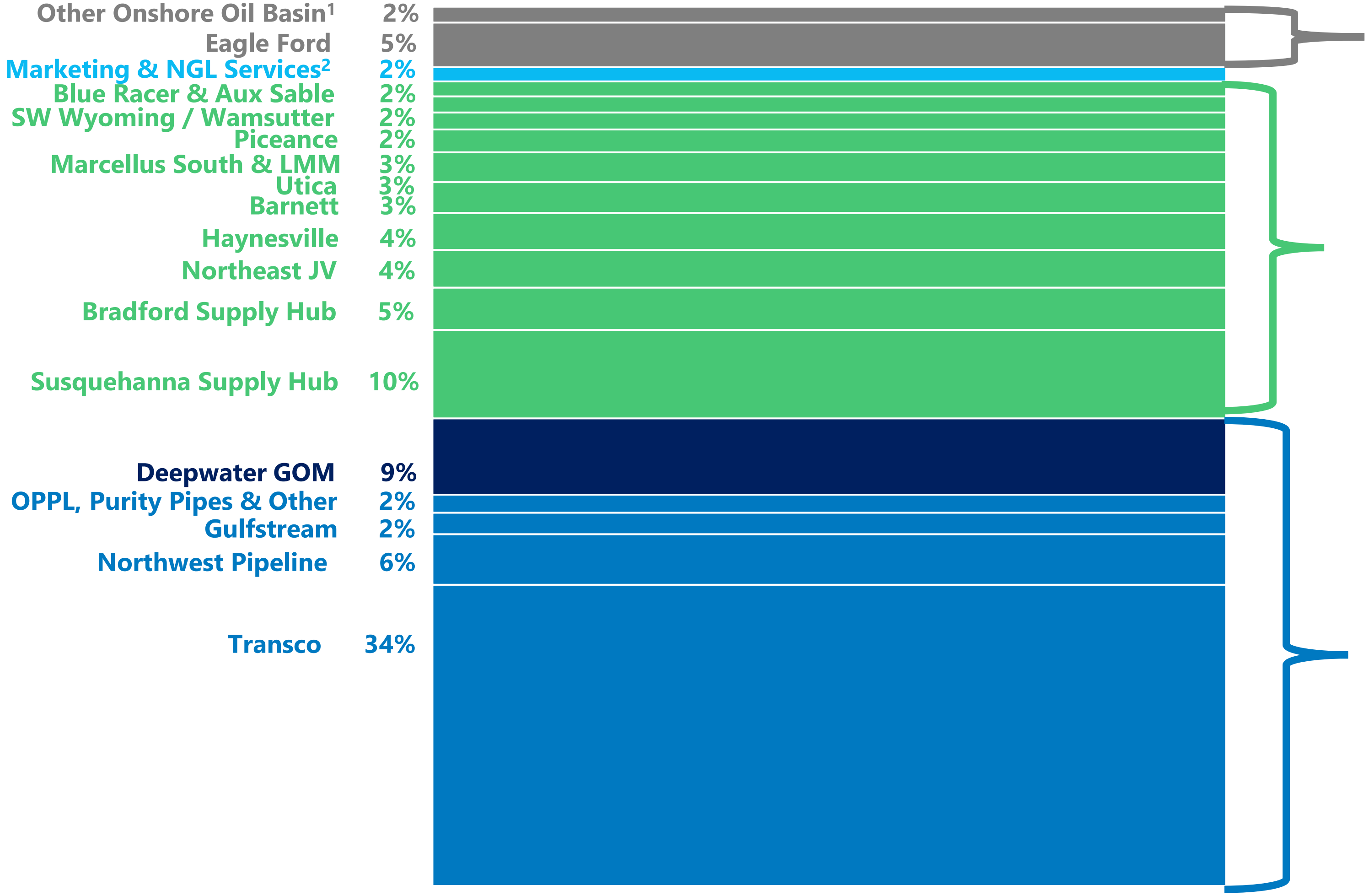
- Gas & Liquids Transportation
- Deepwater
- Minimum Volume Commitments (MVCs) & other protected[2]
- Cost of Service agreements
- Volume-driven G&P

- NGL & Other Commodity Exposure

(1) Includes our proportional ownership of the gross margin of our equity-method investments. Excludes certain regulated revenues, which are related to tracked operating costs.
(2) MVC revenue includes revenue level guaranteed by MVC and excludes any revenue on volumes exceeding MVC. MVC revenue also includes amortization of upfront payments associated with canceled MVCs.

Stable and diversified EBITDA

$5 B 2019 ADJ. EBITDA



Only 7% EBITDA from G&P serving on-shore oil-directed supply areas

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

Transmission & Deepwater EBITDA ~53% of portfolio

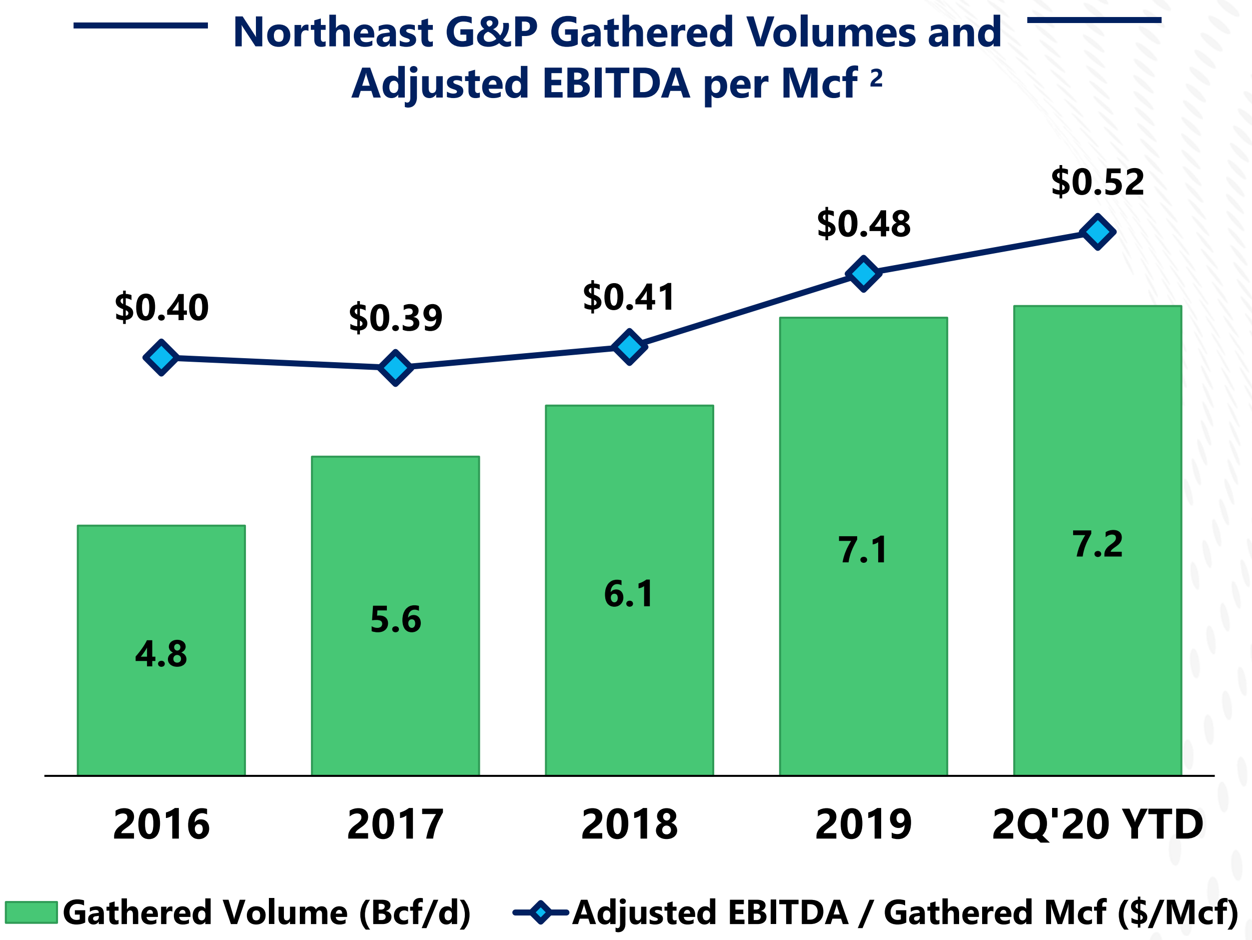
[1]Includes Permian, Mid-continent, Niobrara and DJ Basin; [2] includes Conway, Gas Marketing and NGL Marketing

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 positioned to benefit as market calls on most economic gas supplies

Northeast contains ~70% of economic gas-directed reserves [1]

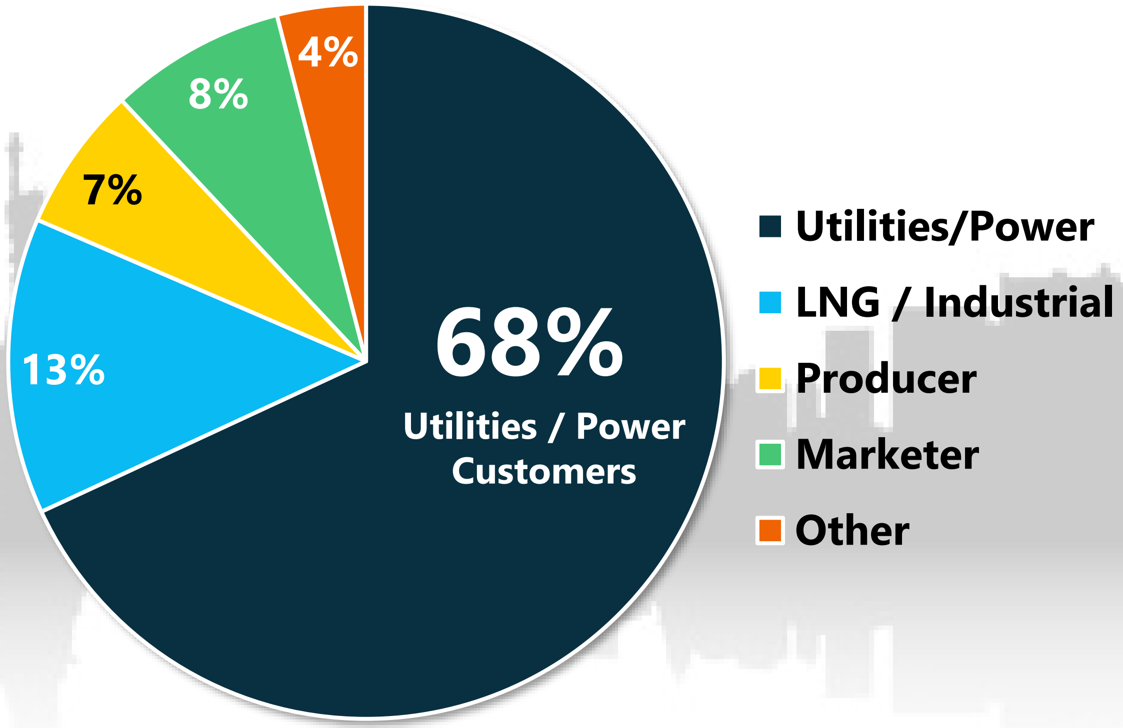
Increasing EBITDA per MCF driven by scale, efficiency, and business mix



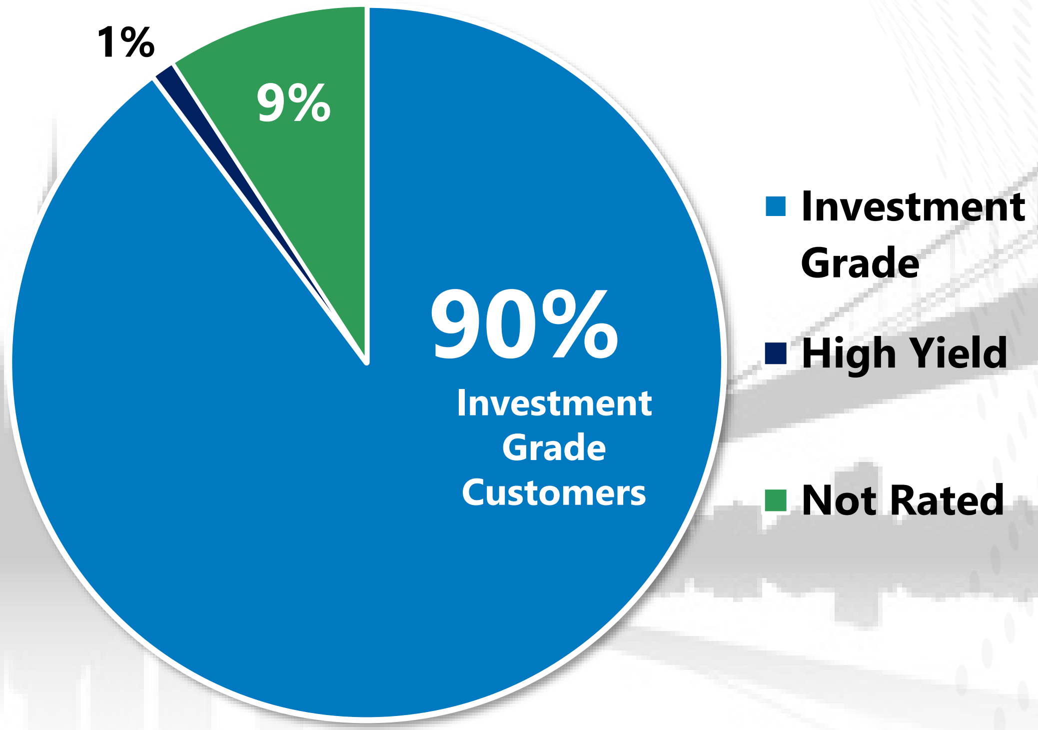
Note: This slide contains non-GAAP financial measures. A reconciliation of all non-GAAP financial measures used in this presentation to their nearest GAAP comparable financial measures are included at the back of this presentation.
[1] Wood Mackenzie 3Q '20 NACPAT; Refers to gas-directed reserves under $3/Mcf. Note that Wood Mackenzie NACPAT data only includes information for major producers, making up ~56% of total U.S. natural gas production in '19.
[2] Includes 100% of consolidated volumes and proportional share of operated equity-method investment; Excludes non-operated JV Adjusted EBITDA and gathered volumes

Gas transmission business built on high credit-quality, demand-pull customer base

Firm Contracted Capacity By Customer Type[1]



Credit Rating Profile Of Williams 2019 Gas Transmission Revenue From Top 100 Customers[2]



[1] Includes firm reserved capacity of Transco, Northwest Pipeline, and Gulfstream at 100%

[2] Transco, Northwest Pipeline and 50% of Gulfstream revenue earned from Top 100 customers company-wide.

Recent accomplishments

Sustainability Report	Published 2019 Sustainability Report on July 27, providing a comprehensive review of the company's environmental, social and governance programs and initiatives
Solar Power Initiative	Taking steps to develop solar energy installations at certain facilities to provide electricity to our existing natural gas transmission and processing operations; Expected to be placed into service late '21
Debt Capital Markets	In May, issued $700mm of 3.25% 10yr Notes and $500mm of 3.95% 30yr Notes at Transco and $1B of 3.5% 10yr Notes at Williams; Refinancing ~$2.1B of maturing notes in '20, effectively reducing our annualized interest expense by ~$28mm
Transco - Leidy South	Received FERC Certificate on July 17 for 582 MMcf/d expansion of Williams' existing infrastructure to connect robust Appalachia natural gas supplies with growing demand centers along the Atlantic Seaboard in time for the '21–'22 winter heating season
Transco- Regional Energy Access	Submitted FERC Pre-filing Application on June 12 for a 760 MMcf/d pipeline expansion to connect robust Marcellus supplies with growing Northeast natural gas demand in time for the '23–'24 winter heating season
Transco- Rate Case Settlement	FERC approved favorable Transco Rate Case settlement in March 2020, providing rate certainty for customers while allowing Transco to recover its costs; Became effective June 1, 2020
Deepwater GOM – Tiebacks	Executed three definitive agreements for tiebacks to Williams' operated assets: Discovery to service gas production from Katmai development (in-service June 2020) and Spruance development (target first flow 2022); Eastern Gulf to handle oil and gas production from Taggart development (target first flow 2022)
West - Bluestem NGL Pipeline	Began construction on 120 MBpd Mid-continent NGL pipeline; Project is under budget and on schedule for in-service 1Q '21; Associated interest in Targa Frac 7 is now in-service

Our strategy provides significant solutions to a clean energy economy

Williams 2019 Sustainability Report
Published July 2020

Download a copy here

+41%
reduction in reported methane emissions
Since 2012

39%
decrease in reportable spills to soil and water
From 2018 levels

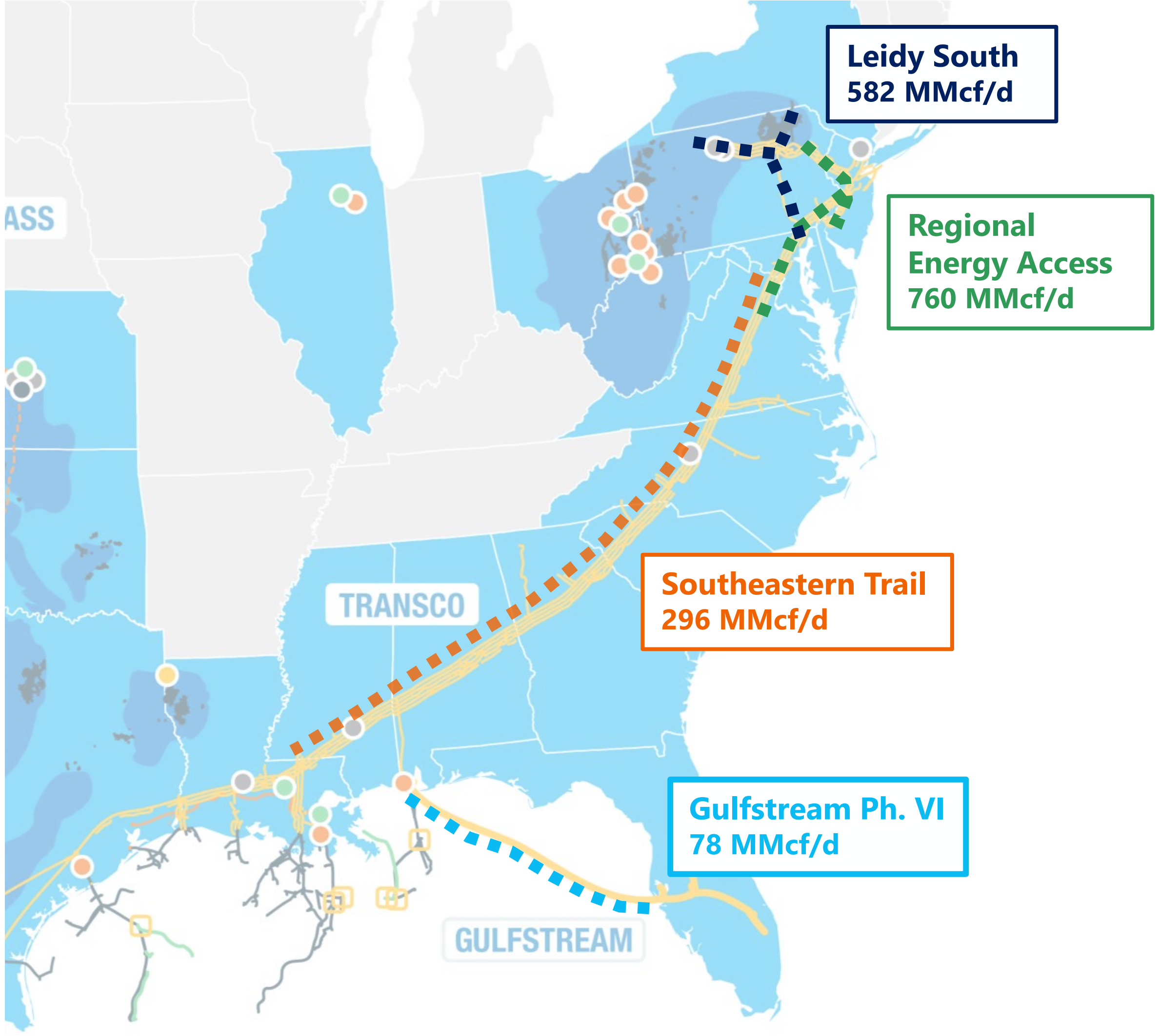
47%
decline in employee recordable injuries
Since 2017

33,000
hours of employee volunteerism
In 2019

$9.7
million invested in communities
In 2019

Executing significant portfolio of gas transmission growth projects

Williams' U.S. Asset Map, Highlighting Natural Gas Transmission Pipeline Expansion Projects



WILLIAMS' GAS TRANSMISION PIPELINE PROJECTS IN EXECUTION

1.7 Bcf/d
(17.7 Bcm/yr)[1]
Capacity

~6x
EBITDA Multiples

~$2B
Capital Investment

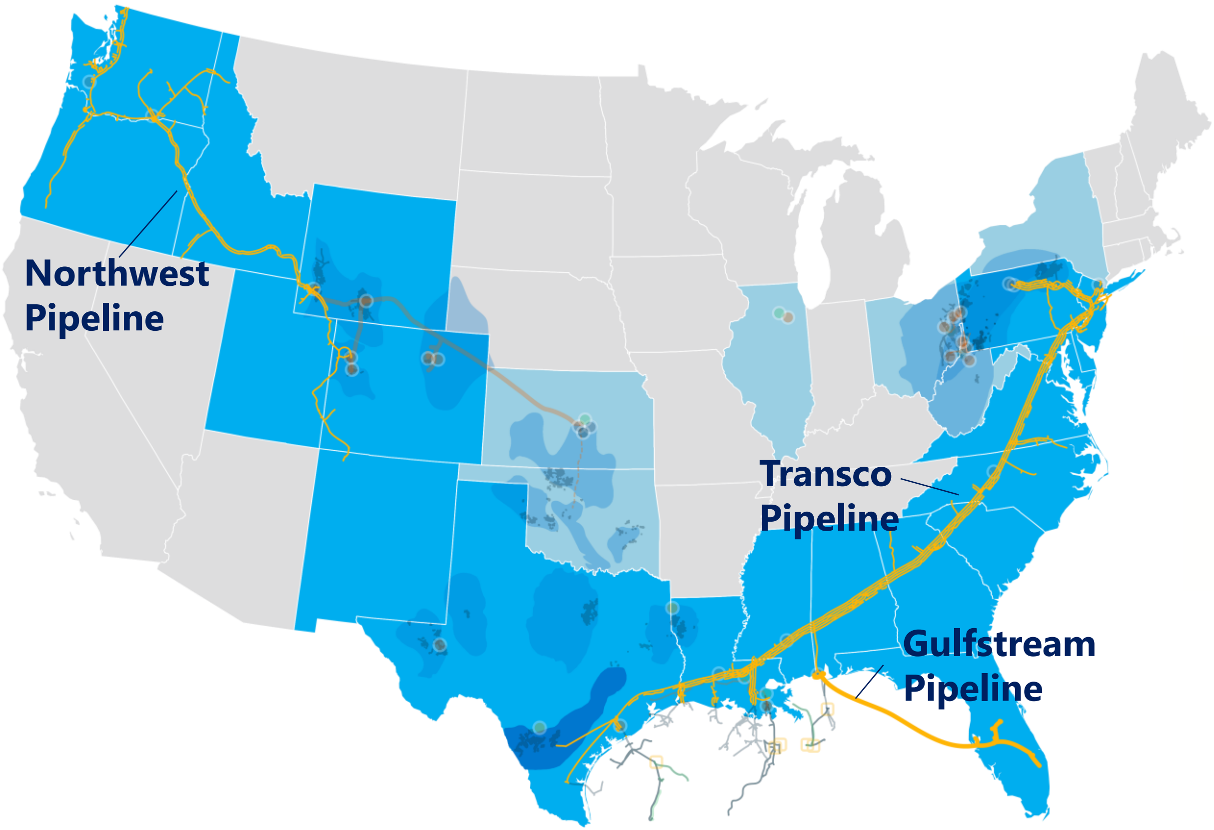
Enough incremental natural gas to serve
8.4 MILLION
American homes annually

[1] Conversion assumes 35.315 cubic feet per cubic meter

Pursuing deep and diverse set of transmission growth opportunities

PROJECTS IN DEVELOPMENT

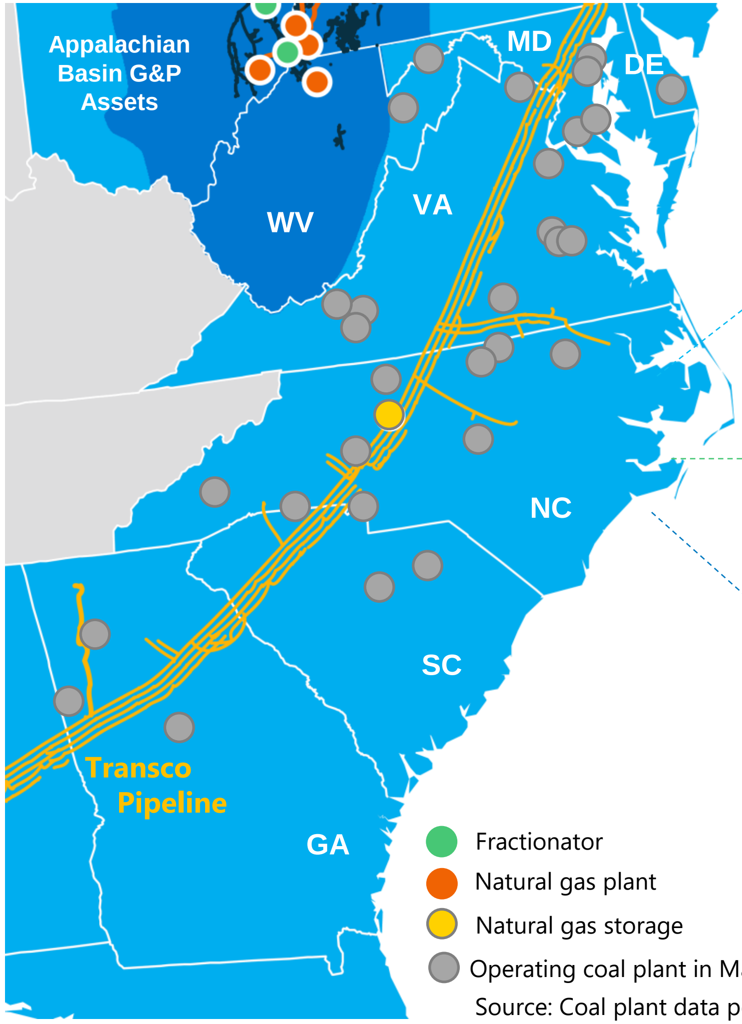
Williams' Asset Map, Highlighting Northwest, Transco, & Gulfstream Natural Gas Pipelines



Type of Project	# of Projects	Capex ($Bln)	Capacity (Bcf/d)	Estimated ISDs
Transporting Natural Gas to Power Generation Facilities	8	$4	4	'24-'31
Transporting Natural Gas to LNG Export Facilities	8	$5	8	'24-'26
Transporting Natural Gas to Industrial Facilities/LDC	10	$3	2	'23-'28

Transco positioned to meet natural gas demand in Mid-Atlantic and Southeast

Williams' U.S. Asset Map, Highlighting Transco Natural Gas Pipeline, G&P assets in Appalachia Basin & Third-party Operating Coal Plants



- Fractionator
- Natural gas plant
- Natural gas storage
- Operating coal plant in Maryland (MD), Delaware (DE), Virginia (VA), West Virginia (WV), North Carolina (NC), South Carolina (SC), and Georgia (GA) within 100 mi. of Transco Pipeline

30 Operating Coal Plants

27 GW Net Summer Capacity

Equates to **+4.2** Bcf/d natural gas[1]

ADVANTAGED POSITION TO SERVE DEMAND ALONG TRANSCO

- **Sizeable capacity available on Transco mainline and the South Virginia and Cardinal laterals**
- **Tailorable solutions to meet power generation and LDC customer needs**
- **Established pipeline footprint enables low-cost expansions with low environmental impact**

Source: Coal plant data per Velocity Suite; [1] Assumes natural gas power plant heat rate of 6,800 Btus per kwh and 100% plant utilization

Unique Deepwater opportunities available due to incumbent capabilities and position

Recent Deepwater Project Milestones

Western Gulf

Whale

- ✓ Under existing dedication
- ✓ Reimbursement executed to keep project development on track
- Target customer FID 2021
- Target first flow in 2024

Eastern Gulf

Ballymore

- ✓ Under existing dedication
- ✓ In facility-planning discussions
- Target customer FID 2020
- Target first flow in 2024

Taggart

- ✓ Positive FID June 2020
- ✓ Signed Definitive Agreement
- Target first flow in 2022

Discovery

- ✓ Positive FIDs
- ✓ Signed Definitive Agreements
- ✓ **Katmai** first flow in June 2020
- **Spruance** first flow target in 2022
- **Anchor** first flow target in 2024

Sources: Customer press releases, media outlets and Williams estimates

2Q 2020 results exceed expectations despite external volatility

Strong Financial Performance Across Key Metrics	2Q 2020	2Q 2019	% Change	2Q YTD 2020	2Q YTD 2019	% Change
Cash Flow from Operations	$1,143	$1,069	7%	$1,930	$1,844	5%
Adjusted EBITDA	$1,240	$1,241	0%	$2,502	$2,457	2%
Adjusted Earnings per Share	$0.25	$0.26	(4%)	$0.51	$0.48	6%
Distributable Cash Flow	$797	$867	(8%)	$1,658	$1,647	1%
Before $85 mm 2Q '19 cash tax benefit	$797	$782	2%	$1,658	$1,562	6%
Dividend Coverage Ratio	1.64x	1.88x		1.71x	1.79x	
Before $85 mm 2Q '19 cash tax benefit	1.64x	1.70x		1.71x	1.70x	
Substantially Lower Capital Expenditures; Generating Free Cash Flow; Lower Leverage						
Debt-to-Adjusted EBITDA [1]	4.31x	4.43x				
Capital Expenditures [2,3]	$363	$702	(48%)	$647	$1,219	(47%)

[1] Does not represent leverage ratios measured for WMB credit agreement compliance or leverage ratios as calculated by the major credit ratings agencies. Debt is net of cash on hand, and Adjusted EBITDA reflects the sum of the last four quarters. [2] YTD 2019 excludes $727 million (net of cash acquired) for the purchase of the remaining 38% of UEOM as this amount was provided for at the close of the Northeast JV by our JV partner, CPPIB, in June 2019. [3] Includes increases to property, plant and equipment; purchases of businesses net of cash acquired; and purchases of and contributions to equity-method investments.

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.

2020 Guidance Ranges

FINANCIAL METRIC	2020 GUIDANCE
Adjusted Net Income[1]	$1.160 - $1.460 Bn
Adjusted Diluted EPS[1]	$0.95 - $1.20
Adjusted EBITDA	$4.950 - $5.250 Bn
Distributable Cash Flow (DCF)	$3.050 - $3.450 Bn
DCF per share	$2.50 - $2.83
Growth Capex	$1.0 Bn - $1.2 Bn *Prior guidance: $1.1 - $1.3 Bn*
Dividend Coverage Ratio	~1.7x (midpoint)
Dividend Growth Rate	5% annual growth ($1.60 per share)
Debt-to-Adjusted EBITDA[2]	~4.4x (midpoint)

[1] From continuing operations attributable to Williams available to common stockholders

[2] Book Debt-to-Adjusted EBITDA ratio does not represent leverage ratios measured for WMB credit agreement compliance or leverage ratios as calculated by the major credit ratings agencies. Consolidated debt is net of cash on hand.

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 does not expect to be a U.S. Federal cash income taxpayer through at least 2024, excluding taxes on any potential asset monetizations.

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;
  - The impact of the novel coronavirus (COVID-19) pandemic.

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 liabilities, 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;
- 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, 2019, as filed with the SEC on February 24, 2020, as supplemented by the disclosures in Part II, Item 1A. Risk Factors in our Quarterly Report on Form 10-Q for the quarter ended March 31, 2020.**

Non-GAAP Reconciliations

Non-GAAP Disclaimer

- This presentation may include certain financial measures – adjusted EBITDA, adjusted income ("earnings"), adjusted earnings per share, distributable cash flow and dividend coverage ratio – that are non-GAAP financial measures as defined under the rules of the Securities and Exchange Commission.

- 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, remeasurement gain on equity-method investment, impairment 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. Management believes this measure provides investors meaningful insight into results from ongoing operations.

- Distributable cash flow is defined as adjusted EBITDA less maintenance capital expenditures, cash portion of net interest expense, income attributable to or dividends/distributions paid to noncontrolling interests and cash income taxes, and certain other adjustments that management believes affects the comparability of results. Adjustments for maintenance capital expenditures and cash portion of interest expense include our proportionate share of these items of our equity-method investments. We also calculate the ratio of distributable cash flow to the total cash dividends paid (dividend coverage ratio). This measure reflects Williams' distributable cash flow relative to its actual cash dividends paid.

- This presentation 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 distributable cash flow 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

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

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

(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) Attributable to The Williams Companies, Inc. to Adjusted Income 2015 – 2017 continued

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

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

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

Reconciliation of Income (Loss) from Continuing Operations Attributable to The Williams Companies, Inc. to Adjusted Income 2018 - 2Q 2020

	2018					2019					2020		
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*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	$ (518)	$ 303	$ (215)
Income (loss) from continuing operations - diluted earnings (loss) per common share [1]	$ 18	$ .16	$ .13	$ (.47)	$ (.16)	$ .16	$ .26	$ .18	$ .11	$ .71	$ (.43)	$ .25	$ (.18)
Adjustments:													
<u>*Northeast G&P*</u>													
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	—	—	—	—	—	1	—	1
Benefit of change in employee benefit policy	—	—	—	—	—	—	—	—	—	—	—	(2)	(2)
Share of early debt retirement gain at equity-method investment	—	—	—	—	—	—	—	—	—	—	—	(5)	(5)
Total Northeast G&P adjustments	—	—	—	4	4	3	16	(2)	10	27	1	(7)	(6)
<u>*Transmission & Gulf of Mexico*</u>													
Constitution Pipeline project development costs	2	1	1	—	4	—	1	1	1	3	—	—	—
Northeast Supply Enhancement project development costs	—	—	—	—	—	—	—	—	—	—	—	3	3
Impairment of certain assets [3]	—	—	—	—	—	—	—	—	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)	—	—	—	—	—	2	—	2
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 expenditures capitalized in prior years	—	—	—	—	—	—	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	1	1	2
Pension plan settlement charge	—	—	—	9	9	—	—	—	—	—	4	1	5
Benefit of change in employee benefit policy	—	—	—	—	—	—	—	—	—	—	—	(3)	(3)
Total Transmission & Gulf of Mexico adjustments	8	(19)	—	(74)	(85)	—	38	15	359	412	7	2	9
<u>*West*</u>													
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	—	—	—	—	—	1	—	1
Benefit of change in employee benefit policy	—	—	—	—	—	—	—	—	—	—	—	(1)	(1)
Total West adjustments	—	—	—	1,262	1,262	14	75	(1)	24	112	1	(1)	—

(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 third quarter of 2018 reflects tax adjustments driven by the WPZ Merger, primarily a valuation allowance for foreign tax credits
(3) 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 Adjusted Income 2018 - 2Q 2020 continued

	2018					2019					2020		
(Dollars in millions, except per-share amounts)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*Year*
Other													
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 associated with former operations	—	—	—	—	—	—	—	9	(5)	4	—	—	—
Severance and related costs	—	—	—	—	—	—	—		1	1	—	—	—
Total Other adjustments	7	71	5	(14)	69	12	—	9	(4)	17	—	—	—
Adjustments included in Modified EBITDA	15	52	5	1,178	1,250	29	129	21	389	568	9	(6)	3
													0
Adjustments below Modified EBITDA													
Gain on deconsolidation of Jackalope interest	—	(62)	—	—	(62)	—	—	—	—	—	—	—	—
Gain on deconsolidation of certain Permian assets	—	—	—	(141)	(141)	2	—	—	—	2	—	—	—
Loss on deconsolidation of Constitution	—	—	—	—	—	—	—	—	27	27	—	—	—
Impairment of equity-method investments	—	—	—	32	32	74	(2)	114	—	186	938	—	938
Impairment of goodwill (3)	—	—	—	—	—	—	—	—	—	—	187	—	187
Share of impairment of goodwill at equity-method investment	—	—	—	—	—	—	—	—	—	—	78	—	78
Gain on sale of equity-method investments	—	—	—	—	—	—	(122)	—	—	(122)	—	—	—
Allocation of adjustments to noncontrolling interests	(5)	21	—	—	16	—	(1)	—	(210)	(211)	(65)	—	(65)
	(5)	(41)	—	(109)	(155)	76	(125)	114	(183)	(118)	1,138	—	1,138
Total adjustments	10	11	5	1,069	1,095	105	4	135	206	450	1,147	(6)	1,141
Less tax effect for above items	(3)	(3)	(1)	(267)	(274)	(26)	(1)	(34)	(51)	(112)	(316)	8	(308)
Adjustments for tax-related items (2)	—	—	110	—	110	—	—	—	—	—	—	—	—
Adjusted income from continuing operations available to common stockholders	$ 159	$ 143	$ 243	$ 230	$ 775	$ 273	$ 313	$ 321	$ 293	$ 1,200	$ 313	$ 305	$ 618
Adjusted income from continuing operations - diluted earnings per common share (1)	$ .19	$ .17	$ .24	$ .19	$ .79	$ .22	$ .26	$ .26	$ .24	$ .99	$ .26	$ .25	$ .51
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	1,214,348	1,214,581	1,214,464

(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 third quarter of 2018 reflects tax adjustments driven by the WPZ Merger, primarily a valuation allowance for foreign tax credits
(3) 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 Net Income to Non-GAAP Modified EBITDA, Adjusted EBITDA and Distributable Cash Flow

(Dollars in millions, except coverage ratios)	2018 YTD	2019 YTD	2020 1st Qtr	2020 2nd Qtr	2020 YTD
The Williams Companies, Inc.					
Net income (loss)	$ 193	$ 714	$ (570)	$ 315	$ (255)
Provision (benefit) for income taxes	138	335	(204)	117	(87)
Interest expense	1,112	1,186	296	294	590
Impairment of goodwill	—	—	187	—	187
Equity (earnings) losses	(396)	(375)	(22)	(108)	(130)
Impairment of equity-method investments	32	186	938	—	938
Other investing (income) loss - net	(219)	(107)	(3)	(1)	(4)
Proportional Modified EBITDA of equity-method investments	770	746	192	192	384
Depreciation and amortization expenses	1,725	1,714	429	430	859
Accretion for asset retirement obligations associated with nonregulated operations	33	33	10	7	17
(Income) loss from discontinued operations, net of tax	—	15	—	—	—
Modified EBITDA	3,388	4,447	1,253	1,246	2,499
EBITDA adjustments	1,250	568	9	(6)	3
Adjusted EBITDA	4,638	5,015	1,262	1,240	2,502
Maintenance capital expenditures (1)	(530)	(464)	(52)	(83)	(135)
Preferred dividends	(1)	(3)	(1)	-	(1)
Net interest expense - cash portion (2)	(1,128)	(1,213)	(304)	(304)	(608)
Cash taxes	(11)	86	—	(2)	(2)
Dividends and distributions paid to noncontrolling interests		(124)	(44)	(54)	(98)
Income attributable to noncontrolling interests (3)	(96)				
Distributable cash flow	$ 2,872	$ 3,297	$ 861	$ 797	$ 1,658
Total cash distributed (4)	$ 1,704	$ 1,842	$ 485	$ 486	$ 971
Excess cash available after cash distributed	$ 1,168	$ 1,455	$ 376	$ 311	$ 687
Weighted-average shares - diluted (thousands) (5)	1,210,000	1,214,011	1,214,348	1,214,581	1,214,464
Distributable cash flow / share	$ 2.37	$ 2.72	$ 0.71	$ 0.66	$ 1.37
Coverage ratios:					
Distributable cash flow divided by Total cash distributed	1.69	1.79	1.78	1.64	1.71
Net income (loss) divided by Total cash distributed	0.11	0.39	(1.18)	0.65	(0.26)

(1) Includes proportionate share of maintenance capital expenditures of equity-method investments.

(2) Includes proportionate share of interest expense of equity-method investments.

(3) Excludes allocable share of certain EBITDA adjustments.

(4) Includes cash dividends paid on common stock each quarter by WMB, as well as the public unitholders share of distributions declared by WPZ for the first two quarters of 2018.

(5) Shares in the 2018 periods reflect the WMB common shares outstanding per the 9/30/18 Consolidated Balance Sheet following the WPZ Merger.

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

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

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

Reconciliation of Net Income (Loss) to Modified EBITDA and Non-GAAP Adjusted EBITDA 2018 - 2Q 2020

	2018					2019					2020		
(Dollars in millions)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*Year*
Net income (loss)	$ 270	$ 269	$ 200	$ (546)	$ 193	$ 214	$ 324	$ 242	$ (66)	$ 714	$ (570)	$ 315	$ (255)
Provision (benefit) for income taxes	55	52	190	(159)	138	69	98	77	91	335	(204)	117	(87)
Interest expense	273	275	270	294	1,112	296	296	296	298	1,186	296	294	590
Impairment of goodwill	—	—	—	—	—	—	—	—	—	—	187	—	187
Equity (earnings) losses	(82)	(92)	(105)	(117)	(396)	(80)	(87)	(93)	(115)	(375)	(22)	(108)	(130)
Impairment of equity-method investments	—	—	—	32	32	74	(2)	114	—	186	938	—	938
Other investing (income) loss - net	(4)	(68)	(2)	(145)	(219)	(1)	(124)	(7)	25	(107)	(3)	(1)	(4)
Proportional Modified EBITDA of equity-method investments	169	178	205	218	770	190	175	181	200	746	192	192	384
Depreciation and amortization expenses	431	434	425	435	1,725	416	424	435	439	1,714	429	430	859
Accretion expense associated with asset retirement obligations for nonregulated operations	8	10	8	7	33	9	8	8	8	33	10	7	17
(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**	**$ 1,253**	**$ 1,246**	**$ 2,499**
Northeast G&P	$ 250	$ 255	$ 281	$ 300	$ 1,086	$ 299	$ 303	$ 345	$ 367	$ 1,314	$ 369	$ 370	$ 739
Transmission & Gulf of Mexico	531	541	549	672	2,293	636	590	665	284	2,175	662	615	1,277
West	333	323	355	(973)	38	256	212	245	239	952	215	253	468
Other	6	(61)	6	20	(29)	(4)	7	(2)	5	6	7	8	15
Total Modified EBITDA	**$ 1,120**	**$ 1,058**	**$ 1,191**	**$ 19**	**$ 3,388**	**$ 1,187**	**$ 1,112**	**$ 1,253**	**$ 895**	**$ 4,447**	**$ 1,253**	**$ 1,246**	**$ 2,499**
Adjustments included in Modified EBITDA (1):													
Northeast G&P	$ —	$ —	$ —	$ 4	$ 4	$ 3	$ 16	$ (2)	$ 10	$ 27	$ 1	$ (7)	$ (6)
Transmission & Gulf of Mexico	8	(19)	—	(74)	(85)	—	38	15	359	412	7	2	9
West	—	—	—	1,262	1,262	14	75	(1)	24	112	1	(1)	—
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**	**$ 9**	**$ (6)**	**$ 3**
Adjusted EBITDA:													
Northeast G&P	$ 250	$ 255	$ 281	$ 304	$ 1,090	$ 302	$ 319	$ 343	$ 377	$ 1,341	$ 370	$ 363	$ 733
Transmission & Gulf of Mexico	539	522	549	598	2,208	636	628	680	643	2,587	669	617	1,286
West	333	323	355	289	1,300	270	287	244	263	1,064	216	252	468
Other	13	10	11	6	40	8	7	7	1	23	7	8	15
Total Adjusted EBITDA	**$ 1,135**	**$ 1,110**	**$ 1,196**	**$ 1,197**	**$ 4,638**	**$ 1,216**	**$ 1,241**	**$ 1,274**	**$ 1,284**	**$ 5,015**	**$ 1,262**	**$ 1,240**	**$ 2,502**

(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 Northeast G&P Adjusted EBITDA to Adjusted EBITDA excluding non-operated equity method investments

(Dollars in millions)	2016 Year	2017 Year	2018 Year	2019 Year	2020 2nd Qtr YTD
Adjusted EBITDA	**886**	**959**	**1,090**	**1,341**	**733**
Less: Adjusted EBITDA from non-operated equity-method investments	(182)	(161)	(173)	(108)	(47)
Adjusted EBITDA excluding non-operated equity-method investments	**$ 704**	**$ 798**	**$ 917**	**$ 1,233**	**$ 686**
Statistics for Operated Assets					
Gathering and Processing					
Consolidated gathering volumes (Bcf/d) (1)	3.21	3.31	3.63	4.24	4.20
Nonconsolidated operated gathering volumes (Bcf/d) (2)	3.16	3.55	3.76	4.29	4.54
Williams' proportional share of operated equity-method investments	1.58	2.25	2.50	2.87	3.04
Partners' proportional share of operated equity-method investments	1.58	1.30	1.26	1.42	1.50

(1) Includes volumes associated with Susquehanna Supply Hub, the Northeast JV, and Utica Supply Hub, all of which are consolidated. The Northeast JV includes 100% of volumes handled by UEOM from the date of consolidation on March 18, 2019 but does not include volumes prior to that date as we did not operate UEOM.

(2) Includes 100% of the volumes associated with operated equity-method investments, including the Laurel Mountain Midstream partnership; and the Bradford Supply Hub and a portion of the Marcellus South Supply Hub within the Appalachia Midstream Services partnership. Volumes handled by Blue Racer Midstream (gathering and processing), which we do not operate, are not included.

Reconciliation of Net Income to Modified EBITDA, Non-GAAP Adjusted EBITDA and Distributable Cash Flow

(Dollars in millions, except per share amounts and coverage ratio)	2020 Guidance Low	Mid	High
Net income (loss)	$ 304	$ 454	$ 604
Provision (benefit) for income taxes		134	
Interest expense		1,180	
Equity (earnings) losses		(450)	
Share of impairment of goodwill at equity-method investment		78	
Impairment of equity-method investments		938	
Impairment of goodwill		187	
Proportional Modified EBITDA of equity-method investments		820	
Depreciation and amortization expenses and accretion for asset retirement obligations associated with nonregulated operations		1,750	
Modified EBITDA	**$ 4,941**	**$ 5,091**	**$ 5,241**
EBITDA Adjustments [1]		9	
Adjusted EBITDA	**$ 4,950**	**$ 5,100**	**$ 5,250**
Net interest expense - cash portion [2]		(1,215)	
Maintenance capital expenditures [2]	(550)	(500)	(450)
Cash taxes		60	
Dividends and distributions paid to noncontrolling interests and other		(195)	
Distributable cash flow (DCF)	**$ 3,050**	**$ 3,250**	**$ 3,450**
--Distributable cash flow per share [3]	$ 2.50	$ 2.67	$ 2.83
Dividends paid		(1,950)	
Excess cash available after dividends	$ 1,100	$ 1,300	$ 1,500
Dividend per share		$ 1.60	
Coverage ratio (Distributable cash flow / Dividends paid)	**1.56x**	**1.67x**	**1.77x**

(1) See 1Q 2020 "Reconciliation of Income (Loss) Attributable to Williams to Adjusted Income" for additional details of adjustments
(2) Includes proportionate share of equity-method investments
(3) Distributable cash flow / diluted weighted-average common shares of 1,218 million

Reconciliation of GAAP Net Income (Loss) to Non-GAAP Adjusted Income Available to Common Stockholders

(Dollars in millions, except per-share amounts)	2020 Guidance Low	2020 Guidance Mid	2020 Guidance High
Net income (loss)	$ 304	$ 454	$ 604
Less: Net income (loss) attributable to noncontrolling interests & preferred dividends		(25)	
Net income (loss) attributable to The Williams Companies, Inc. available to common stockholders	329	479	629
Adjustments:			
Adjustments included in Modified EBITDA (1)		9	
Adjustments below Modified EBITDA (1)		1,203	
Allocation of adjustments to noncontrolling interests (1)		(65)	
Total adjustments		1,147	
Less tax effect for above items		(316)	
Adjusted income available to common stockholders	$ 1,160	$ 1,310	$ 1,460
Adjusted diluted earnings per common share	**$ 0.95**	**$ 1.08**	**$ 1.20**
Weighted-average shares - diluted (millions)		1,218	

(1) See 1Q 2020 "Reconciliation of Income (Loss) Attributable to Williams to Adjusted Income" for additional details of adjustments

Calculation of return on invested capital

($US Millions)

<u>Increase in Adjusted EBITDA 2016-2019</u>			
2019 Adjusted EBITDA	$5,015		
2016 Adjusted EBITDA	4,436		
Less EBITDA of assets sold	(336)		
2016 EBITDA of retained assets	4,100		
Increase in EBITDA 2016-2019		**$915**	A
<u>Invested Capital 2016-2018</u>			
Growth capital expenditures	6,222		
Purchases of equity method investments	1,441		
Less: growth capex spent on assets sold	(131)		
Invested Capital 2016-2018		**$7,532**	B
Return on invested capital		**12%**	A/B

Note: EBITDA is Adjusted EBITDA. 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.