Williams® WE MAKE CLEAN ENERGY HAPPEN®

Williams 4th Quarter and Full-year 2023 Earnings

February 14, 2024

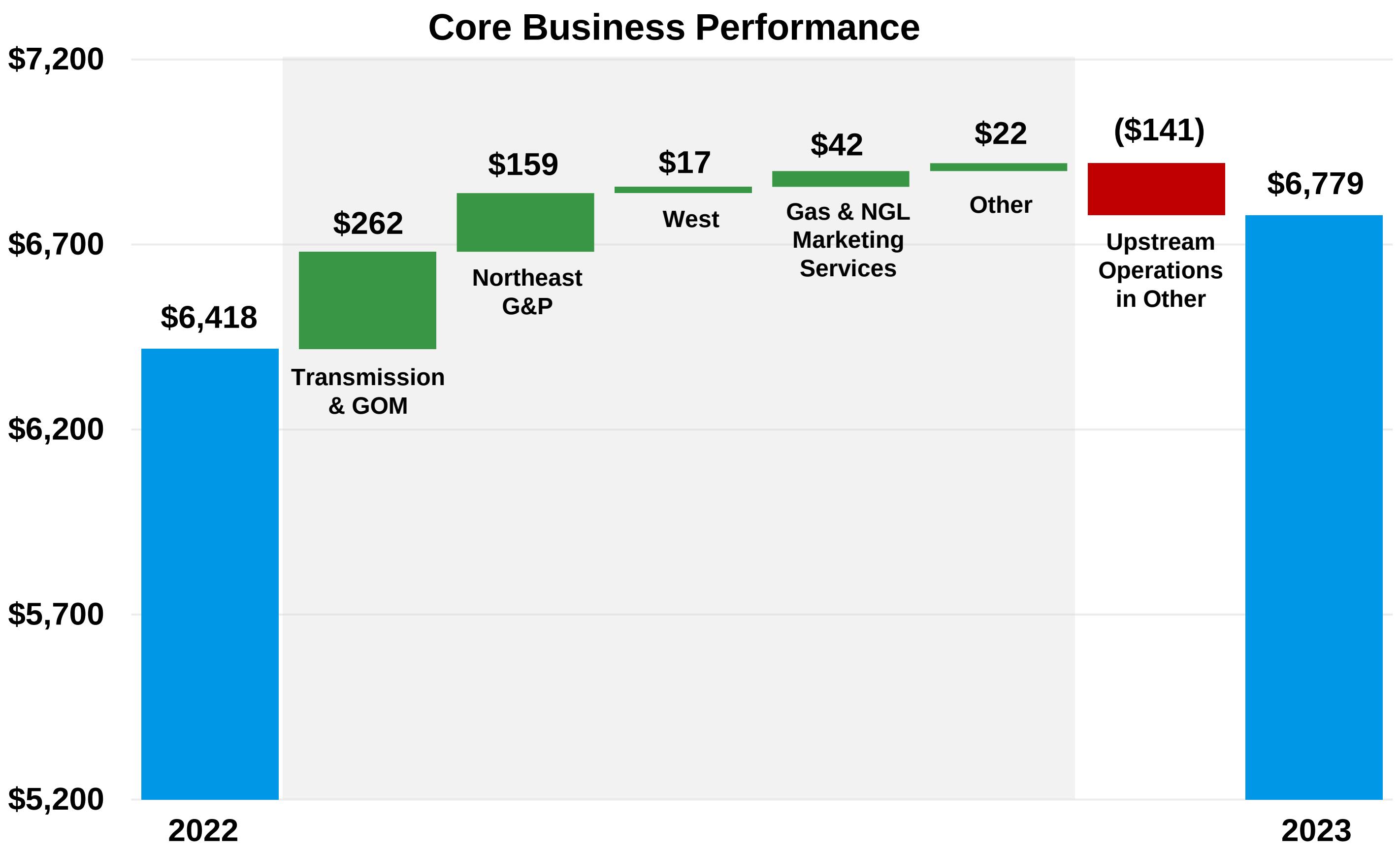
Strong results across key financial metrics

Strong Financial Performance Across Key Metrics	4Q 2023	4Q 2022	Change	2023	2022	Change
Adjusted EBITDA	$1,721	$1,774	-3%	$6,779	$6,418	6%
Adjusted Earnings per Share	$0.48	$0.53	-9%	$1.91	$1.82	5%
Available Funds from Operations	$1,323	$1,357	-3%	$5,213	$4,918	6%
Dividend Coverage Ratio *(AFFO basis)*	2.43x	2.62x	-7%	2.39x	2.37x	1%
Balance Sheet Strength and Capital Discipline						
Debt-to-Adjusted EBITDA[1]	3.58x	3.55x				
Capital Investments[2,3]	$666	$876		$2,711	$2,147	

[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]Capital Investments includes increases to property, plant, and equipment (growth & maintenance capital), purchases of and contributions to equity-method investments and purchases of other long-term investments. [3]Fourth-quarter and full-year 2023 capital excludes $544 million for the DJ Basin acquisitions, which closed in November 2023. Full-year 2023 capital excludes $1.024 billion for the acquisition of MountainWest Pipeline Holding company, which closed 02/14/2023. Full-year 2022 capital excludes $424 million for the purchase of NorTex Midstream, which closed 08/31/2022. Full-year 2022 capital also excludes $933 million for purchase of the Trace Midstream Haynesville gathering assets, which closed 04/29/2022. Note: In $ millions except for ratios and per-share amounts. This slide contains non-GAAP financial measures. A reconciliation of all non-GAAP financial measures used in this presentation to their nearest comparable GAAP financial measures is included at the back of this presentation.

Achieved 6% growth 2023 vs. 2022

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



Core business performance drivers

Transmission & GOM

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

Northeast G&P

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

West

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

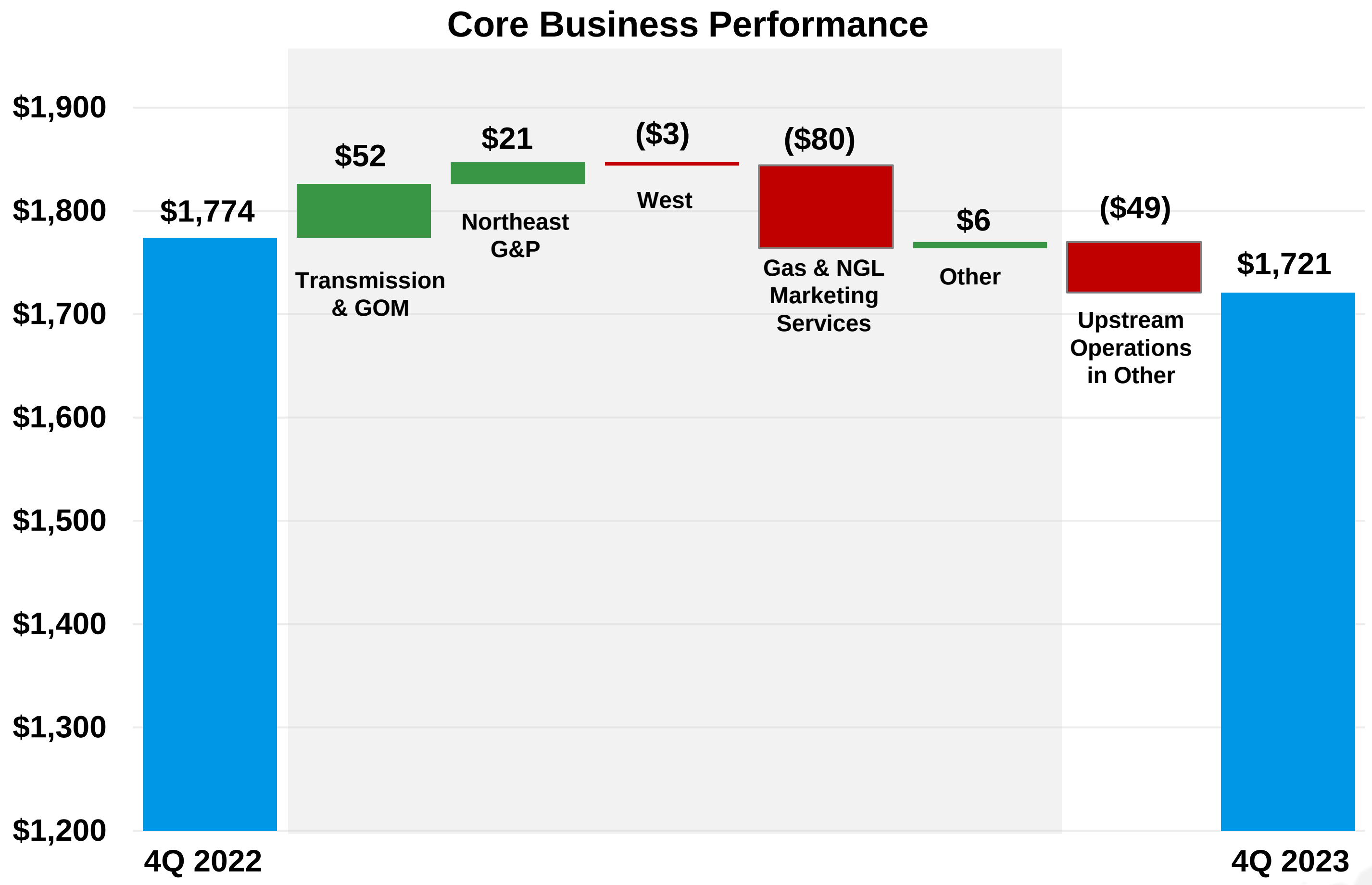
Gas & NGL Marketing Services

Increased storage margins due to strong 1Q 2023 performance; partially offset by lower transportation margins

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.

Adjusted EBITDA 4Q 2023 vs. 4Q 2022

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



Core business performance drivers

Transmission & GOM

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

Northeast G&P

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

West

Decreased revenues driven by lower commodity-based rates and absence of hedge gains; partially offset by increased revenues from DJ Basin acquisition and increased volumes on Overland Pass Pipeline JV

Gas & NGL Marketing Services

Decreased revenues driven by unfavorable transportation margins

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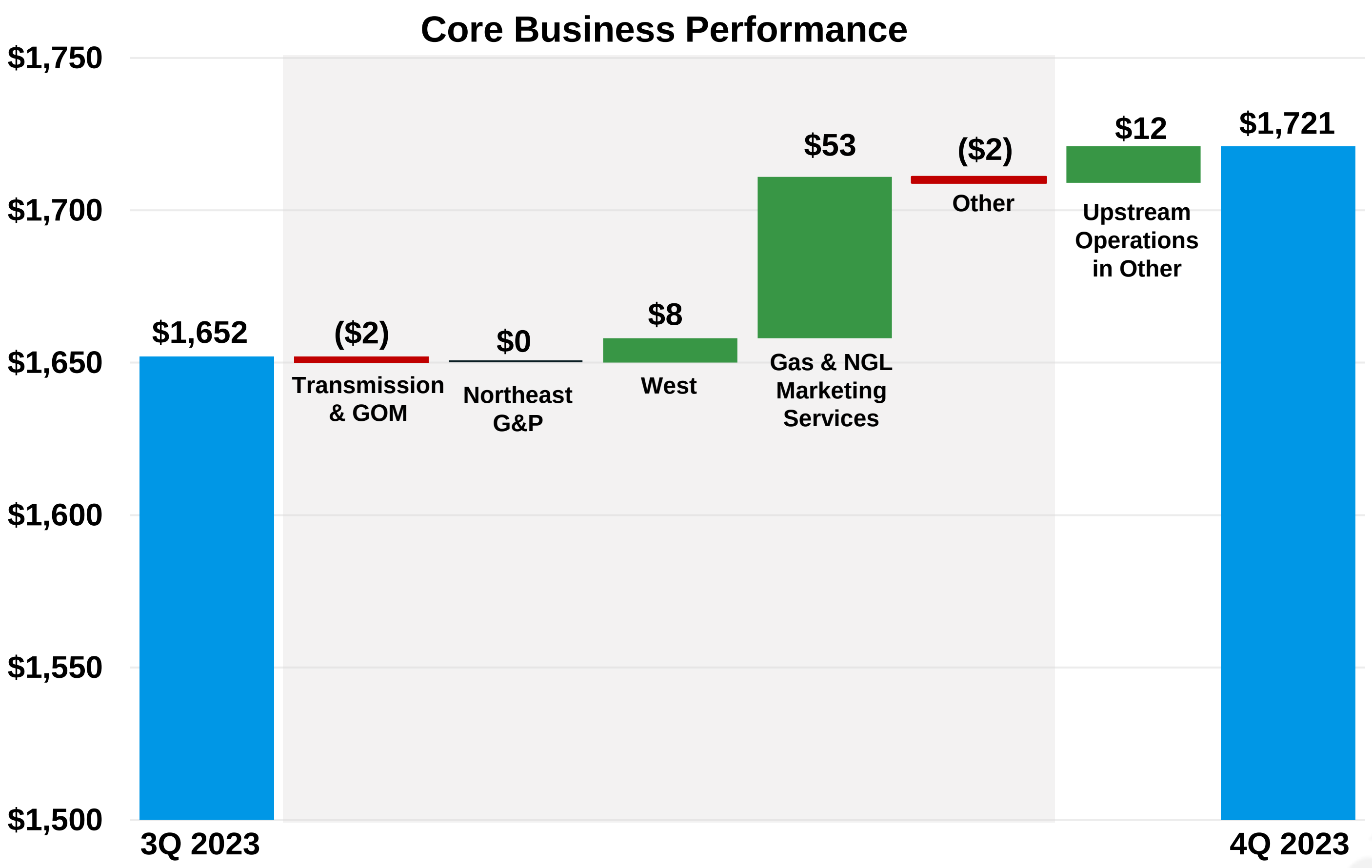
Achieved 4% growth 4Q 2023 vs. 3Q 2023

WMB Adjusted EBITDA ($MM): 4Q 2023 vs. 3Q 2023



Core business performance drivers

Transmission & GOM

Decreased earnings due to the sale of purity pipes and higher operating costs; partially offset by higher service revenues driven by early in-service of Regional Energy Access

Northeast G&P

Favorable operating and maintenance costs and higher revenue from JVs; offset by unfavorable commodity margins

West

Increased earnings driven by DJ Basin acquisitions; partially offset by higher operating and administrative costs and lower hedge realizations

Gas & NGL Marketing Services

Increased revenue driven by favorable transportation margins; partially offset by lower storage realizations

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.

Anticipating continued base business strength in 2024 and 2025

	2023 actuals	2024 guidance	2025 guidance
Adjusted EBITDA	$6.779B	$6.8B – **$6.950B** – $7.1B	$7.2B – **$7.4B** – $7.6B
Adjusted Diluted EPS[1]	$1.91	$1.65 – **$1.76** – $1.86	$1.85 – **$1.97** – $2.10
Available Funds From Operations (AFFO)	$5.213B	$4.925B – **$5.050B** – $5.175B	$5.075B – **$5.225B** – $5.375B
AFFO Per Share	$4.27	$4.02 – **$4.13** – $4.23	$4.13 – **$4.25** – $4.38
Dividend Coverage Ratio	2.39x	**2.18x** (midpoint)	**>2.0x**
Debt-to-Adjusted EBITDA[2]	~3.58x	**~3.85x** (midpoint)	**~3.6x** (midpoint)
Growth CAPEX[3]	$1.89B	$1.45B – **$1.6B** – $1.75B	$1.65B – **$1.8B** – $1.95B
Maintenance CAPEX *(Includes ERP[4] modernization)*	$821MM	$1.1B – **$1.2B** – $1.3B *($300MM-$400MM)*	$750MM – **$800MM** – $850MM *($50MM-$150MM)*
Dividend Growth Rate	5.3%	6.1% annual growth	Targeting 5-7% growth

Generating **~$7.4B in free cash flow** 2023-2025[5]

[1]From continuing operations attributable to Williams available to common stockholders. [2]Book Debt-to-Adjusted EBITDA ratio does not represent leverage ratios measured for WMB credit agreement compliance or leverage ratios as calculated by the major credit ratings agencies. Consolidated debt is net of cash on hand. [3]2023 growth capital excludes MountainWest and Cureton/RMM acquisitions and 2024 growth capital excludes Gulf Coast Storage acquisition. [4]Emissions reduction program. [5]Free cash flow is defined as Available Funds from Operations minus capex (excluding acquisitions). 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. Financial guidance assumes approximately $100 and $300 million of total cash income taxes in 2024 and 2025, respectively. Cash income taxes might be materially reduced or eliminated if 100% bonus depreciation is restored and/or capital investments are added.

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Forward Looking Statements

Forward-looking statements

> **The reports, filings, and other public announcements of The Williams Companies, Inc. (Williams) may contain or incorporate by reference statements that do not directly or exclusively relate to historical facts. Such statements are “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended (Securities Act), and Section 21E of the Securities Exchange Act of 1934, as amended (Exchange Act). These forward-looking statements relate to anticipated financial performance, management’s plans and objectives for future operations, business prospects, outcomes 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 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;
  - Risks associated with weather and natural phenomena, including climate conditions and physical damage to our facilities;
  - Acts of terrorism, cybersecurity incidents, and related disruptions;
  - Our costs and funding obligations for defined benefit pension plans and other postretirement benefit plans;
  - Changes in maintenance and construction costs, as well as our ability to obtain sufficient construction-related inputs, including skilled labor;
  - Inflation, interest rates, and general economic conditions (including future disruptions and volatility in the global credit markets and the impact of these events on customers and suppliers);
  - Risks related to financing, including restrictions stemming from debt agreements, future changes in credit ratings as determined by nationally recognized credit rating agencies, and the availability and cost of capital;

Forward-looking statements (cont'd)

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

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

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

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

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Non-GAAP Reconciliations

Non-GAAP Disclaimer

- This news release and accompanying materials may include certain financial measures – adjusted EBITDA, adjusted income ("earnings"), adjusted earnings per share, available funds from operations and dividend coverage ratio – that are non-GAAP financial measures as defined under the rules of the SEC.
- Our segment performance measure, modified EBITDA, is defined as net income (loss) before income (loss) from discontinued operations, income tax expense, net interest expense, equity earnings from equity-method investments, other net investing income, impairments of equity investments and goodwill, depreciation and amortization expense, and accretion expense associated with asset retirement obligations for nonregulated operations. We also add our proportional ownership share (based on ownership interest) of modified EBITDA of equity-method investments.
- Adjusted EBITDA further excludes items of income or loss that we characterize as unrepresentative of our ongoing operations. Such items are excluded from net income to determine adjusted income and adjusted earnings per share. Management believes this measure provides investors meaningful insight into results from ongoing operations.
- Available funds from operations (AFFO) is defined as cash flow from operations excluding the effect of changes in working capital and certain other changes in noncurrent assets and liabilities, reduced by preferred dividends and net distributions to noncontrolling interests. AFFO may be adjusted to exclude certain items that we characterize as unrepresentative of our ongoing operations.
- This news release is accompanied by a reconciliation of these non-GAAP financial measures to their nearest GAAP financial measures. Management uses these financial measures because they are accepted financial indicators used by investors to compare company performance. In addition, management believes that these measures provide investors an enhanced perspective of the operating performance of assets and the cash that the business is generating.
- Neither adjusted EBITDA, adjusted income, nor available funds from operations are intended to represent cash flows for the period, nor are they presented as an alternative to net income or cash flow from operations. They should not be considered in isolation or as substitutes for a measure of performance prepared in accordance with United States generally accepted accounting principles.

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

(Dollars in millions, except per-share amounts)	2022 1st Qtr	2022 2nd Qtr	2022 3rd Qtr	2022 4th Qtr	2022 Year	2023 1st Qtr	2023 2nd Qtr	2023 3rd Qtr	2023 4th Qtr	2023 Year
Income (loss) from continuing operations attributable to The Williams Companies, Inc. available to common stockholders	$ 379	$ 400	$ 599	$ 668	$ 2,046	$ 926	$ 547	$ 654	$ 1,146	$ 3,273
Income (loss) from continuing operations - diluted earnings (loss) per common share (1)	$ .31	$ .33	$ .49	$ .55	$ 1.67	$ .76	$ .45	$ .54	$ .94	$ 2.68
Adjustments:										
Northeast G&P										
Accrual for loss contingency	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ 10	$ 10
Our share of accrual for loss contingency at Aux Sable Liquid Products LP	—	—	—	—	—	—	—	31	(2)	29
Total Northeast G&P adjustments	—	—	—	—	—	—	—	31	8	39
Transmission & Gulf of Mexico										
Loss related to Eminence storage cavern abandonments and monitoring	—	—	19	12	31	—	—	—	—	—
MountainWest acquisition and transition-related costs	—	—	—	—	—	13	17	3	9	42
Gulf Coast Storage acquisition and transition-related costs	—	—	—	—	—	—	—	—	1	1
Net unrealized (gain) loss from derivative instruments	—	—	(1)	1	—	—	—	—	—	—
Regulatory liability charges associated with decrease in Transco's estimated deferred state income tax rate	—	—	15	—	15	—	—	—	—	—
Gain on sale of certain Gulf Coast pipeline assets	—	—	—	—	—	—	—	(130)	1	(129)
Total Transmission & Gulf of Mexico adjustments	—	—	33	13	46	13	17	(127)	11	(86)
West										
Impairment of certain assets	—	—	—	—	—	—	—	—	10	10
Trace acquisition costs	—	8	—	—	8	—	—	—	—	—
Cureton acquisition and transition costs	—	—	—	—	—	—	—	—	6	6
Gain from contract settlement	—	—	—	—	—	(18)	—	—	—	(18)
Total West adjustments	—	8	—	—	8	(18)	—	—	16	(2)

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

(2) The second quarter of 2022 includes adjustments for the reversal of valuation allowance due to the expected utilization of certain deferred income tax assets and previously unrecognized tax benefits from the resolution of certain federal income tax audits. The third quarter of 2022 includes an unfavorable adjustment to reverse the net benefit primarily associated with a significant decrease in our estimated deferred state income tax rate, partially offset by an unfavorable revision to a state net operating loss carryforward. The third quarter of 2023 includes an adjustment associated with a further decrease in our estimated deferred state income tax rate.

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

	2022					2023				
(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*
Gas & NGL Marketing Services										
Amortization of purchase accounting inventory fair value adjustment	15	—	—	—	15	—	—	—	—	—
Impact of volatility on NGL linefill transactions	(20)	—	23	6	9	(3)	10	(3)	5	9
Net unrealized (gain) loss from derivative instruments	57	288	(5)	(66)	274	(333)	(94)	(24)	(208)	(659)
Total Gas & NGL Marketing Services adjustments	52	288	18	(60)	298	(336)	(84)	(27)	(203)	(650)
Other										
Regulatory asset reversls from impaired projects	—	—	—	—	—	—	—	—	—	—
Net unrealized (gain) loss from derivative instruments	66	(47)	(29)	(15)	(25)	6	11	1	(19)	(1)
Net gain from Energy Transfer litigation judgment	—	—	—	—	—	—	—	—	(534)	(534)
Regulatory liability charge associated with decrease in Transco's estimated deferred state income tax rate	—	—	5	—	5	—	—	—	—	—
Accrual for loss contingencies	—	—	11	—	11	—	—	—	—	—
Total Other adjustments	66	(47)	(13)	(15)	(9)	6	11	1	(553)	(535)
Adjustments included in Modified EBITDA	118	249	38	(62)	343	(335)	(56)	(122)	(721)	(1,234)
Adjustments below Modified EBITDA										
Gain on investment remeasurement of RMM	—	—	—	—	—	—	—	—	(30)	(30)
Amortization of intangible assets from Sequent acquisition	42	41	42	42	167	15	14	15	15	59
Depreciation adjustment related to Eminence storage cavern abandonments	—	—	(1)	—	(1)	—	—	—	—	—
	42	41	41	42	166	15	14	15	(15)	29
Total adjustments	160	290	79	(20)	509	(320)	(42)	(107)	(736)	(1,205)
Less tax effect for above items	(40)	(72)	(17)	5	(124)	78	10	25	178	291
Adjustments for tax-related items (2)	—	(134)	(69)	—	(203)	—	—	(25)	—	(25)
Adjusted income from continuing operations available to common stockholders	$ 499	$ 484	$ 592	$ 653	$ 2,228	$ 684	$ 515	$ 547	$ 588	$ 2,334
Adjusted income from continuing operations - diluted earnings per common share (1)	$ .41	$ .40	$ .48	$ .53	$ 1.82	$ .56	$ .42	$ .45	$ .48	$ 1.91
Weighted-average shares - diluted (thousands)	1,221,279	1,222,694	1,222,472	1,224,212	1,222,672	1,225,781	1,219,915	1,220,073	1,221,894	1,221,616

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

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

	2022					2023				
(Dollars in millions)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*
Net income (loss)	$ 392	$ 407	$ 621	$ 697	$ 2,117	$ 957	$ 494	$ 684	$ 1,168	$ 3,303
Provision (benefit) for income taxes	118	(45)	96	256	425	284	175	176	370	1,005
Interest expense	286	281	291	289	1,147	294	306	314	322	1,236
Impairment of goodwill	—	—	—	—	—	—	—	—	—	—
Equity (earnings) losses	(136)	(163)	(193)	(145)	(637)	(147)	(160)	(127)	(155)	(589)
Impairment of equity-method investments	—	—	—	—	—	—	—	—	—	—
Other investing (income) loss - net	(1)	(2)	(1)	(12)	(16)	(8)	(13)	(24)	(63)	(108)
Proportional Modified EBITDA of equity-method investments	225	250	273	231	979	229	249	215	246	939
Depreciation and amortization expenses	498	506	500	505	2,009	506	515	521	529	2,071
Accretion expense associated with asset retirement obligations for nonregulated operations	11	13	12	15	51	15	14	14	16	59
(Income) loss from discontinued operations, net of tax	—	—	—	—	—	—	87	1	9	97
Modified EBITDA	**$ 1,393**	**$ 1,247**	**$ 1,599**	**$ 1,836**	**$ 6,075**	**$ 2,130**	**$ 1,667**	**$ 1,774**	**$ 2,442**	**$ 8,013**
Northeast G&P	$ 418	$ 450	$ 464	$ 464	$ 1,796	$ 470	$ 515	$ 454	$ 477	$ 1,916
Transmission & Gulf of Mexico	697	652	638	687	2,674	715	731	881	741	3,068
West	260	288	337	326	1,211	304	312	315	307	1,238
Gas & NGL Marketing	13	(282)	20	209	(40)	567	68	43	272	950
Other	5	139	140	150	434	74	41	81	645	841
Total Modified EBITDA	**$ 1,393**	**$ 1,247**	**$ 1,599**	**$ 1,836**	**$ 6,075**	**$ 2,130**	**$ 1,667**	**$ 1,774**	**$ 2,442**	**$ 8,013**
Adjustments included in Modified EBITDA [(1)]:										
Northeast G&P	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ 31	$ 8	$ 39
Transmission & Gulf of Mexico	—	—	33	13	46	13	17	(127)	11	(86)
West	—	8	—	—	8	(18)	—	—	16	(2)
Gas & NGL Marketing	52	288	18	(60)	298	(336)	(84)	(27)	(203)	(650)
Other	66	(47)	(13)	(15)	(9)	6	11	1	(553)	(535)
Total Adjustments included in Modified EBITDA	**$ 118**	**$ 249**	**$ 38**	**$ (62)**	**$ 343**	**$ (335)**	**$ (56)**	**$ (122)**	**$ (721)**	**$ (1,234)**
Adjusted EBITDA:										
Northeast G&P	$ 418	$ 450	$ 464	$ 464	$ 1,796	$ 470	$ 515	$ 485	$ 485	$ 1,955
Transmission & Gulf of Mexico	697	652	671	700	2,720	728	748	754	752	2,982
West	260	296	337	326	1,219	286	312	315	323	1,236
Gas & NGL Marketing	65	6	38	149	258	231	(16)	16	69	300
Other	71	92	127	135	425	80	52	82	92	306
Total Adjusted EBITDA	**$ 1,511**	**$ 1,496**	**$ 1,637**	**$ 1,774**	**$ 6,418**	**$ 1,795**	**$ 1,611**	**$ 1,652**	**$ 1,721**	**$ 6,779**

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

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

	2022					2023				
(Dollars in millions, except coverage ratios)	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*	*1st Qtr*	*2nd Qtr*	*3rd Qtr*	*4th Qtr*	*Year*
Net cash provided (used) by operating activities	$ 1,082	$ 1,098	$ 1,490	$ 1,219	$ 4,889	$ 1,514	$ 1,377	$ 1,234	$ 1,930	$ 6,055
Exclude: Cash (provided) used by changes in:										
Accounts receivable	3	794	(125)	61	733	(1,269)	(154)	128	206	(1,089)
Inventories, including write-downs	(178)	177	77	(127)	(51)	(45)	(19)	7	14	(43)
Other current assets and deferred charges	65	(50)	47	(29)	33	4	(28)	29	(65)	(60)
Accounts payable	138	(828)	(53)	333	(410)	1,017	203	(148)	(180)	892
Accrued and other current liabilities	149	(125)	(191)	(42)	(209)	318	(246)	42	(95)	19
Changes in current and noncurrent derivative assets and liabilities	(101)	52	(37)	(8)	(94)	(82)	(37)	(53)	(28)	(200)
Other, including changes in noncurrent assets and liabilities	67	65	73	11	216	40	47	53	106	246
Preferred dividends paid	(1)	—	(1)	(1)	(3)	(1)	—	(1)	(1)	(3)
Dividends and distributions paid to noncontrolling interests	(37)	(58)	(46)	(63)	(204)	(54)	(58)	(62)	(39)	(213)
Contributions from noncontrolling interests	3	5	7	3	18	3	15	—	—	18
Adjustment to exclude litigation-related charges in discontinued operations	—	—	—	—	—	—	115	1	9	125
Adjustment to exclude net gain from Energy Transfer litigation judgment	—	—	—	—	—	—	—	—	(534)	(534)
Available funds from operations	$ 1,190	$ 1,130	$ 1,241	$ 1,357	$ 4,918	$ 1,445	$ 1,215	$ 1,230	$ 1,323	$ 5,213
Common dividends paid	$ 518	$ 517	$ 518	$ 518	$ 2,071	$ 546	$ 545	$ 544	$ 544	$ 2,179
Coverage ratio:										
Available funds from operations divided by Common dividends paid	2.30	2.19	2.40	2.62	2.37	2.65	2.23	2.26	2.43	2.39

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

(Dollars in millions, except per-share amounts and coverage ratio)	2024 Guidance Low	2024 Guidance Mid	2024 Guidance High	2025 Guidance Low	2025 Guidance Mid	2025 Guidance High
Net income (loss) from continuing operations	$ 2,094	$ 2,219	$ 2,344	$ 2,373	$ 2,523	$ 2,673
Provision (benefit) for income taxes	670	695	720	735	785	835
Interest expense		1,380			1,390	
Equity (earnings) losses		(535)			(610)	
Proportional Modified EBITDA of equity-method investments		895			990	
Depreciation and amortization expenses and accretion for asset retirement obligations associated with nonregulated operations		2,270			2,325	
Other		(6)			(8)	
Modified EBITDA	**$ 6,768**	**$ 6,918**	**$ 7,068**	**$ 7,195**	**$ 7,395**	**$ 7,595**
EBITDA Adjustments		32			5	
Adjusted EBITDA	**$ 6,800**	**$ 6,950**	**$ 7,100**	**$ 7,200**	**$ 7,400**	**$ 7,600**
Net income (loss) from continuing operations	$ 2,094	$ 2,219	$ 2,344	$ 2,373	$ 2,523	$ 2,673
Less: Net income (loss) attributable to noncontrolling interests and preferred dividends		115			115	
Net income (loss) from continuing operations attributable to The Williams Companies, Inc. available to common stockholders	$ 1,979	$ 2,104	$ 2,229	$ 2,258	$ 2,408	$ 2,558
<u>Adjustments:</u>						
Adjustments included in Modified EBITDA (1)		32			5	
Adjustments below Modified EBITDA (2)		29			18	
Allocation of adjustments to noncontrolling interests		—			—	
Total adjustments		61			23	
Less tax effect for above items		(15)			(6)	
Adjusted income from continuing operations available to common stockholders	$ 2,025	$ 2,150	$ 2,275	$ 2,275	$ 2,425	$ 2,575
Adjusted income from continuing operations - diluted earnings per common share	**$ 1.65**	**$ 1.76**	**$ 1.86**	**$ 1.85**	**$ 1.97**	**$ 2.10**
Weighted-average shares - diluted (millions)		1,224			1,228	
<u>Available Funds from Operations (AFFO):</u>						
Net cash provided by operating activities (net of changes in working capital, changes in current and noncurrent derivative assets and liabilities, and changes in other, including changes in noncurrent assets and liabilities)	$ 5,125	$ 5,250	$ 5,375	$ 5,295	$ 5,445	$ 5,595
Preferred dividends paid		(3)			(3)	
Dividends and distributions paid to noncontrolling interests		(215)			(235)	
Contributions from noncontrolling interests		18			18	
Available funds from operations (AFFO)	**$ 4,925**	**$ 5,050**	**$ 5,175**	**$ 5,075**	**$ 5,225**	**$ 5,375**
AFFO per common share	**$ 4.02**	**$ 4.13**	**$ 4.23**	**$ 4.13**	**$ 4.25**	**$ 4.38**
Common dividends paid		**$ 2,320**			**5%-7% Dividend growth**	
Coverage Ratio (AFFO/Common dividends paid)	**2.12x**	**2.18x**	**2.23x**		**~2.12x**	

(1) Adjustments reflect transaction and transition costs of acquisitions.

(2) Adjustments reflect amortization of intangible assets from Sequent acquisition.