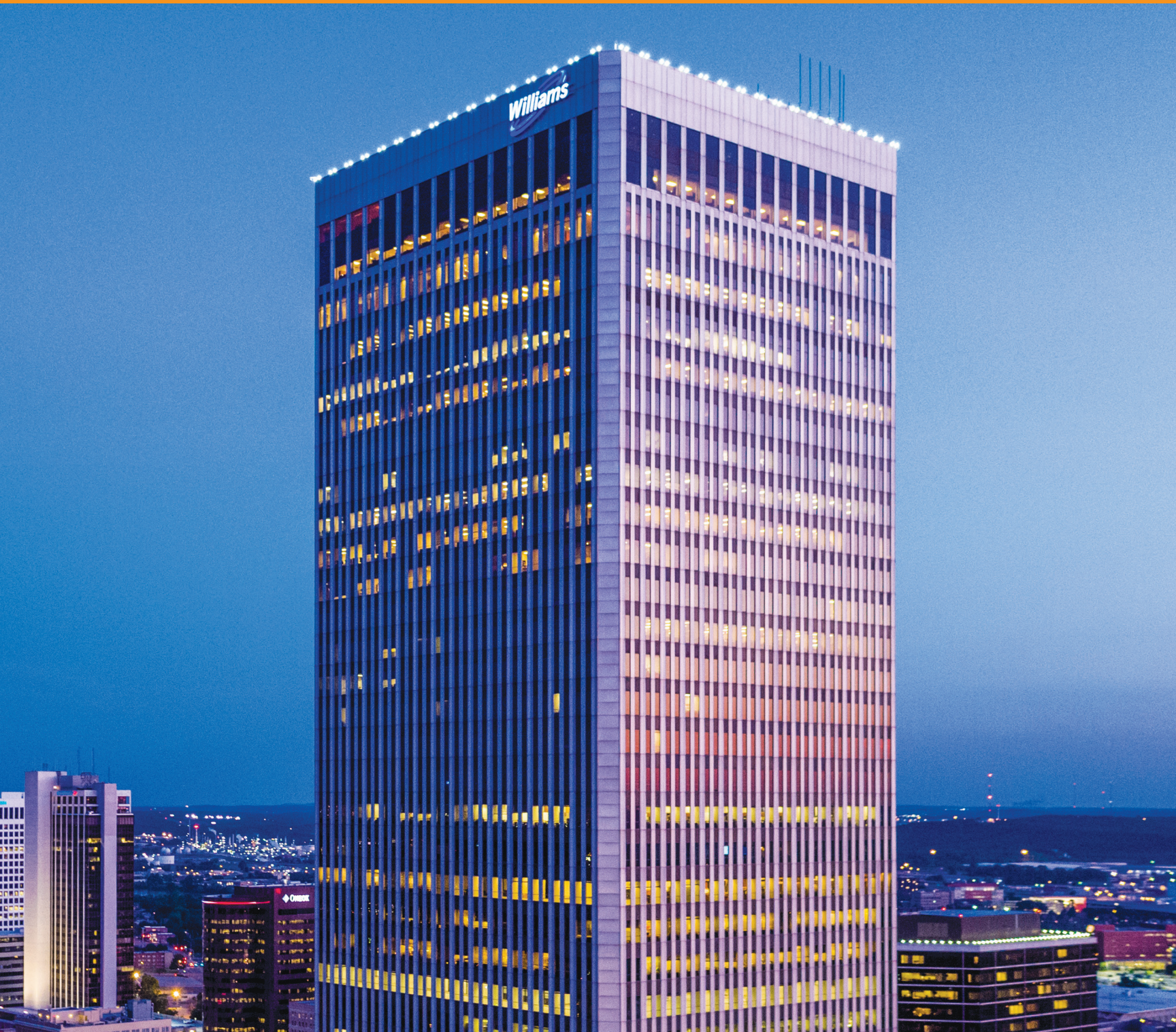


100 YEARS IN TULSA

# WILLIAMS: An American Success Story





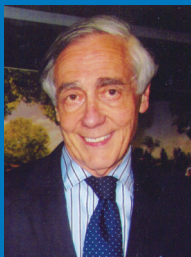
“Williams’ century mark in Tulsa is a good time to reflect on the difference Williams has made in the city and surrounding region. I’m thankful to have a long tenure with a great company where we have a long-standing, fundamental belief that we’re responsible for strengthening our local communities through investment and involvement. As employees of Williams, we embrace that belief and are proud of our collective giving spirit. Over the years, the community has reciprocated and supported us during trying times.



“As I look to the future for Williams and the Tulsa community, I am excited about our collective future. Gathering Place is a great example of what we can do when we come together and think big. We depend on the region to be a place where we can attract the very best and brightest talent for our great company. Continuing to focus on better infrastructure, downtown development and river parks improvements, and of course strengthening education, are essential to meeting that goal. I look forward to continuing our long-standing partnerships focused on helping Tulsa continue to grow and thrive.”

—ALAN ARMSTRONG, PRESIDENT AND CEO, WILLIAMS

“Having lived in Tulsa for more than three quarters of Williams’ history, I can attest to their unparalleled civic and philanthropic leadership position. John Williams personally was instrumental in creating the Williams Center and the Performing Arts Center almost 50 years ago and encouraged Alan Armstrong in Williams’ anchoring gift to Gathering Place more recently. Joe Williams was deeply involved in most areas of Tulsa civic life and was a leader of The Nature Conservancy. Tulsa would not be what it is without Williams.”



—GEORGE KAISER, FOUNDER, GEORGE KAISER FAMILY FOUNDATION



Williams Brothers co-founders **Dave Williams**, center, and **Miller Williams**, right, at ages 13 and 11 in Oklahoma Indian Territory, 1899.

## WILLIAMS COMES TO BOOMTOWN

When Dave and Miller Williams decided in 1918 to move their fledgling Fort Smith construction business to Tulsa, there was no Gathering Place.

No BOK Center or Performing Arts Center. No BOK Tower or Williams Center. No City Hall at One Technology Place. No ONEOK Field.

All that would come later. (And all would involve Williams, to one degree or another.)

What Dave and Miller saw in Tulsa was potential. The city directory at the time listed hundreds of oil and gas companies — but not a single one that built pipelines.

“My dad and uncle went to where the opportunity was,” said former Chairman and CEO Joe Williams in a recent interview.

Two years out from completing their own first pipeline project, the brothers were confident they had just enough experience to make a go of it amid Tulsa’s oil boom. Sure enough, in no time, the company began taking on projects from Texas to Canada.

Their reputation for “a good job on time” (the brothers’ motto) spread throughout the industry. Within a few decades, their company had built thousands of miles of pipelines across the United States, at a time when consumers welcomed the arrival of modern conveniences like gas heating and stoves.

As the company grew, so did Tulsa. For the next century, both Williams and Tulsa persevered through booms and busts, ups and downs, major wins and bitter disappointments. But throughout everything, Williams’ commitment to Tulsa has never wavered. Likewise, Williams always knew it could count on Tulsa.

Looking back 100 years, it’s hard to imagine one without the other. Would there be a Tulsa without Williams? Of course. But it might not have a 52-story tower anchoring the skyline. Or an elegant performing arts facility for ballet and Broadway musicals. Or the nation’s largest United Way Day of Caring, year in and year out.

Dave and Miller probably would have been successful had they stayed in Fort Smith. But in Tulsa, they found the right combination of talented workers, strong business connections and time-tested values that matched their own.

In short, they found their home.



"Oklahoma" star **Shirley Jones** with **John Williams** prior to her appearance at one of four theaters bought by Williams family members.



**Charlie Williams**

## TINSELTOWN TO TULSA

The glitz and glamour of Hollywood may seem a far cry from the grit and grime of pipeline construction.

Nevertheless, Williams produced some of Tulsa's most memorable celluloid moments at various times through the decades.

Williams Brothers in 1955 purchased controlling interest in four opulent downtown Tulsa theaters — the Ritz, Orpheum, Rialto and Majestic.

As always, the company immediately began innovating. In the spring of 1966, it spent \$60,000 to install a state-of-the-art 70mm projection system, enabling high-profile regional premieres of splashy hits like "South Pacific."

"Oklahoma" actress Shirley Jones visited Tulsa for that film's premiere, posing for photos with John Williams and other local dignitaries.

The growth of TV hastened Williams' exit of the downtown theater business. That is, until the development of the \$6 million Williams Center Forum, which opened in 1978.

Throughout the 1980s, the Williams Center Cinema offered Tulsa's most luxurious moviegoing experience, with the city's only full-size screen and the latest Dolby sound. Its inspired mix of classic, independent and foreign titles also set it apart from the multiplexes.

Fans flocked to the premiere of "The Outsiders" in 1983, featuring soon-to-be-superstar cast members and author S.E. Hinton.

In 1988, "Hairspray" director John Waters signed autographs during a festival of his bad-taste farces — not exactly "South Pacific," perhaps, but another lasting movie memory for Tulsans of the era.

## THE GREATEST GENERATION: BORN TO SERVE

The Williams family's entrepreneurship flourished in 20th century America. So when it came to defending it, the country had no stronger patriots.

Charlie supervised the building of airfields, pipelines and roads with the Army Corps of Engineers in the China-Burma-India Theater. John led a Naval Civil Engineering Corps team in the Pacific Theater. David Jr. flew fighter planes over Nazi-controlled Europe in the Army Air Corps 8th Air Force, barely making it back to base on several occasions.

"I don't know that the war gave me any different values," David Jr. told an interviewer shortly before his death in 2000. "But it gave me a sense of the immediacy of risks. It gave me a sense of the vulnerability and frailty of human beings, and the need to make the most of what you do."

The youngest Williams, Joe, served as an Army Company Commander in peace time.

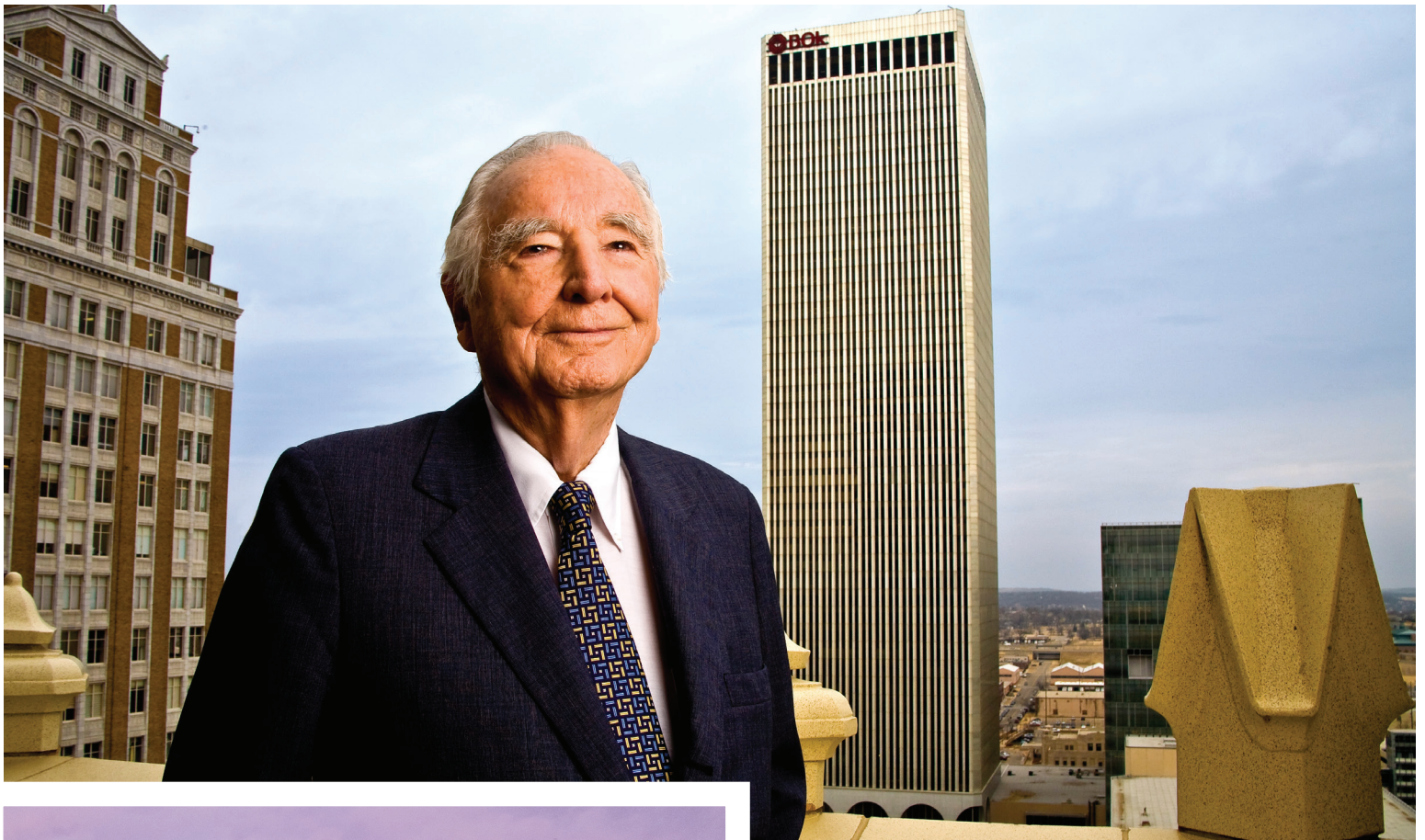
In addition to the family members' personal sacrifices, the company itself played an invaluable role in the Allies' eventual victory.

Most importantly, the company built the War Emergency Pipeline systems, known as Big Inch and Little Big Inch. These essential pipelines brought vital crude oil and refined products from Texas to key defense plants in the Northeast.

Big Inch and Little Big Inch served to safeguard critical fuel supplies from the Germans, who had begun attacking tankers making the oceanic journey from the Texas Gulf Coast and Venezuela. The pipelines also set the industry standard for large-diameter, cross-country pipelines.

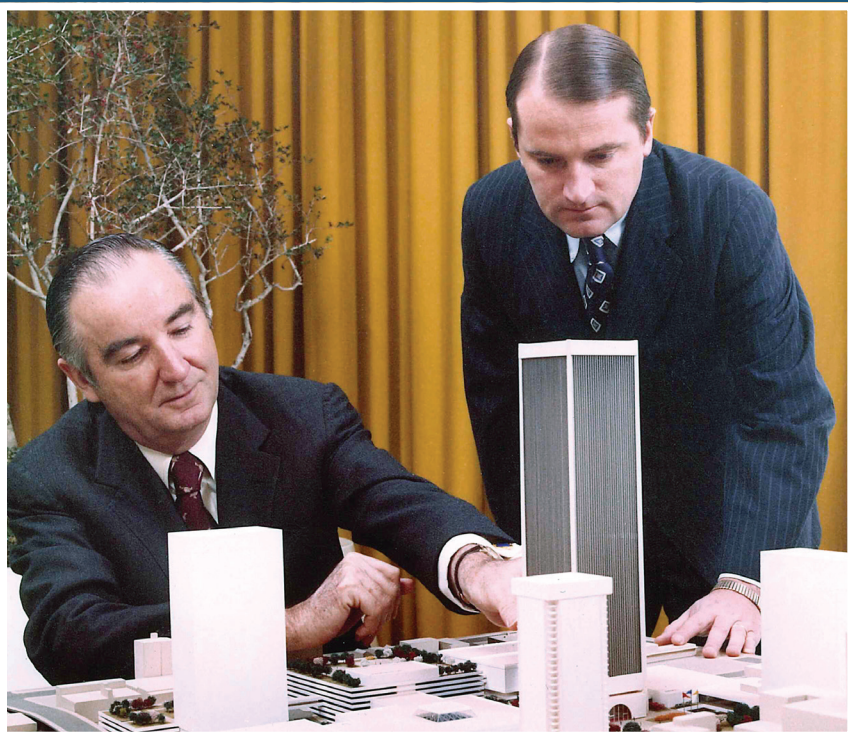
For these efforts and many others, Williams Brothers was the first pipeline construction company to receive the Army-Navy "E" award for "outstanding performance in wartime construction."





Clockwise from top left: Retired CEO **John Williams** with Williams Companies' headquarters in the 52-story BOK Tower and the area of downtown where he spearheaded redevelopment behind him. The tower's architect was **Minoru Yamasaki**. The main entrance to Tulsa's Gathering Place boasts the name of **John Williams**.





The last two members of the Williams family to head the company, **John Williams**, left, and his cousin **Joe**, examine the scale model for the Williams Center, a nine-square block development that transformed the Tulsa skyline in the 1970s. The 52-story tower was originally designed to be two smaller twin towers, but as **John** studied the model he peeled one tower off the model, stuck it on top of the other, and declared that's the way it should be.

## FORMER CEO JOHN WILLIAMS CHANGED THE FACE OF DOWNTOWN

In the mid-1970s, downtown Tulsa, like many American cities, was beginning to decay. Suburban communities and shopping areas were drawing business and vitality away from city centers.

John Williams, along with Joe Williams who would succeed him as CEO, led the charge and marshaled community leaders to redevelop downtown. Under their leadership, the face of downtown Tulsa was forever changed.

"We went all over the country interviewing top-flight architects," Joe said in a recent interview. "We gave it to Minoru Yamasaki, who worked with models of the buildings. He produced a model showing two buildings side by side.

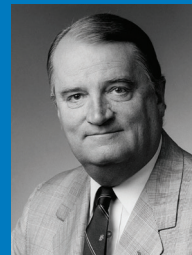
"John said, 'Look, let's do it like this,' took one building and placed it on top of the other. It was less expensive to do it that way, and more attractive to people. It became a new horizon for downtown Tulsa and I'm very proud of that."

Streets were closed, and parcels of land were combined to create the Williams Center — nine square blocks that included Yamasaki's 52-story tower that still serves as Williams' headquarters building, the Tulsa Performing Arts Center, a hotel, Williams Center Green and the upscale Williams Center Forum shopping center, complete with a state-of-the-art movie theater and ice-skating rink.

While the Forum was eventually turned into office space for Williams, the overall development set downtown Tulsa on a trajectory of progress. Other developments followed, including the Williams South I and II office towers, one of which is currently home to the Tulsa Regional Chamber, and a 19-story building adjoining our tower that is now Tulsa's City Hall.

John's community leadership and influence is still felt even after his passing in 2013. Shortly before he died, the 94-year old former Williams CEO encouraged current management to support Gathering Place, a transformational riverfront park located along the Arkansas River. Williams Lodge is the park's main welcome center and John Williams Way is the main road winding through the grounds.

"I'm just glad the company was able to stay in Tulsa when the company was (recently) under attack. The employees love having the company there. We survived as an independent company in Tulsa, which it still is, and everybody should be proud of it."



—JOE WILLIAMS, FORMER WILLIAMS  
CHAIRMAN AND CEO

"Williams' employees have always given back in a big way to our communities. In fact, giving back is one of our key Core Values & Beliefs. Our commitment is worth stating. We recognize and enthusiastically accept our responsibility to the communities we serve, through acting as a good neighbor and through involvement and support for community activities. And our community involvement in Tulsa has always been particularly strong. Every year, many employees serve on community boards and donate their time and money to charitable institutions throughout the city. It made me proud to be a Williams employee.



"The unique relationship between Williams and the community was, I think, best demonstrated by the almost spontaneous support we received one afternoon during our financial crisis in the summer of 2002. Those were tough times for the company and long hours for our workforce. As Williams employees left for the day and arrived on the ground floor of our building, hundreds of representatives of Tulsa nonprofits offered their support with cheers and signs and pats on the back. It was just what we needed and brought tears to everyone's eyes. Not many corporations these days have such a special relationship with their communities. It was a wonderful day!"

—STEVE MALCOLM, FORMER WILLIAMS  
CHAIRMAN AND CEO



"In the spirit of the Williams family, community involvement is a thread that's woven into all other strategy.



"When Williams expands in a community, they intentionally seek to be a good neighbor and make the community better because they are there. From encouraging employees to get involved with local non-profits to matching contributions, Williams makes it known that they support their employees as servant leaders.

"Employees just keep showing up to meet real needs and offer resources and support for the tough and complex challenges from which others shy away. Williams' top leaders have led nationally for decades — Joe Williams chaired the national board of The Nature Conservancy; Keith Bailey chaired the national United Way board; Steve Malcolm led the national YMCA board; and Alan Armstrong has provided hands-on leadership for Junior Achievement for many years. It's a legacy of leading authentically and inclusively from the top.

"For 28 years, Tulsa employees and Williams have contributed more than a million dollars each year to the local United Way. Imagine a Tulsa without Williams employees 400 strong at Day of Caring, imagine the boards without their employee talent. Imagine the schools without tutors and the donated supplies. Williams employees make a difference in big and Herculean ways. They care. Community service is a core value that jumps right off the plaque on the wall and into the lives made better because Williams employees make every community a better place to live and work."

—ALISON ANTHONY, PRESIDENT AND CEO,  
TULSA AREA UNITED WAY



**Joe Williams** surveys his legacy contribution, the Tallgrass Prairie Preserve in Osage County.

## JOE WILLIAMS: LEGACY OF INNOVATION AND CONSERVATION

Joe Williams, visionary industry leader and conservationist, was the last member of the Williams family to head the company.

Under Joe's leadership from the company's Tulsa headquarters, Williams refined its investment strategy. It acquired Northwest Pipeline and embraced technology as Williams was a pioneer in the use of satellite communications for field operations.

During Joe's tenure as CEO, America's telecommunications industry was transformed when this upstart Tulsa pipeline company used decommissioned pipelines to run fiber optic cable across the country, beating major communications companies in bringing the next generation of telecommunications technology to the world.

Joe is also a conservationist. An Oklahoman who loves escaping to the great outdoors, he saw a need to protect the environment. The Nature Conservancy was his avenue.

In the late 1980s, Joe — along with a handful of other influential Oklahoma business leaders — recognized a natural treasure next door to Tulsa that needed to be set aside and safeguarded. Iconic, untouched grasslands in Osage County were part of vast ranches that were being sold into smaller parcels for development. This native prairie was the largest single tract of remaining tallgrass prairie in the world and, according to Joe, it deserved to be preserved.

During a time when the economy was weak and investment dollars were hard to come by, Joe marshaled efforts to purchase the 29,000-acre Barnard Ranch, allowing Oklahoma's fledgling Nature Conservancy to create its flagship sanctuary, the Tallgrass Prairie Preserve. It now encompasses 40,000 acres and is home to 2,500 bison that roam 23,500 acres of open range. It is also home to research of native grass species and wildlife.





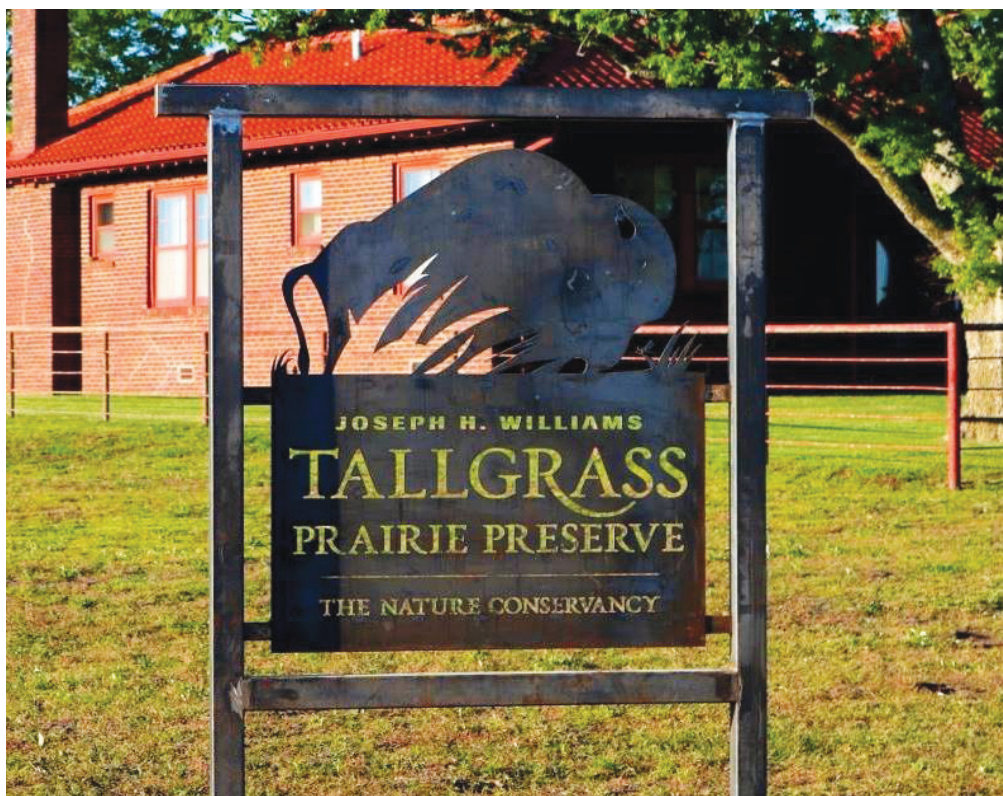
Four Williams CEOs join together at the dedication of the Joseph H. Williams Tallgrass Prairie Preserve, in 2015. From left, **Steve Malcolm**, **Alan Armstrong**, **Joe Williams** and **Keith Bailey**.

The effort to acquire this pristine piece of Oklahoma prairie “took an entire organization and a group of visionary Oklahomans to do what others had been unable to do,” said Nature Conservancy state director Mike Fuhr. “Chief among them was Joe Williams, who galvanized this amazing group at a time when the local economy was anything but favorable to finding millions of dollars in donations — even for a project that would create a long-overdue prairie preserve for the world to embrace.”

Joe served as chair of the state and then the national Nature Conservancy, sharing his leadership and creative fundraising skills to help preserve natural treasures throughout the country. In 2015, the Conservancy honored the former Williams CEO by renaming the Osage County treasure as the Joseph H. Williams Tallgrass Prairie Preserve.

More recently, at Tulsa’s Gathering Place, the main hall, where community events and social functions take place, has been named the Joseph H. Williams Community Room.

Today, Joe, now 85, and his wife Terry live in retirement in South Carolina.



A sign at the preserve’s visitor center that reflects the sanctuary’s new name.





## A CENTURY OF COMMUNITY PHILANTHROPY AND VOLUNTEERISM

Tulsa has always been an extremely generous and philanthropic community. Early oil barons left vast wealth that is still being shared through family and corporate foundations today. Williams, through its corporate foundation, is one of those community partners, supporting schools, parks, hospitals, museums, the arts and charitable organizations.

Williams doesn't just invest dollars in the community; it also supports its employees' investment of time and talents through volunteer efforts. Williams employees have a long history of volunteering at schools and non-profits throughout Tulsa and far beyond.

Through its employee-driven Homegrown Giving and Matching Gift programs, Williams financially supports the charitable organizations where its employees have a passion to serve. In addition to the hundreds of community volunteers from the Tulsa workforce of more than 1,100, there are 103 employees who serve on 121 nonprofit boards of directors locally.

Nowhere is Williams' support for Tulsa more evident than with the Tulsa Area United Way. For 28 consecutive years Williams and its employees have contributed more than \$1 million to the local United Way campaign. Additionally, Tulsa's United Way traditionally stages the nation's largest Day of Caring, where community volunteers — like the 400 or so from Williams each year — fan out across the city to donate their time and talents on projects benefitting local United Way agencies.

Community support and volunteering are all part of the fabric that makes up the company, so wherever there is a soccer league, soup kitchen or agency helping neighbors in need, you will find Williams employees, with sleeves rolled up, pitching in.





Alan Armstrong, Williams CEO 2011-current

## ALAN ARMSTRONG: YOUNG PROFESSIONAL TO WILLIAMS' TOP EXECUTIVE

As a young engineer beginning his career with Williams in 1986, Alan Armstrong had no idea he would one day serve as President and CEO, or that the company would handle about 30 percent of all U.S. natural gas. But, that's exactly what happened.

Raised in nearby Bartlesville, Oklahoma, Armstrong witnessed both sets of his grandparents, his parents and an uncle dedicate their careers to Phillips Petroleum. So, after graduating from the University of Oklahoma, he naturally found his calling in the oil and gas industry.

In fewer than 10 years, Armstrong was leading commercial operations for Williams in the Gulf Coast region. Following a progression of leadership roles, he succeeded Steve Malcolm in 2011 as president and CEO.

Like Williams leaders before him, Armstrong leads by example when it comes to his commitment to enhance communities where people enjoy working and raising families. He serves on several boards for education-focused organizations. He also spent several years on the Tulsa Regional Chamber board of directors, and was the 2015 chairman. It's also no small feat that under his leadership, and through some difficult years for the company, Williams continued what now is a 28-year streak of raising over \$1 million dollars for the Tulsa Area United Way. Armstrong's belief in "corridors of excellence" are also evident in the company's contribution to our city's new Gathering Place.

"Williams is a hometown success story for Tulsa, and has been a tireless corporate citizen. Giving back is part of the corporate culture, and you see that in the multitude of Williams employees serving our community as nonprofit volunteers and board members. You also see it in the physical impact Williams has made on Tulsa. In the 1970s, Williams decided that not only would they stay in Tulsa instead of moving to Houston, but they would also take what was going to be a warehouse district for trucking companies and instead turn it into the Williams Center and Tulsa Performing Arts Center. Without Williams, there is no Tulsa Performing Arts Center, and I dare say there is no thriving Downtown Tulsa as we know it today. I think it is so fitting that Williams has also made signature contributions to Gathering Place along the Arkansas River Corridor — marking another contribution to one of Tulsa's unique assets."



"My grandfather, Robert LaFortune, and I have been very fortunate to work with successive generations of leaders at Williams in making Tulsa a great city. My grandfather always approached his service on the Williams board as a service to Tulsa."

"During his time as mayor, he worked closely with John and Joe Williams to garner public support for the construction of the Williams Center and the Tulsa Performing Arts Center, and he served on the PAC Trust with John Williams for nearly 40 years. He and Keith Bailey were close collaborators on a broad range of initiatives to move Tulsa forward."

"For me, one of the great experiences of my adult life was to spend two days interviewing John Williams for an oral history project a year before he passed away. This was one of the greatest minds our country has produced — a man who took a family road and bridge construction company, and built it into one of the most important energy companies in the world. His achievements were staggering, and I don't think properly appreciated by Tulsans today. The chance to spend time with him, to learn from him, to see that mind at work was something I benefit from every day as I give my all to make Tulsa the best city it can be."

"As a city councilor, I received important support from Steve Malcolm on several initiatives to make Tulsa a more welcoming and diverse city. Steve really led the local business community as a thought leader in that space. And after being elected mayor, one of the first people I contacted for advice on how to lead a large organization was Alan Armstrong. Alan has been incredibly generous with his time in helping me grow as a leader."

"A long response, but Williams means a great deal to Tulsa, to our family, and to me personally!"

—TULSA MAYOR G.T. BYNUM



“Tulsa is a very philanthropic community. I believe that Williams as a corporation and its employees have been at the forefront of that community engagement for at least the past 50 years.



“The Williams family that led the modern company were and are (only Joe is still living) remarkable. John, Charlie, Joe and David all had a view that the company should, in addition to being a successful business, be a responsible corporate citizen. That is a more commonly held belief today, but it has been always so with Williams.”

—KEITH BAILEY, FORMER WILLIAMS  
CHAIRMAN AND CEO

“Williams has uniquely demonstrated their commitment and responsibility to Tulsa through action. Their corporate ethic is reflected in the decisions made over decades to support community initiatives and to create a mosaic of community involvement. From their early investment in downtown Tulsa during challenging economic times to their ongoing support for civic improvements, community organizations and livability in Tulsa, Williams’ leadership has consistently been at the forefront of education, the arts, the United Way, environmental stewardship and Tulsa’s urban renaissance.



“During my tenure of service to Tulsa as Mayor (1992-2002), Williams was a strong, reliable and unwavering partner as they extended their financial and human capital to initiatives that improved the lives of Tulsans for generations.”

—FORMER TULSA MAYOR  
SUSAN SAVAGE

## 1910s

**1918:** Williams Brothers moves its headquarters from Fort Smith to Tulsa.

## 1920s

**1923:** Williams Brothers begins building pipelines internationally.

## 1930s

Dave and Miller Williams keep the company afloat, finding scarce-as-hen’s-teeth jobs during the Great Depression, which Dave describes as their “cornbread years.” Ultimately their goal was not only to preserve the company but, more importantly, to protect their employees’ livelihoods while up to 25 percent of the nation’s workforce was in the bread lines.

**1939:** The brothers landed their first major crude-oil pipeline construction project — in Venezuela. Things began looking up.

## 1940s

**1943:** The U.S. government asks for Williams’ help in the war effort; the company builds two critical pipelines helping ensure the continuity of fuel to the East Coast.

**1949:** Founders Dave and Miller Williams retire, selling their business in pieces, the last of which is sold to Dave’s son, David Williams Jr., and the founders’ nephews, Charlie P. Williams Jr. and John H. Williams.

**1949:** The “modern era” Williams Brothers is born.

## 1950s

**1957:** The company is publicly traded as an over-the-counter stock. Ten years later, it goes onto the “big board” — the New York Stock Exchange — under the trading symbol WMB. This occurs shortly after the company buys its first major pipeline.

## 1960s

**1966:** After decades of building them, Williams Brothers buys its first pipeline in an improbable deal that a national business magazine likened to “a minnow swallowing a whale.”

**1967:** The company begins diversifying its portfolio to include fertilizer, energy and metals businesses.

## 1970s

**1971:** The company changes its name to The Williams Companies, reflecting a holding-company business model.

**1975:** After six decades, the company exits the pipeline construction business. Williams spearheads an ambitious urban renewal project, leading to the construction of a 52-story headquarters tower, then the tallest building in the state; a luxury hotel, performing arts center and shopping mall.

**1978:** John Williams retires and is succeeded as chairman and CEO by his cousin Joe H. Williams, son of company co-founder Dave Williams.

**1978:** Williams Center Forum draws Tulsans downtown for upscale shopping, dining, movies and ice skating.

## 1980s

**1983:** The Williams Center Cinema hosts the premier of “The Outsiders” written by Tulsan S.E. Hinton.

**1983-87:** Williams acquires two interstate gas pipeline systems and restructures to focus on its core business of pipelines and energy.

**1983:** When contemplating what to do with decommissioned pipelines, Operations Manager Ray Pullen floats the idea of stringing fiber-optic telecommunications cable through them.

**1985:** Joe Williams green lights the fiber-in-pipe venture, eventually creating WilTel, one of the largest, most advanced telecom networks in the country.

## 1990s

As shareholder value soars, President Keith Bailey leads the idea to give each employee a crisp \$50 bill when the stock price reaches that mark. As president, chairman and CEO, he would continue that unique practice, with the stock splitting three times, rising again to \$50. More than \$10.6 million is hand-delivered to each employee during this time.

**1994:** Keith Bailey becomes the first non-Williams family member to lead the company following the retirement of Joe Williams.

**1995:** The fiber-optic network is sold and, following the expiration of a non-compete clause, another one is built in the late ’90s.

**1995:** Williams acquires Houston-based Transco Energy, including the Transco pipeline that delivers about half of the natural gas consumed in New York City on a given day.

**1998:** In a merger of two major Tulsa companies, Williams acquires MAPCO for \$3.1 billion — ironically, almost 40 years after Williams Brothers originally built the MAPCO pipeline system.

**1998:** Williams receives the Spirit of America award, the top honor given to corporations by the United Way of America.

**1998:** “Williams” becomes the branding name for the company with a new logo to replace the “thrusting” W logo.



## 2000s

**2001:** The Technology Center, now Tulsa's City Hall, is constructed adjacent the BOK Tower to office its growing telecommunications business.

**2002:** Steve Malcolm succeeds Keith Bailey as chairman and CEO.

**2002:** Following a "perfect storm" of crises in the telecom and energy trading sector, Williams, under the leadership of Steve Malcolm in his first year as CEO, survives a brush with bankruptcy, averted at the last minute thanks to a loan from billionaire Warren Buffett.

**2003:** Steve Malcolm executes a plan to rebuild the company's financial strength by focusing on core world-class natural gas assets, selling more than \$6.5 billion in assets and reducing long-term debt, earning Williams the title of "turnaround story of the sector" by Merrill Lynch.

**2008:** Williams is a founding sponsor of the BOK Center concert and sports arena, designed by Cesar Pelli.

**2009:** Williams enters the Marcellus, a growing supply basin now key to the shale revolution and America's path to energy independence.

## 2010s

**2011:** Williams' exploration and production company is spun off as an independent company called WPX Energy.

**2011:** Alan Armstrong is named to succeed Steve Malcolm as CEO.

**2014:** Williams acquires Oklahoma City-based Access Midstream, a former unit of Chesapeake Energy

**2015:** Forbes names Williams the most admired energy company in America.

**2015:** Alan Armstrong is the 2015 Tulsa Regional Chamber chairman, with top priorities to invest in corridors of excellence, improve education, leverage Tulsa's strengths and encourage young professionals.

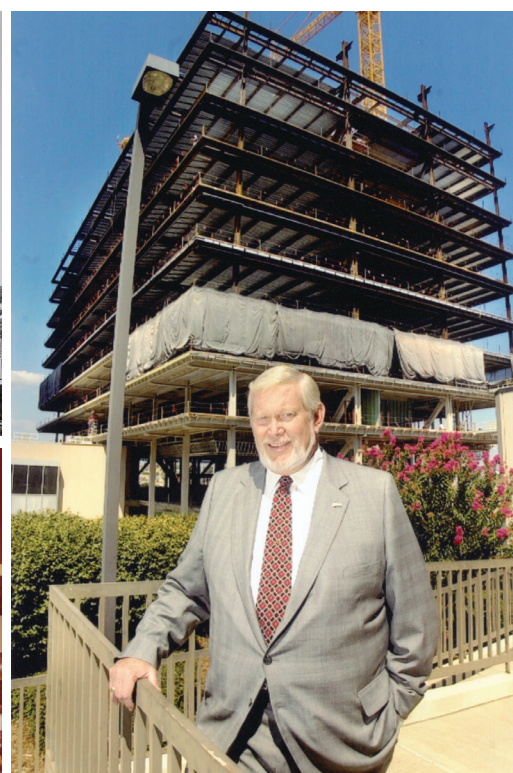
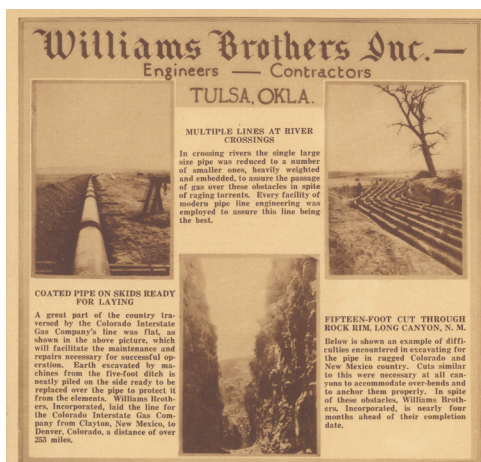
**2015:** Dallas-based Energy Transfer and Williams announce a merger agreement.

**2016:** After litigation ensues, a judge rules that Energy Transfer can terminate the merger agreement. Soon thereafter, six members of Williams' board of directors resign. Williams continues to pursue damages based on ETE's breaches of the merger agreement.

**2017:** Employees continue to rally behind Alan Armstrong as he financially restructures and refines the company's strategic focus on sustainable, long-term growth.

**2018:** Williams acquires the remaining interest in Williams Partners.

**2018:** The Williams Lodge at Gathering Place opens to the public, as does John Williams Way, the street leading to the park.



Clockwise from top left: Williams made a name for itself in its early years with innovative construction and engineering practices. Williams Brothers stock (WMB), became listed on the New York Stock Exchange on Dec. 4, 1967. **Keith Bailey** and the construction of the Technology Center, now Tulsa's City Hall. In the midst of the company's financial crisis in 2002, representatives from Tulsa nonprofits filled the headquarters lobby to support and cheer for Williams employees. The Williams Center Forum opened downtown in 1978. Construction of the 52-story tower for Williams headquarters began in 1975.

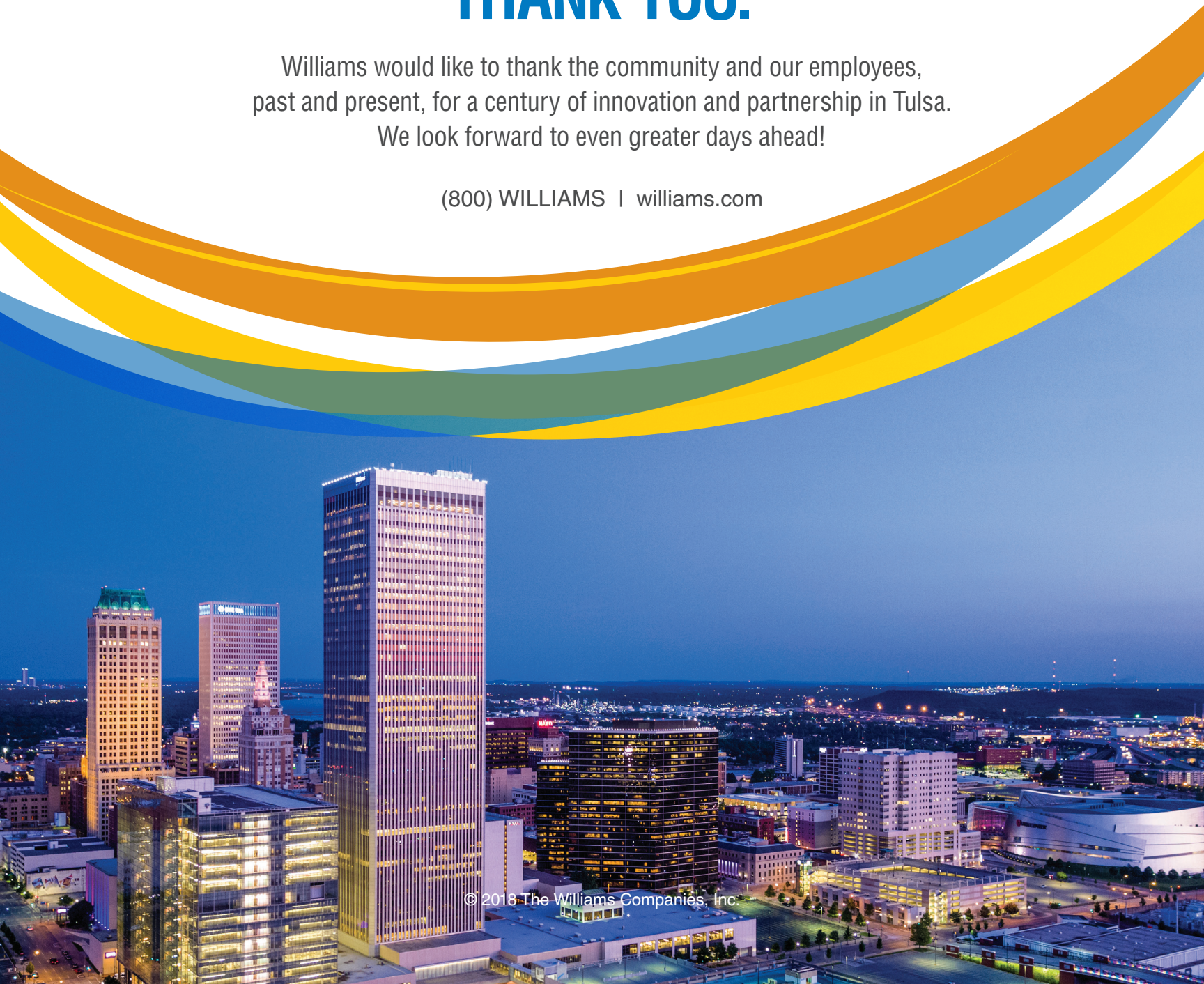




# THANK YOU.

Williams would like to thank the community and our employees,  
past and present, for a century of innovation and partnership in Tulsa.  
We look forward to even greater days ahead!

(800) WILLIAMS | [williams.com](http://williams.com)



© 2018 The Williams Companies, Inc.