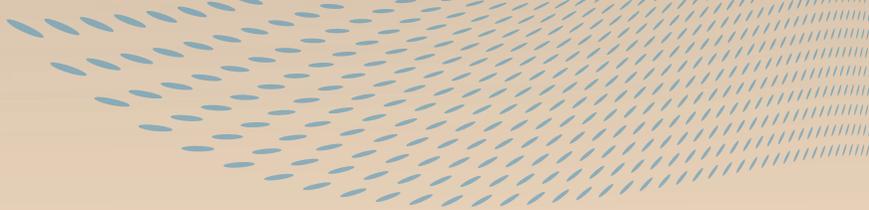




WE MAKE CLEAN ENERGY HAPPEN™



2019 Sustainability Report Executive Summary



CEO Letter

For more than a century, Williams has been providing the essential infrastructure that safely delivers natural gas. With the growing urgency to transition to a low-carbon fuel future, our strategy provides a practical and immediate path to reduce industry emissions, support the viability of renewables and grow a clean energy economy. Our roots run deep, and today we handle about a third of the natural gas in the United States that is used every day to reliably and affordably heat our homes, cook our food and generate our electricity. We work hard to maintain our reputation as a responsible and dependable business that delivers on our promises, and our four Core Values are engrained in how we do our work every day on behalf of our stakeholders.

Authentic

A culture of authenticity, integrity and open communication is at the heart of Williams. We are transparent about the opportunities and challenges that come with transporting natural gas as a reliable source of clean fuel, heat and power, so in the spirit of open communication, we met with institutional investors in 2019 to better understand what they wanted to see from Williams in our sustainability strategy and reporting. Aligned with our commitment to transparency, we are pleased to address Sustainable Accounting Standards Board disclosures in this report. Further, we are exploring how to address the recommendations of the Task Force on Climate-related Financial Disclosures.

Safety Driven

We continue to drive a safety-first culture by training and empowering our people to complete projects, perform maintenance and operate our assets in a way that continuously improves the industry standard. Every employee has full stop work authority when they recognize a safety issue and are empowered to shut down our activities to make it right. In 2019, we implemented Shifting Gears, a new reward program to recognize employees for identifying and mitigating workplace hazards, and thanks to the ongoing efforts of our employees, we beat our 2019 goal for reducing recordable injuries by 200% and updated our 2020 goal to improve even further.

Reliable Partners

Demand for clean, reliable natural gas is at an all-time high, particularly in markets where it has had a direct impact on significantly improving regional air quality. In 2019, we demonstrated our ability to work with a wide range of stakeholders in a constructive manner to address regulatory, political and community concerns while still permitting and building important infrastructure expansions in challenging markets. We also adopted new ways of partnering with more environmentally and socially conscious suppliers and contractors, and we are now in the process of rolling out the new policies across Williams in 2020.

Responsible Stewards

Doing what is right for our environment and our communities is critical to our ability to manage risk and deliver long-term value to stakeholders. We invest in responsible environmental stewardship as part of every project and reducing methane emissions is a critical component of our climate strategy. In 2019, we implemented a methane emissions reduction initiative in the northeast to identify new opportunities to reduce greenhouse gas emissions across our gathering and processing operations. We also entered a partnership to implement a dairy biogas project in Washington expected to go into service in 2020, which we estimate will offset approximately 50,000 metric tons of greenhouse gas emissions each year.

Stewardship also means being a good neighbor, and we are always seeking opportunities to partner with our communities, invest in local priorities and respond to community concerns. Through our 2019 charitable giving efforts, we invested \$9.7 million in the communities where we operate, and our employees donated 33,000 hours of volunteer manpower at organizations across the United States.

Of course, as I write this letter, supporting our communities has taken on even greater importance as our world has changed in ways we couldn't have imagined due to the ongoing impact of COVID-19. First and foremost, Williams has taken action to safeguard the health and safety of our employees.



As a critical natural gas infrastructure provider, we maintain robust plans and contingencies to ensure business and operational continuity. We continue to make immediate changes to business practices to stay aligned with federal and state guidelines related to coronavirus. We also are monitoring the volatility in the energy market and the potential impact this will have in those communities whose livelihood comes from this industry. That's why in March 2020, we funded an additional \$1 million to the Williams Foundation for COVID-19 relief, and we accelerated payment on budgeted grants to first responders, food pantries and other social service agencies.

Williams has also taken steps to safeguard the company and our shareholders amid the severe disruption in the energy market. The adoption of the Shareholders Rights Plan in March 2020 was intended to protect the interests of our shareholders by reducing the likelihood that any person or group could take advantage of volatile markets and gain control of the company through open market accumulation or other tactics without paying a fair value for the company.

We often take our warm and well-lit homes for granted, but it has taken great dedication, extra effort and resourcefulness to keep our most basic energy needs available during these disruptive times.

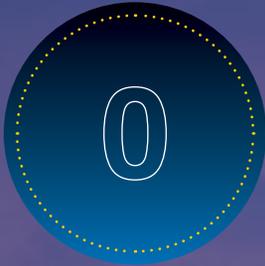
At Williams, we view sustainability as synonymous with strong business fundamentals, and this letter outlines just a few of our accomplishments in 2019. We strongly believe that natural gas has been — and will continue to be — a cornerstone of our nation's prosperity in the 21st century. Natural gas has driven significant reductions in U.S. CO₂ emissions, lowered consumers' utility bills and paved the way for investment in renewables. Looking forward, we will continue to respond to evolving market dynamics as we responsibly manage our environmental, social and governance performance and meet the financial expectations of our shareholders. As interest around a clean energy future accelerates, our strategy provides significant solutions that we can execute on today.

We look forward to continuing this journey we've been on for over a century.

**Alan S. Armstrong, President
and Chief Executive Officer**

2019 Performance Highlights

This 2019 Sustainability Report Executive Summary provides an overview of Williams' approach to managing key environmental, social and governance topics. For more information about all of Williams' sustainability topics, please visit our 2019 Sustainability Report and Performance Data Table. We are proud of our performance in 2019, including:



0 Department of Transportation reportable releases from third-party damages



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



47% decline in employee recordable injuries since 2017



Our infrastructure has helped the United States decrease greenhouse gas emissions by 33 million metric tons since 2005



100% of employees completed compliance and ethics training courses



More than 7% of Williams employees were veterans



40 meetings held with Native American tribes



\$9.7 million invested in communities where Williams employees live and work



60% reduction in environmental-related notices of noncompliance since 2017



About Williams

Williams is committed to being the leader in providing infrastructure that safely delivers natural gas products to reliably fuel the clean energy economy. Williams is a publicly traded Fortune 500 company with nearly 4,800 employees. Based in Tulsa, Oklahoma, our operations span 26 U.S. states, including in the Gulf of Mexico, Rockies, Pacific Northwest and Eastern Seaboard regions.

We own an interest in and operate 28 processing facilities, seven natural gas liquid (NGL) fractionation facilities and approximately 23 million barrels of NGL storage capacity. We deliver natural gas and NGL to markets with the greatest demand. Our transmission, gas gathering and liquids pipelines serve utilities, power generators, industrial customers and liquefied natural gas facilities.

Williams recognizes the important role natural gas plays in fueling the clean energy economy of today and tomorrow, particularly when it comes to displacing or providing alternatives to more polluting fuels. Natural gas is helping to significantly reduce emissions from the electric generation sector. It is also the ideal partner for renewable energy since it can quickly and reliably provide power when wind and solar resources are not available. Increased natural gas production coupled with a growing renewable energy market have helped the United States reduce carbon emissions to the lowest levels since 1988.

In 2019, Williams updated our Core Values to reflect our approach to working and interacting with our key stakeholders. Our Core Values are ingrained in how we do our work every day on behalf of our stakeholders.

Stakeholder Engagement

Any stakeholder interaction with Williams is an important opportunity to demonstrate our Core Values. We pride ourselves on being an accessible and responsible corporate citizen in the communities where we serve and operate. Williams regularly interacts with stakeholders using a variety of mechanisms, including in-person meetings, social media, open houses and community events. We work to identify the best engagement approach for each unique stakeholder group. Our objective is to maintain and strengthen relationships by understanding local needs, listening to stakeholder priorities and identifying opportunities to collaborate.

At Williams, we understand the direct link between sustainable business operations, corporate stewardship and long-term financial success. By developing natural gas infrastructure responsibly, we can position our company to create long-term value.

Our Core Values

Our Core Values are ingrained in how we do our work every day on behalf of our stakeholders.



Authentic

Our integrity cannot be compromised; for more than a century we've remained true to ourselves, doing the right thing, every time.



Safety Driven

Safeguarding our people and neighbors is ingrained in our culture and fundamental to everything we do.



Reliable Performers

We stand behind our reputation as a dependable and trustworthy business that delivers on our promises.

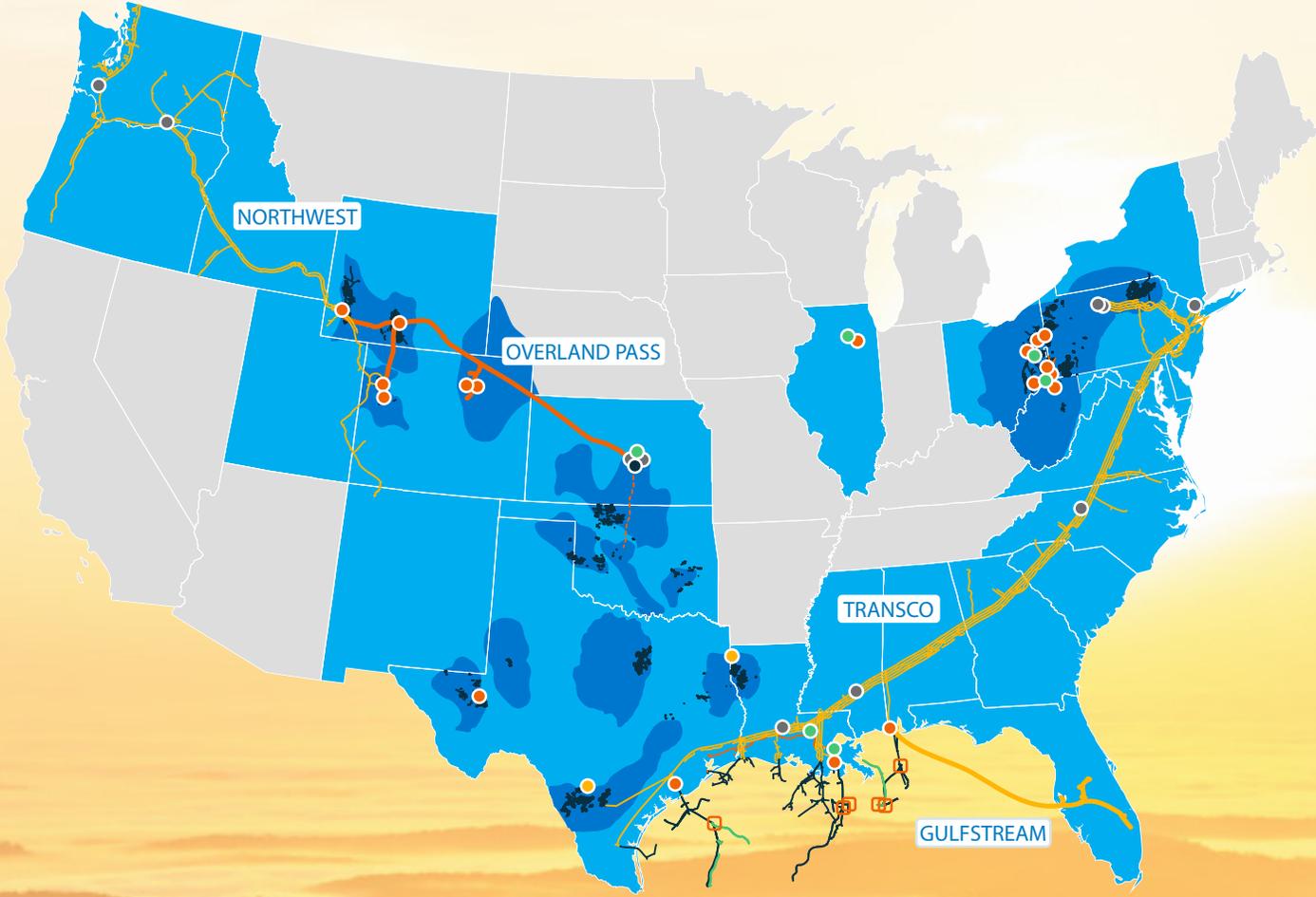


Responsible Stewards

We are dedicated to strengthening our people and communities and to protecting the environment.

Williams Operations

At Williams, we understand the direct link between sustainable business operations, corporate stewardship and long-term financial success. By developing natural gas infrastructure responsibly, we can position our company to create long-term value.



Interstate Natural Gas Pipeline	Gas Plant	Rail Terminal
Natural Gas Gathering Pipeline	Fractionator	Offshore Platform
Natural Gas Liquids Pipeline	Storage	Supply Area Basin
Oil Gathering Pipeline	Amine Treating Plant	Operational Activity

Climate Change



Our primary objective is to be a leader in safely delivering the products people rely on for electricity generation, heating and cooking while contributing to the clean energy economy. We believe natural gas is an integral part of the low-carbon future, particularly when it comes to displacing higher-emission fuels such as coal and heating oil. Natural gas generates up to 60% fewer greenhouse gas emissions than coal. It is also a reliable fuel source, making it the ideal partner for intermittent renewable energy sources like wind and solar power.

From 1993–2019, Williams avoided more than 9 million tons of CO₂e by implementing industry best practices and partnering with the Natural Gas STAR program, equivalent to taking nearly 2 million cars off the road.

As we seek to meet growing demand for American-made energy, we remain committed to reducing greenhouse gas emissions from our operations. Since 2012, we have reduced our reported methane emissions from gas processing plants and transmission compressor stations more than 41%. Over the same period, the throughput capacity at these facilities increased 40%.

Williams is a signatory of Interstate Natural Gas Association of America’s Methane Emissions Commitment to implement methane reduction activities by 2022. We have also been a member of the U.S. Environmental Protection Agency’s Natural Gas STAR program since its inception in 1993. As part of the program we adopt cost-effective technologies and practices that improve operational efficiency and reduce methane emissions.

In 2019, Williams joined Our Nation’s Energy Future Coalition, Inc. (ONE Future), a group of natural gas companies voluntarily working to reduce methane emissions by identifying policy and technical solutions. ONE Future members set a goal to reduce collective methane emissions in the natural gas supply chain to 1% by 2025. As shown below, Williams is exceeding anticipated progress toward the ONE Future greenhouse gas reduction goal.

To increase transparency and respond to growing interest in our climate-related practices and performance, we are working to align our climate change reporting with the recommendations established by the Financial Stability Board’s Task Force on Climate-related Financial Disclosures. For additional information on how Williams manages the risks and opportunities of climate change, see our response to the CDP climate change questionnaire.

ONE Future Methane Emissions Target & Williams Methane Emissions Performance (Percent)



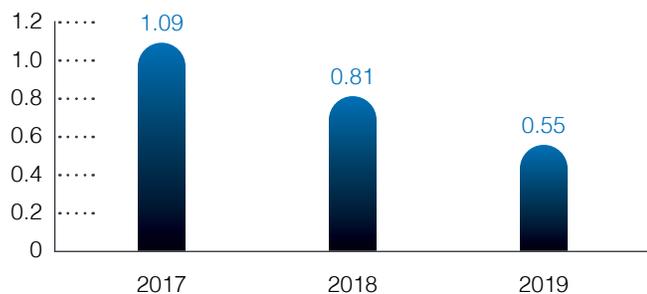


Safety

Personnel Safety

Employees are the driving force behind our ability to operate safely and reliably. As we deliver the products that heat homes and generate electricity for millions of Americans, we remain committed to doing the right thing, every time. Aligned with our Core Values, we operate in a safety-driven manner that protects our employees and contractors while safeguarding the public. We remain disciplined in our approach to improve our safety culture and performance. Our continuous improvement team has an ongoing responsibility to improve safety, reliability and performance by evaluating existing processes and incorporating lessons learned.

Employee Total Recordable Incident Rate per 200,000 Work Hours



Public Safety

Our goal is to protect Williams' workforce and the communities surrounding our operations. Williams has robust processes in place to prepare for and appropriately respond to a wide range of emergency situations. Williams provides employees with annual safety drills and training exercises. We also regularly engage with firefighters, emergency management officials, law enforcement officers, public officials and planning agencies to review emergency response procedures and conduct emergency response drills. One of the greatest challenges to maintaining safe pipeline operations is accidental damage caused by excavation, construction, farming activities and homeowner maintenance. We design public awareness programs to enhance safety by increasing knowledge of pipeline locations and safety prevention measures.

In 2018, we set a goal to reduce recordable injuries for employees by 15% in 2019. We exceeded that goal with a 36% reduction in 2019. We set a new goal to achieve a 10% reduction in 2020.



Workforce Health & Development



Diversity & Inclusion

Diversity and inclusion fosters innovation and collaboration, brings out the best in our people and drives business success. We strive for diverse representation at all levels of the organization. We recruit diverse talent through digital platforms and direct outreach. We also partner with universities and technical schools to support education and internship opportunities for diverse students.

To reinforce our inclusive culture, Williams created a Diversity and Inclusion Council to promote policies, practices and procedures that support the growth of a high-performing workforce where all individuals can achieve their full potential. The council serves as the governing body over enterprise diversity and inclusion initiatives.

We emphasize diversity and inclusion during all development conversations including our Talking Talent Development programs and succession planning initiatives. Through strategic partnerships with organizations such as Catalyst and Women's Energy Network, we are accelerating leadership development and expanding opportunities for diverse employees. In 2019, female or ethnically diverse employees represented nearly 26% of management roles at Williams.

Employee Attraction & Retention

Working at Williams isn't just a job, it's an opportunity to impact the quality of people's lives every day by safely delivering products that fuel the clean energy economy. Our employees are our greatest asset and we offer them a leading benefits package. Williams provides a comprehensive total rewards program that includes base salary, an all-employee Annual Incentive program, retirement benefits and a health and wellness program. Our benefits program exceeds the benchmarks for both our segment of the industry and the energy industry as a whole.

100% of employees received a performance assessment in 2019 and nearly 13% of our employees received a promotion.

Williams offers robust corporate and technical training programs coupled with strong employee engagement to support the professional development of our employees and the long-term value of our business. We recognize our people for their contributions to our success and provide them with a work environment where their careers thrive.



Reliable Performers

Board Leadership

Good governance is the foundation of long-term business success. Our board of directors is responsible for establishing broad corporate policies and overseeing overall company performance. In 2019, the Williams board of directors consisted of 12 accomplished and capable directors. At this time, the board's preferred governance structure is to have an independent director serve as board chair. The board of directors is required to stand for election at our annual meeting of stockholders.

We value a diverse board of directors that provides a range of viewpoints and perspectives. We seek highly qualified, non-employee candidates with, among other qualities, demonstrated leadership abilities, a reputation for honesty and integrity and a commitment to represent shareholder interests. As part of its director selection and nominating process, our governance and sustainability committee annually assesses the board's diversity in such areas as geography, race, gender, ethnicity and age. We strive to maintain a board of directors with diverse occupational and personal backgrounds.

In 2019, the nonprofit organization 2020 Women on Boards recognized Williams for having a board of directors composed of 25% women.

Sustainability topics can arise in the context of all committees and the full board. The governance and sustainability committee has primary responsibility for providing oversight and guidance on ESG matters. Building on our commitment to sustainability, in 2019, we renamed our nominating and governance committee to the governance and sustainability committee to better reflect the committee's ESG oversight responsibilities.

Responsibility and oversight of ESG topics does not end with the board. Williams' environmental, social and governance director is responsible for developing and executing our ESG integration strategy and engaging with Williams' shareholders to understand ESG expectations and communicate our performance. Our sustainability steering committee is a designated leadership team tasked with supporting the development of Williams' sustainability communications and implementing operational initiatives across the business.



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