# **Strategic Overview**

grow organically. minimize risk. streamline.



Al Monaco President & CEO

## **Key Themes**

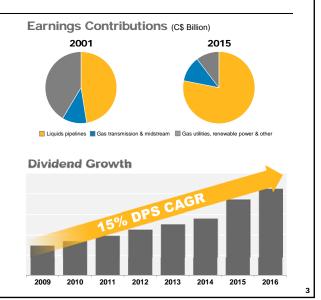


- Spectra Energy transaction diversifies cash flow and opportunity set, repositions Enbridge for the future
- Excellent progress on integration; on track with plan
- Unrivaled investor value proposition combining organic growth, low risk profile and premium dividend growth
- Strong balance sheet, conservative dividend payout and good access to capital markets
- Embedded ACFFO growth, backlog and competitive position generate expected 10-12% annual average dividend growth

## **Evolution of Enbridge**

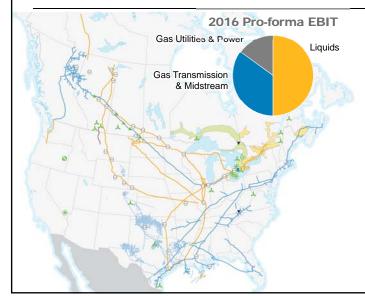


- Exceptional historic growth
  - Heavily weighted to liquids
- Strategic priority
  - Reposition for the future
  - Diversify and extend growth
- Criteria
  - Capitalize on natural gas fundamentals
  - Accretive to organic growth
  - Maintain low risk value proposition
  - Extend visibility of dividend growth
  - Financial strength maintained



## Enbridge Today – A "Must-own" Investment





- Leading energy infrastructure position in North America
  - Balanced portfolio of competitively positioned assets
  - Volume and commodity exposure
  - Organically driven secured capital program
- Financially strong and flexible
- Superior total return value proposition

## **Key Priorities**



### grow organically.

## 6 leading platforms

- Disciplined capital allocation
   Low risk commercial models
- · Visible dividend growth

### minimize risk.

- Safety & operational reliability
- Balance sheet strength

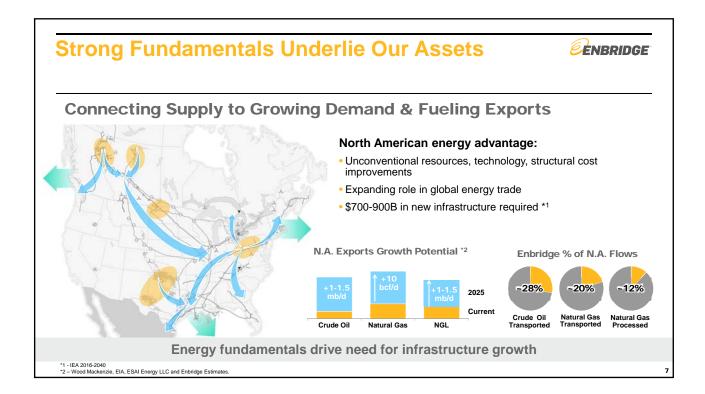
#### streamline.

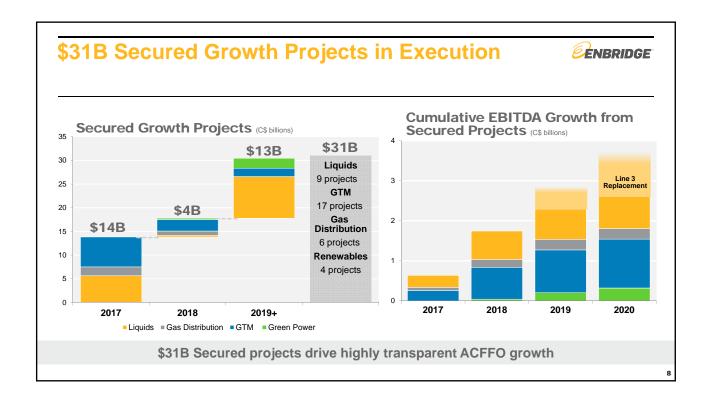
- Focus on optimizing returns
- Efficiency and effectiveness
- Sponsored Vehicles

Focused on maximizing shareholder value – both near and long term

# grow organically. minimize risk. streamline.







## **Recently Secured Organic Growth Projects – \$3.6B**



Spruce Ridge: \$0.5B



- 402 MMcf/d expansion
- · Regulated cost of service model
- 2H18 ISD

T-South Expansion: \$1.0B



- Successful open season concluded June 2
- ~190 MMcf of new capacity; fully subscribed
- Regulated cost of service commercial model

**Hohe See Offshore Wind &** Expansion: \$2.1B



- 497 MW + 112 MW expansion (50% ENB)
- 20 year fixed price PPA
- Construction to begin Aug 2017

Early success in securing backlog illustrates ability to extend and diversify growth

## **Capital Allocation Discipline**



<b>V</b>	What we
	WILL
	pursue:

- Contracted projects that exceed hurdle rates based on secured customer commitments
  - Projects or platforms with clear line of sight to future organic growth opportunities

#### **Examples:**

- Expansions and extension of liquids Mainline
- Gas pipeline capacity expansions
- LNG pipelines
- Midstream processing with strong producer support
- Fully contracted renewables



- Assume commodity price risk or rely on speculative volume to meet hurdle rates
- Commit to large uncontracted, greenfield infrastructure

#### **Examples:**

- Merchant power generation
- · Commodity driven midstream projects

Will not compromise capital allocation discipline to grow project backlog

## **Approach to Acquisitions & Divestitures**





## Acquire new platform with embedded organic growth

- Spectra Energy
- · Consumers' Gas
- North Dakota Pipeline



## Acquire assets to enhance organic growth

- Seaway System
- Alliance Pipeline
- Bakken Pipeline System (DAPL)



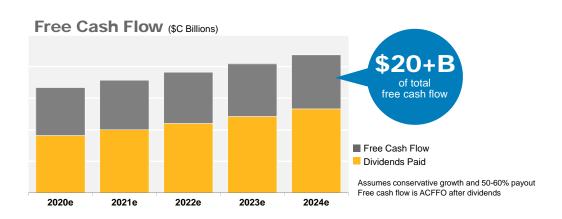
## Rationalize non-growth assets to optimize returns

- South Prairie Region Assets
- Ozark Pipeline
- · Other non-core assets

Acquire to grow organically and monetize non-growth assets to redeploy capital & optimize returns

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# Abundant Free Cash Available for Redeployment **DENBRIDGE** Beyond 2019



Significant free cash flow beyond 2019 drives optionality to enhance shareholder value

# grow organically. minimize risk. streamline.



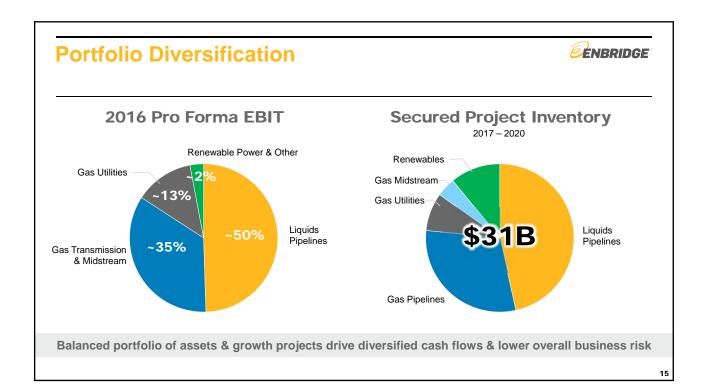
## **#1 Priority: Safety & Operational Reliability**

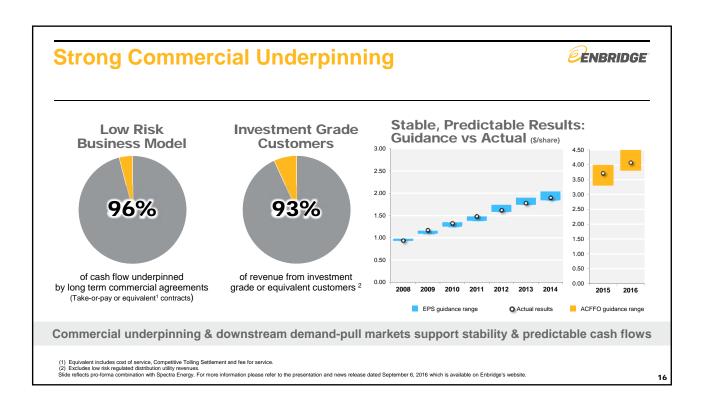


## **Key Program Elements**

- Management systems
- Governance structure
- Industry leadership and benchmarking
- Technology and research
- Safety culture
- Compliance and assurance

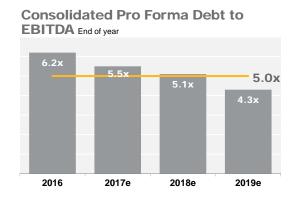


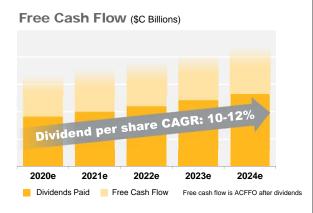




## **Financial Strength & Payout Flexibility**







Enbridge will maintain a strong financial position; strong balance sheet and low risk business profile to support conservative dividend coverage and payout flexibility

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## **Synergy Capture**

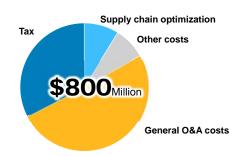


#### **Synergy Targets**

Stream	\$CAD MM
Cost	540
Тах	260

Timing	2017	2018	2019
Cost synergy capture	~50%	~80%	100%
Tax synergy capture	0%	0%	100%

#### Forecast annual run rate synergies by 2019



Integration advancing well; synergy capture on track with some longer term upside

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## **Ongoing Efficiencies & Synergies**



- Driving additional savings and efficiencies beyond initial synergy target
  - Reduced layers / increased spans of control / centralization
  - Supply chain optimization
  - Process & system standardization & simplification
  - Chief Transformation Officer oversight
- Identifying and executing on commercial synergies
  - Initial actions identified
  - Nothing included in deal economics

## **Sponsored Vehicles**



#### **Strategic** objectives:

#### **Simplification**

#### Detail:

- Eliminated one public vehicle (MEP)
- Streamlined DCP structure
- EEP restructured

#### Compelling Stand-Alone **Businesses**

- Visible embedded organic growth
- High-quality assets
- Low risk commercial

## structures

#### Differentiated **Investor Value Propositions**

- SEP Leading Gas Pipeline MLP
- EEP Leading Crude Oil MLP
- **ENF** Premium Canadian Infrastructure Income Fund
- DCP Leading Gas Midstream MLP

#### Minimize **Cost of Capital**

- Sponsored Vehicles self-fund on attractive terms
- Manageable IDR structures

Streamlining to create value for Enbridge and Sponsored Vehicle shareholders

# Summary

grow organically. minimize risk. streamline.



## **Key Priorities - Progress and Outlook**



#### grow organically.

- \$27B secured projects in execution
- Substantial ACFFO growth through 2019
- Oisciplined capital allocation
- Focused on organic growth

#### minimize risk.

- Focus on safety and reliability
- Diversification achieved
- Strong commercial underpinning
- ✓ Industry leading competitive position
- Financial strength and flexibility

#### streamline.

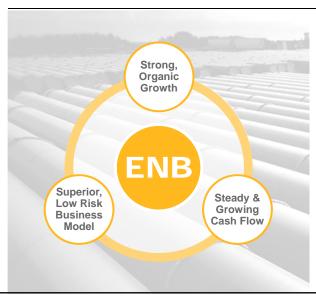
- Capturing cost synergies
- Active portfolio management
- Asset monetization
- ✓ Effective Sponsored Vehicles
- ✓ Additional synergies identification

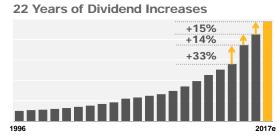
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# Value Proposition: Premium Shareholder Returns at Low Risk







**Total Shareholder Return** 



#### **Driving Long Term Dividend Growth ENBRIDGE Dividend / Share Outlook** Dividend per share CAGR: 10-12% • 15% dividend increase in 20171 • 10-12% annual dividend growth (2017-2024) Conservative payout ratio of 50% - 60% Dividend growth beyond 2020 supported by: Organic growth development projects Ongoing streamlining initiatives Tilted project returns Potential to gradually increase payout within 50-60% range 2016 2017E 2018E 2019E 2020E 2021E 2022E 2023E 2024E Confidence in 10 – 12% long term dividend growth outlook <sup>1</sup> Pro-rated based on transaction close date of February 27, 2017.

