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Incoming President and CEO,
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Highlights

- The energy systems we rely on today exist because previous generations invested before the need became urgent. They acted to give people energy choices and help communities thrive. The same responsibility now falls to us.
- The question is whether we will move with the speed, certainty and discipline required to turn that potential into projects, projects into investment, and investment into long-term prosperity. The next generation will inherit the systems we choose to build today. So let's ask ourselves. Do we have the foresight to build what they will need?
- Government and industry both have important roles to play. Governments help create the conditions for investment. Industry must bring forward credible projects, build strong Indigenous and community partnerships, and execute well.

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Built to Serve: How our history can shape Canada's future

Keynote address to the 2026 Canadian Gas Association's (CGA) Energy Week
Westin Harbour Castle, Toronto, ON, Canada *(check against delivery)*

Thank you Susanna.

I'm pleased to be following Premier Ford, who set the stage very well for my remarks and the conversations we'll be having over the next few days.

Why these systems were built

Well good morning, everyone.

It's certainly fitting that we're gathering here in Toronto.

We're quite near to where gas lamps first illuminated this city's streets in the 1840s.

That story really begins with customers who wanted more.

They were unhappy with the price, quality and reliability of the existing gas supply.

They wanted a better choice.

So they helped create Consumers Gas to provide a purer, more regular and less expensive supply.

The company was incorporated in 1848... helped Toronto grow in the years that followed... and joined the Enbridge family in the 1990s.

That story is just one example of something our industry has done throughout our history of service...

Respond to what customers and communities need.

People want energy that is affordable, safe and reliable...

And they want solutions that work for their homes, their businesses, and their communities.

We have many incredible stories to tell... like the birth of Consumers Gas ... about how we have stepped up in the past to plan, invest and build.

Let me remind you of just three more.

Building across the prairie

Our first story takes us to southern Alberta.

After a major natural gas discovery at Bow Island in 1909, Eugene Coste formed Canadian Western Natural Gas.

His goal was ambitious: bring that energy to larger communities across the southern part of the province.

Beginning in 1912, crews built a 270-kilometre pipeline from Bow Island through Lethbridge to Calgary.

It was a major undertaking across the open prairie using largely horse-drawn equipment.

The result was more than a new piece of infrastructure.

The new pipeline gave communities a more dependable source of energy for lighting, cooking, heating and for local businesses.

It gave customers another practical option to meet their energy needs.

Canadian Western Natural Gas, of course, would go on to become part of Canadian Utilities and later part of ATCO's corporate lineage.

And that story continues to evolve today, with ATCO, Canadian Utilities and Emera pursuing a proposed transaction that would bring together two companies whose histories are rooted in serving customers and communities.

Eugene Coste and those early builders could not have imagined every single future use for the system they were creating.

But they understood that communities needed reliable energy to grow.

Their foresight created options for the customers who followed.

And it reminds us that the choices people have tomorrow depend on the decisions we make today.

Around a kitchen table

Our second story begins around a kitchen table southwest of Calgary in the early '60s.

That's where a group of farmers facing high energy costs came together to design a community-owned solution.

Winter was looming.

So volunteers worked seven days a week, from sunrise to midnight, to get their system up and running.

By that Christmas, five households had natural gas.

Thirteen more were connected a year later.

And volunteers kept building.

Among them was grandmother Pollyanna Powell, who got down on her knees to glue together 30-foot lengths of plastic pipe.

The efforts of Pollyanna and her fellow volunteers helped lay the foundation for Alberta's gas co-operative movement that we know today as FedGas.

What I find especially powerful about this story is how personal it is.

For those families, energy was not a debate about systems or policy.

It was about whether their homes would be warm through an Alberta winter.

It was about dependable service and bills they could manage.

Not every connection begins with a major infrastructure project.

Like the FedGas story, some begin with neighbours sitting around a kitchen table, deciding they can solve a shared problem together.

Their answer was to organize, invest and build.

And in doing so, they gave their community an energy option that better met their needs.

The building never stopped

Utility building is not confined to the distant past.

Our last story begins in the early 2000s, when a new natural gas distribution system began taking shape in Nova Scotia.

Its first service line installation was to a single residential customer in Dartmouth.

Today, the Eastward Energy network continues to grow ...

Expanding to Halifax and other communities across Nova Scotia...

Serving homes, hospitals, universities and major industrial customers.

Eastward's origin story underlines an important point...

Customer choice is not only about preserving the options that already exist.

It also depends on extending dependable service so more people, institutions and businesses can choose the energy solution that meets their needs.

A hospital needs confidence that energy will be available when required.

A manufacturer needs reliable, competitively priced energy to operate and invest.

A family wants a safe and practical way to keep their home comfortable.

The lesson for today

The builders in each of these stories understood something important.

Every household and business deserves access to affordable energy.

When affordable energy is available, communities flourish.

And infrastructure often has to be built before the full demand arrives.

Across our history, investments were made so future customers would have options.

A lot has changed since then.

What hasn't changed are the expectations of the people we serve.

People want energy they can count on, costs they can manage and confidence that their homes, businesses and communities can grow.

Customer choice doesn't begin when someone turns on a light, heats a home or invests in a new facility.

It begins years earlier, when the infrastructure to support that choice is planned and built.

Canada's moment to build

That brings us to the opportunity in front of Canada today.

We have extraordinary resources, talented people and strong institutions.

Population growth, industrial development, electrification, AI and data centres are all driving growing energy demand.

That's why energy infrastructure can't be viewed as simply another project competing for capital.

It is enabling infrastructure.

It creates the conditions for growth across the broader economy.

We see that across Enbridge.

The Mainline system, the Dawn Hub, Ingleside and our growing renewable power business serve different needs, but they share a common objective...

Connecting supply with demand and helping people and communities thrive.

As I prepare to take on a broader role at Enbridge, that perspective has come into even sharper focus for me.

The energy systems we rely on today exist because previous generations invested before the need became urgent.

They acted to give people energy choices and help communities thrive.

The same responsibility now falls to us.

Meeting future demand will require natural gas, electricity, nuclear, liquids infrastructure, storage, renewable power and emerging technologies working together as an integrated system.

Natural gas has an important role in that system.

It serves homes, institutions and businesses directly, supports economic activity and plays a critical and unique role in overall system reliability.

The panel that follows my remarks this morning will be discussing gas-electric integration in more detail, but the broader point is straightforward.

Demand is growing.

And from the conversations many of us have been having across the investment community, there is real interest in Canada right now.

Investors see a country with the energy resources and expertise needed to help meet growing demand at home and around the world.

What they are looking for now is confidence that projects can move from proposal to execution.

Our opportunity is not simply to build more projects. It is to build the foundation for Canada's next generation of growth.

From momentum to execution

There is real momentum.

Over the past several months we've seen encouraging signals.

We're seeing renewed attention on competitiveness, investment attraction, permitting efficiency and the importance of building major projects.

But signals do not build infrastructure.

Investment does.

And investment depends on three things: speed, certainty and energy availability.

Investors need predictable processes, durable policy, credible paths to execution and clear answers to some basic questions:

Is energy capacity available?

How quickly can we connect?

What will it cost?

Can the system support our future growth?

Their decisions to invest in Canada depend on credible answers.

That's why energy projects must be planned and built before demand fully arrives.

Without infrastructure, customer choice becomes theoretical.

A family, business or manufacturer cannot choose an option that is unavailable, unreliable or too costly to use.

Canada has patient, long-duration capital suited to major infrastructure.

But capital follows confidence.

Government and industry both have important roles to play.

Governments help create the conditions for investment.

Industry must bring forward credible projects, build strong Indigenous and community partnerships, and execute well.

That work is not separate from customer choice.

It's what makes customer choice possible.

Every delay carries a cost for the homes, businesses and communities waiting for capacity.

Momentum matters.

But execution is what turns momentum into infrastructure, infrastructure into opportunity, and opportunity into long-term prosperity.

Building what comes next

The first gas streetlights near this venue remind us that every large energy system begins with a practical community need and customers looking for more and better choices.

Crews crossed the prairie to connect growing communities.

Rural families built their own co-operative system.

A new utility took shape to serve growing communities.

Those builders did not know exactly what future generations would require. But they understood the need, listened to customers, planned early, invested with purpose and acted.

We have what we need to succeed.

The question is no longer whether Canada has potential.

The question is whether we will move with the speed, certainty and discipline required to turn that potential into projects...

Projects into investment...

And investment into long-term prosperity.

That is how we protect customer choice...

By ensuring the infrastructure and integrated energy systems are in place before people and businesses need them.

The next generation will inherit the systems we choose to build today.

So let's ask ourselves:

Do we have the foresight to build what they will need?

Will we do what it takes to ensure customers decades from now can keep choosing energy that is affordable, safe and reliable?

We have done it before.

And I believe we can do it again.

Thank you.



Michele Harradence **Incoming President and CEO, Enbridge Inc.**

Michele Harradence is Executive Vice President and President, Gas Distribution and Storage.

Michele is responsible for the overall leadership and operations of the Enbridge Gas utilities, North America's largest integrated gas utility platform, serving 7.2 million homes, schools, hospitals and businesses in Canada and the United States. Prior to assuming her current role, Michele was the Chief Operations Officer for Enbridge's Gas Transmission & Midstream business unit, based in Houston, Texas.

She is a principled safety leader and has been integral to Enbridge's safety performance journey during her time with the company. Michele has more than 25 years of experience across the energy value chain, including the upstream, midstream, downstream, retail and oil and gas services sectors.

Before joining Enbridge in 2014, Michele worked for Shell for 16 years in roles of increasing responsibility, including General Manager of Shell's Sarnia Manufacturing Centre in Ontario.

Michele holds a degree in Mechanical Engineering from Queen's University in Kingston, Ontario, a law degree from the University of New Brunswick in Fredericton, and is a graduate of the Advanced Management Program at Harvard Business School.

She has successfully combined her engineering, legal and business expertise to become a strategic leader with a demonstrated track record of successful business and operational transformations. Michele is Chair of the Canadian Gas Association, a Board Member of the American Gas Association and past Chair of the Ontario Energy Association. She was recognized as one of the Top 50 Most Powerful Women in Oil and Gas in 2020, and one of the Most Powerful and Influential Women in 2024 by the National Diversity Council (U.S.).



Tomorrow is on.™

Enbridge delivers the energy that fuels quality of life.



At Enbridge, our goal is to be the first-choice energy delivery company in North America and beyond – for customers, communities, investors, regulators and policymakers, and employees.

We operate in five of the G7 countries – the U.S., Canada, the United Kingdom, France and Germany. As a diversified energy company, we believe we are uniquely positioned to help accelerate the global transition to a cleaner energy future. We're advancing new low-carbon energy technologies – including hydrogen, RNG, and carbon capture and storage – and are targeting net-zero emissions across our operations by 2050.

We also recognize the importance of a secure, reliable and affordable supply of energy. We safely connect millions of people around the world to the energy they rely on every day through our four core businesses – liquids pipelines, natural gas pipelines, gas utilities and storage, and renewable energy.

We move about 30% of the crude oil produced in North America, and load about 25% of American oil exports. We deliver about 20% of the natural gas consumed in the U.S., and have capacity to serve 25% of LNG export capacity on the Gulf Coast in the rapidly expanding North American LNG export market.

Enbridge operates North America's largest natural gas utility by both volume and customer count, and our interests in renewable energy projects in operation or under construction can generate about 8 GW of zero-emission energy.

Enbridge was selected to S&P Global's Sustainability Yearbook 2025, also receiving the Industry Mover distinction; we've been named to the Dow Jones Sustainability Indices' (DJSI) North American index 15 times, most recently in 2024; we've earned an A-minus climate change grade from the Carbon Disclosure Project (CDP) for five straight years, most recently in 2024; and we have been ranked among Canada's Top 100 Employers 22 times, most recently in 2025.

Enbridge Inc. is headquartered in Calgary, Canada. We have a workforce of about 16,000 people, primarily in the United States and Canada. Enbridge (ENB) is traded on the New York and Toronto stock exchanges.