



Welcome remarks: Michigan E3RT Exercise

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**Remarks to community members, elected officials,
regulatory agencies, union representatives,
and media members during Enbridge Enterprise
Emergency Response Team (E3RT) simulation drill at
St. Ignace, Michigan (Straits of Mackinac)**

Check against delivery

Intro

Good morning.

I've just come from the Incident Command Post where I spoke with our emergency response team and agency partners participating in today's exercise.

There was a huge amount of energy in the room – a beehive of activity.

In my job, I'm often asked what keeps me up at night.

By far it's an incident that affects the public, our staff or the environment.

That's why we've invested so much capital and put so much effort across our company to prevent incidents.

And it's why we're here, with key agencies, testing our emergency response plan for the Straits of Mackinac.

The objective of today's exercise is to learn from the experience and strengthen our emergency response capabilities.

Safety is our number one priority as a company and it's my #1 priority.

I convey the same message to all of our constituents: shareholders, communities, landowners and employees.

That's because if we're second rate on safety, we can't meet our responsibility to deliver the energy people need.

And our commitment to communities.

Enbridge in Michigan – since 1953

We've been a part of the community in Michigan since 1953 . . .

. . . almost as long as our Company has been around.

The energy we transport is vital to Michigan residents...

85% of Upper Peninsula and northern Michigan homes are heated by propane carried on Line 5.

And vital to the state's economy...

About 30% of the light crude moved by Line 5 stays in Michigan where it fuels transportation and powers industry.

Line 5 moves 14,000 bpd of light crude oil produced here in Michigan . . .

. . . and it's an important source of energy for Marathon's refinery in Detroit, which produces gasoline, jet fuel and other important products consumed here.

We're proud of our role in this community and how our staff are part of the fabric of this State and the Great Lakes.

We recognize that over time we'll transition to a lower carbon footprint . . .

. . . which is why we're also proud of the \$4B of investments we've made in renewable energy in North America.

Emergency response

As much as we are focusing on preventing incidents, we're also investing in and enhancing our response capabilities.

One example is our Enbridge Enterprise Emergency Response Team – or E3RT – that you'll see today.

This company-wide team gives us the ability to respond to events anywhere in North America.

It allows us to draw vast resources and capability from all parts of our organization.

Critical to E3RT is working within a Unified Command structure – with the Coast Guard, PHMSA, EPA, state agencies and local emergency responders.

The way we think of our emergency response capability is the last line of defense, like your car insurance policy.

We have to have it. We make sure we maintain it. We don't go cheap on it.

But we hope we never need it.

We want our E3RT unit to be the best-trained, best-prepared – ready for anything capability – but we also want it to be the least-used team at Enbridge.

How our approach has evolved

Just over 5 years ago now, we experienced a significant incident on Line 6B near Marshall.

That event was very difficult on the community.

And it shook our company.

Before Marshall, most people would have said Enbridge was one of the best, if not the best, liquids pipelines company.

People came to us for advice.

But Marshall caused us to take a long, hard look in the mirror. You can't go through something like that and not change, so we did.

I'm very proud of how we've evolved since 2010.

In the past I think our industry often rationalized incidents by saying that when you operate industrial assets, things are bound to happen.

That might be true, but I don't like hearing that.

We need to strive for zero incidents.

Prevention is key.

Over the past four years, we've executed the largest, most comprehensive inspection program of any pipeline in the world using the most sophisticated inspection tools available.

We've enhanced our operations and monitoring programs that provide multiple layers of protection.

Most importantly, we've focused our mindset towards what we do...

... in other words, the safety culture in our company.

It's a culture where your first worry, your first concern is how to protect people and the environment.

The best way for me to illustrate that is with two examples.

Line 55/59

A few weeks ago, we saw some oil on the ground near one of our pipelines in Missouri.

Our immediate response? Shut down the line – and for good measure, our line running right next to it.

We spent several days digging along the pipelines...

... inspecting them from every angle, looking for a possible source of the oil.

It turned out this wasn't a leak at all.

We found out the oil – in fact, not even crude oil -- had been dumped on our right-of-way.

These two lines are important conduits between Canada and the refining center in the Gulf Coast.

Shutting them down caused a temporary shortage – it cost our customers.

It cost us too – on digs and inspecting the pipe.

And it caused us to worry.

Would we have done anything differently?

Absolutely not.

We'd do exactly the same thing again.

If there's any doubt, we take the cautious approach.

Line 5

Line 5 offers another example.

We know how important these waterways are – and what they mean.

That crystallized for me last night – standing on the porch of The Grand Hotel, looking at the Bridge on a spectacular September evening.

I'd seen pictures – but they didn't prepare me for how it would feel to be here – and to hear from residents firsthand.

The message I gave them -- and my key message to you today – is this...

...We wouldn't operate Line 5 if we didn't believe it was safe.

We're taking every measure to make sure it stays that way.

If you think back to why Line 5 was built, it was to help get oil tankers off the Great Lakes, while delivering the energy required for a booming state economy.

It was built to extraordinary design requirements – and still exceeds today's standards for pipeline safety.

It was built by the same company, Merritt-Chapman & Scott, that built the Mackinac Bridge.

It has the thickest walled pipe in our entire North American system.

The pipe was tested to 1700 pounds per square inch; we operate it between 0 and 300 psi – so a large safety margin.

We monitor the system 24/7 and we can shut down and isolate the line immediately.

We perform rigorous inspections with divers, Remote Operated vehicles and the most advanced in-line inspection tools, similar to an MRI.

We're partnering with Michigan Technological University to develop even better underwater inspection technology.

And we're working with Michigan Tech's Great Lakes Research Center to advance our knowledge of the Straits.

As you'll know, we recently signed an agreement with the State of Michigan.

We heard the concerns of the state and its residents, and we've committed to continuing to ship only light crude through Line 5.

We've also heard that people want more information from us.

We're doing that . . .

. . . we're making our experts available to answer questions . . .

. . . and as we are today – we're creating opportunities to show you what we're doing and the pride and the care our people take in their work.

Closing

Let me close with this....

When it comes to our approach to safety and to communities, we want to be the industry leader.

Our goal is to lead and set new standards for performance.

The objective is not to meet regulatory standards, it's to be world class.

It's not always popular to be in the energy business . . .

. . . but we're very proud of what we do because energy is critical to life and our wellbeing as a society.

We value the time you're taking today to see what we're doing firsthand – as well as the opportunity to talk with you, answer your questions and hear your concerns.

We look forward to being able to demonstrate our commitment to safety for you today.