

Alliance Partnership Overview



Centuri Ops Roundtable June 2, 2026



Enbridge Gas

North America's largest natural gas distribution and storage company

We deliver the energy that enhances people's quality of life.

- **Values:** Safety, Integrity, Respect, Inclusion, High Performance.
- **Vision:** Your first-choice for resilient, sustainable, affordable energy solutions.
- **Distribution business:** Providing safe, affordable and reliable energy to 7.1 million customers in **seven jurisdictions:** Ontario, Quebec, Ohio, Utah, Idaho, Wyoming and North Carolina.
- **Gas supply:** The Wexpro Company develops and supplies a portion of natural gas supply to Enbridge Gas in Utah, Wyoming, and Idaho.
- **Storage:** 380.8 Bcf of natural gas storage capacity at the Dawn Hub, Canada's largest integrated underground storage facility and one of the top gas trading hubs in North America



The Foundation: Alliance Principles

- What the Alliance was built on

Alignment of Culture & Values

Safety. Work Safe. Home Safe.

Transparency, Trust & Cooperation

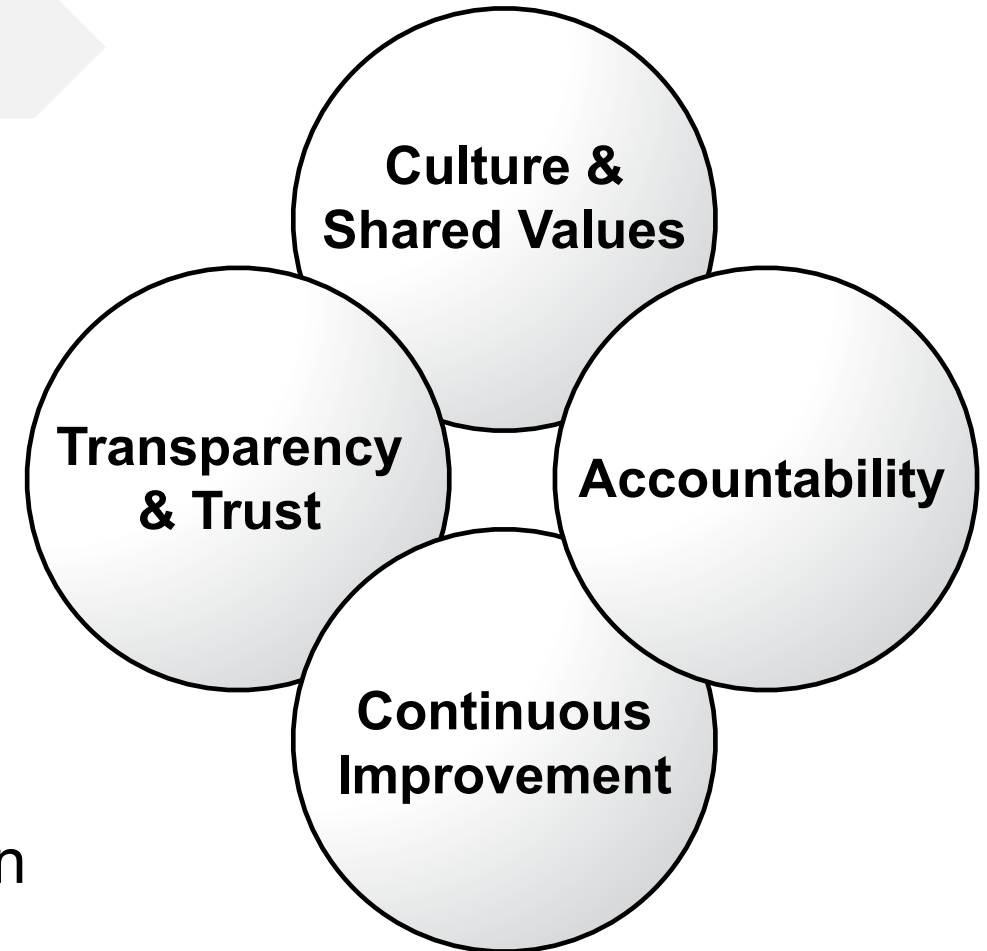
Open data, open dialogue

Accountability

Shared KPIs, joint reviews

Continuous Improvement

Collaboration, shared learning, optimization

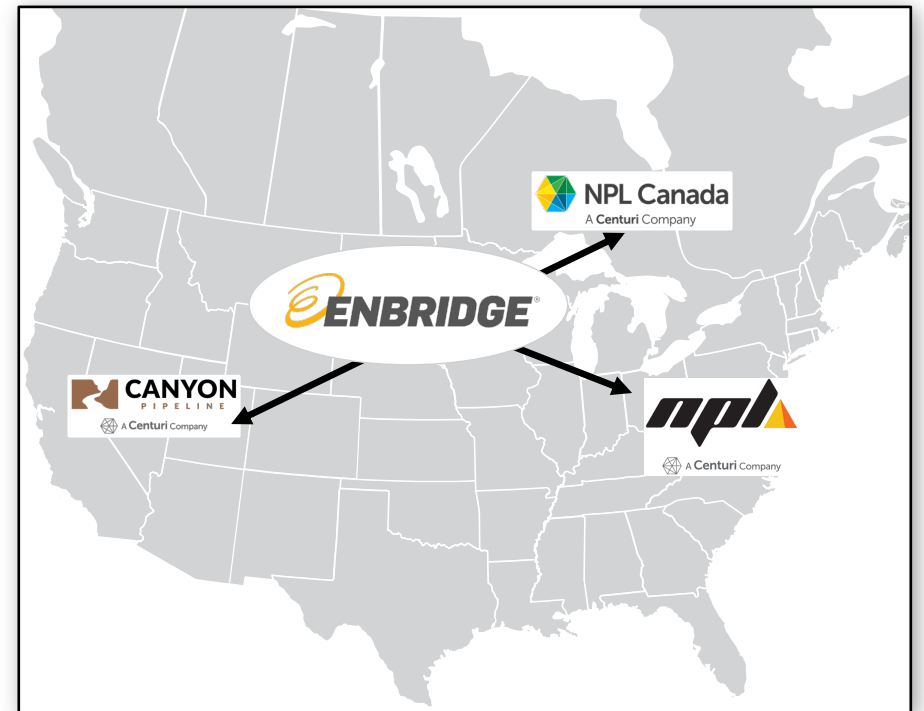


The Alliance Legacy

The alliance model is a long-term, performance-based partnership that aligns incentives and enable continuous improvement for all parties

• A Proven Model of Partnership

- Enbridge Ontario:
 - > Decades-long alliance partnership (since 1999)
 - > Transparent performance management
 - > Shared success
- Enbridge Utah & Canyon Pipeline:
 - > Trusted contractor relationship
 - > Transitioning into the Enbridge ecosystem.
- Enbridge Ohio & NPL:
 - > New contractor relationship
 - > Transitioning into the Enbridge ecosystem.



Alliance Partnership – Key Components



Governance Structure

Drive Alliance Partner Strategy
Contract oversight & consistent application
Relationship Management



Financial Structure

Pricing Models: Unit Cost, Contractor Cost, Target Pricing
Bundled Pricing – Service Installs
Managing contingency, FOH, & risk transparently



Performance Management

Balance Scorecard Approach
Metrics: Safety, Quality, Operational, & Financial
Optimization Initiatives

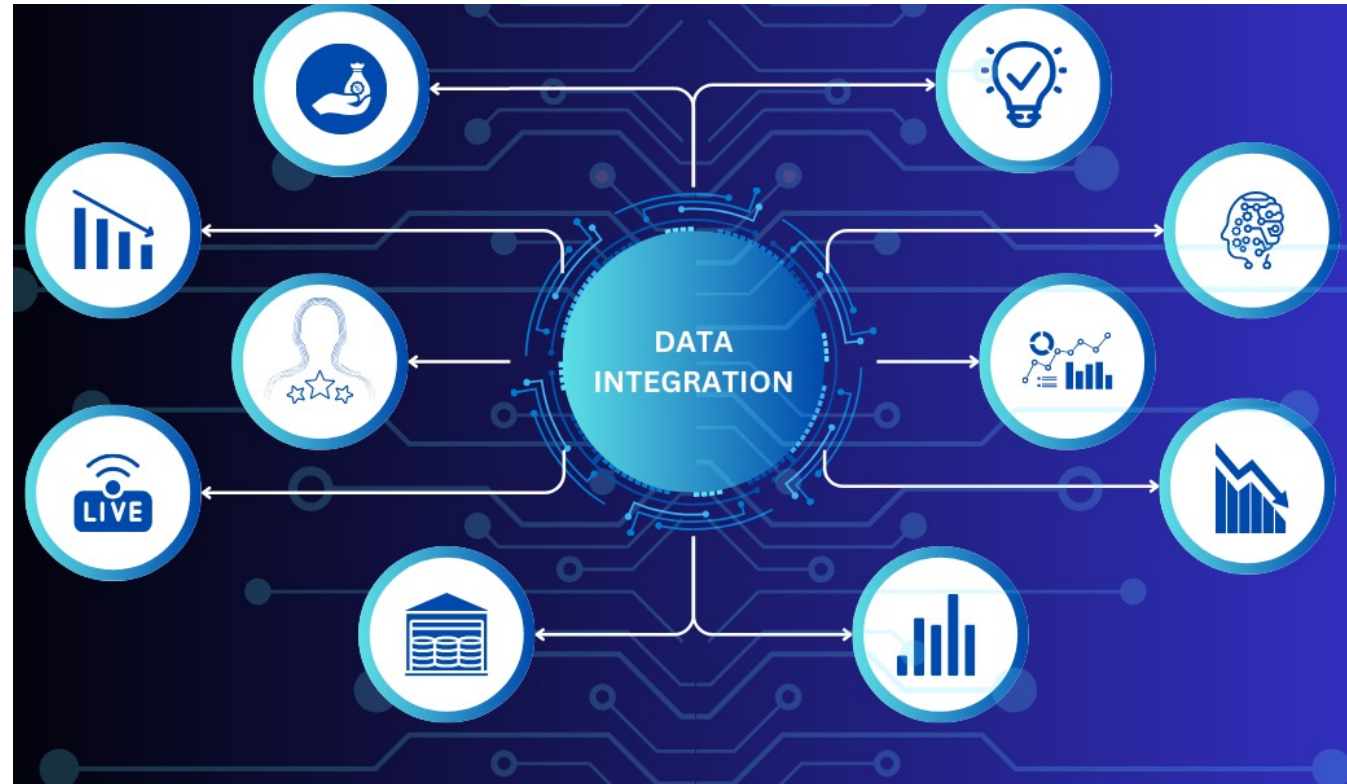


Incentive Mechanisms

Performance Bonus Structure based on mutual success
Productivity Incentives

Transparency & Data Integration

- Working from the same data
 - Shared access to:
 - Work management
 - Safety portals
 - GIS, records
 - Invoicing portal systems
 - Benefits:
 - Streamlined processes
 - Reduced disputes
 - Real-time visibility
 - Balanced focus on safety quality & cost



Alliance Mechanics

- The Mechanics Enabling Partnership



Operational Enablers

- ✓ Shared KPIs
- ✓ Open-book financials
- ✓ Facilitated invoicing (B2B)
- ✓ Integrated reporting
- ✓ Safety Culture alignment
- ✓ Cost-efficiency

Contractual Enablers

- ✓ Long-term agreements
- ✓ Risk/reward alignment
- ✓ Reduce contingency
- ✓ Joint steering committees
- ✓ Performance transparency
- ✓ Reduced administration & cost of frequent procurement (RFP process)



Scorecard: Performance & KPIs

- Measuring Success Together

- **Safety**

TRIF, Incident Reporting & Investigations, Collaborative Action Plans, LSR Violation

- **Quality**

Rework %, Audit Scores

- **Customer**

On-Time Delivery, Commitments Met

- **Productivity**

1% Productivity Savings, Billing & Invoicing Accuracy and Compliance



Operational Approach

Specific Geographic Areas and Scope of Work

- Reduction in Overhead Cost
- Reduction in Travel Cost
- AP's build strong relationships with Municipalities
- Specific job types and projects

System Integration

- Back Office / Admin efficiency
- Work Orders are assigned through the integrated system
- Auto Invoicing
- Material Clearing

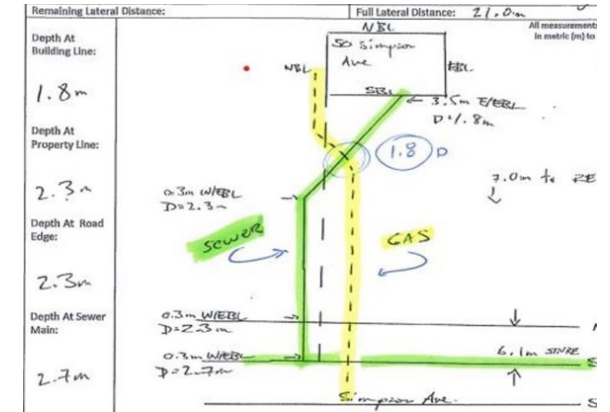
Collaboration Workload Forecasting & Resourcing

- Highly skilled workforce aligned with operational needs
- Ensuring correct staffing levels are set annually and work force retention

Value Added Benefits – Operationalizing Safety

Initiatives – Crossbore Mitigation:

- Assembled Leadership & SMEs from Construction, Alliance Partners, Sewer Safety, and Integrity to openly review our incidents:
 - Root cause analysis
 - Contributing factors
 - Recommended preventative actions reduce/eliminate risk if
- APs provided key input and lessons learned to support development of our Gas Installation & Sewer Lateral Processes & Procedures



Operationalizing Solutions & Innovations

- APs recognized the importance of managing the risk and committed to provide the PSSL service to manage this key dependency and mitigate the risk
- Through initial work done with NPL, we implemented the Pullback Inspection Camera as a secondary tool to assist in positive confirmation that there was no intersection with sewer infrastructure when using trenchless technology.

Example of Swaps developed by NPL to assist with improving a clear PICS video



Example of a PICS video showing what a cross bore would look like

Incident Investigation & Knowledge Sharing

- Learning without Boundaries

- The Process:

- Incident → Root Cause → Corrective Action → Lesson Shared → Prevention Across All Regions.

- Shared learnings make both regions more proactive and the system safer

- Exchanging lessons-learned in real time, results in technical procedure & operational process improvements that help to prevent repeat events, and support our “path to zero”.



Summary of Alliance Benefits

Enbridge

- Economies of Scale
- Improved Performance
- Financial Predictability
- Dependable Resourcing
- Continuous Improvement

Mutual Benefits

- Common Goals/Collaboration
- Strong Culture Safety & Quality
- Reduced Administration Costs
 - Investment in Systems, Processes & Procedures
 - Cost efficiencies
 - Operational & Financial Transparency

Contractors

- Investment Recovery
- Long term Commitment
- Improved Resourcing
- Cost Management – OH
- Continuous Improvement

• Transparency & Trust

• Accountability

• Continuous Improvement

• Organizational Culture

Q&A
