Jefferies
Copper & Base Metals Summit

October 7, 2020

Don Lindsay
President and Chief Executive Officer

Teck

Caution Regarding Forward-Looking Statements

Both these slides and the accompanying oral presentations contain certain forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995 and forward-looking information within the meaning of the Securities Act (Ontario) and comparable legislation in other provinces (collectively referred to herein as forward-looking statements). Forward-looking statements can be identified by the use of words such as “plans”, “expects” or “does not expect”, “is expected”, “budget”, “scheduled”, “estimates”, “forecasts”, “intends”, “anticipates” or “does not anticipate”, or “believes”, or variation of such words and phrases or state that certain actions, events or results “may”, “could”, “should”, “would”, “might” or “will” be taken, occur or be achieved. Forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of Teck to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements.

These forward-looking statements include, but are not limited to, statements concerning: the potential impact of the COVID-19 on our business and operations, including our ability to continue operations at our sites; our ability to manage challenges presented by COVID-19; focus and expectation of increasing margins in our steelmaking coal business unit; significant mine life extension potential at our Red Dog mine; anticipated Fort Hills debottlenecking opportunities; expectation of long life at our projects; future debottlenecking opportunities at our Fort Hills operation; expectation of strong long-term cash flows in steelmaking coal; targets and future expectations stated in the slide titled "Our Key Priorities"; expectation that QB2 will be a long-life, low-cost operation with significant expansion potential, the impact of QB2 on Teck’s portfolio balance and QB potential to become a top five global copper producer; benefits of the Neptune facility upgrade; EBITDA improvements targeted by our RACE21™ innovation-driven business transformation program; cost reduction program targets and timing of achieving those targets; expectations regarding our QB2 ramp-up, including but not limited to workforce and progress targets, cost, timing and schedule impacts of the COVID-19 related suspension; Neptune upgrade cost and timing expectations; expectation of lower cost base in our steelmaking coal business unit; our strong financial position; liquidity and availability of borrowings under our credit facilities and the QB2 project finance facility; timing of Teck’s next contributions to QB2 project capital; the statement that there is significant potential Teck share price upside; all projections and expectations regarding QB2 and QB3, including, but not limited to, those set out in the “Quebrada Blanca” Appendix (including, but not limited to, statements that QB2 will be a world class, low cost copper opportunity, timing of first production, long-life and expansion potential, mine life, projected copper production including Teck’s pro-forma copper exposure estimates, strip-ratios, costs (including C1 and AISC), reserves and resources, construction schedule, expansion and extension potential, all production, economic and financial projections regarding the QB2 project, impact of QB2 on Teck’s portfolio balance, potential resource upside, expectations and projections regarding QB3 including capacity, and all other projections and expectations regarding the project, including but not limited to expected cost impact of construction suspension); Teck’s long-term strategy goals; potential growth options; objectives and components of Teck's capital allocation framework, including a base dividend and potential supplemental shareholder distribution and maintenance of investment grade metrics; all guidance including but not limited to production, sales, cost, unit cost, capital expenditure, commodity price leverage, cost reduction and other guidance included in these slides or the accompanying oral presentation; our sustainability goals and the expectation that we will achieve them; the statement that Teck is well positioned for the low-carbon economy; Teck's path to carbon neutrality; Teck’s sustainability goals and management; water management targets and timing for achieving those goals; expectations for amount of investment in water management from 2020-2024; expectations for the benefits and timing of innovation and technology to achieve our sustainability goals; goals for our Elk Valley water treatment plan; expectation for timing and benefits for all of our sustainability and strategic priorities and goals and the initiatives related to those priorities and goals; the benefits of our innovation strategy and initiatives described under the “Technology and Innovation” Appendix and elsewhere; mine lives and duration of operations at our various mines and operations; growth potential for our steelmaking coal production, including our expectation that our coal reserves support approximately 27+ million tonnes of production in 2020 and beyond; strip ratio expectations; cost of sale targets and the impact of RACE21™ in our steelmaking coal business; benefits of VIP2 at our Red Dog operation; and expectations and forecasts for our products, business units and individual operations and projects.

The forward-looking statements are based on and involve numerous assumptions, risks and uncertainties and actual results may vary materially. These statements are based on assumptions, including, but not limited to, general business and economic conditions, interest rates, the supply and demand for, deliveries of, and the level and volatility of prices of, zinc, copper, coal, blended bitumen, and other primary metals, minerals and products as well as steel, oil, natural gas, petroleum, and related products, the timing of the receipt of regulatory and governmental approvals for our development projects and other operations and new technologies, our costs of production and production and productivity levels, as well as those of our competitors, power prices, continuing availability of water and power resources for our operations, market competition, the accuracy of our reserve estimates (including with respect to size, grade and recoverability) and the geological, operational and price assumptions on which these are based, conditions in financial markets, the future financial performance of the company, our ability to successfully implement our technology and innovation strategy, the performance of new technologies in accordance with our expectations, our ability to attract and retain skilled staff, our ability to procure equipment and operating supplies, positive results from the studies on our expansion projects, our coal and other product inventories, our ability to secure adequate transportation for our products, our ability to obtain permits for our operations and expansions, our ongoing relations with our employees and business partners and joint venturers, our expectations with respect to the carbon intensity of our operations, assumptions regarding returns of cash to shareholders include assumptions regarding our future business and prospects, other uses for cash or retaining cash. Our sustainability goals are based on a number of additional assumptions, including regarding the availability and effectiveness of technologies needed to achieve our sustainability goals and priorities; the availability of clean energy sources and zero-emissions alternatives for transportation on reasonable terms; our ability to implement new source control or mine design strategies and transition to seawater or low-quality water on commercially reasonable terms without impacting production objectives; our ability to successfully implement our technology and innovation strategy; and the performance of new technologies in accordance with our expectations. In addition, assumptions regarding the Elk Valley Water Quality Plan include assumptions that additional treatment will be effective at scale, and that the technology and facilities operate as expected. Reserve and resource life estimates assume the mine life of longest lived resource in the relevant commodity is achieved, assumes production at planned rates and in some cases development of as

Caution Regarding Forward-Looking Statements

yet undeveloped projects. Assumptions regarding the benefits of the Neptune Bulk Terminals expansion and other projects include assumptions that the project is constructed and operated in accordance with current expectations. Our anticipated RACE21™ related EBITDA improvements and associated costs assume that the relevant projects are implemented in accordance with our plans and budget and that the relevant projects will achieve the expected production and operating results, and are based on current commodity price assumptions and forecast sale volumes. Payment of dividends is in the discretion of the board of directors. Assumptions regarding QB2 include assumption of completion based on current project assumptions and assumptions regarding the final feasibility study. Assumptions are also included in the footnotes to the slides.

The forward-looking statements in this presentation and actual results will also be impacted by the effects of COVID-19 and related matters. The overall effects of COVID-19 related matters on our business and operations and projects will depend on how quickly our sites can safely return to normal operations, and on the duration of impacts on our customers and markets for our products, all of which are unknown at this time. Returning to normal operating activities is highly dependent on the progression of the pandemic and the success of measures taken to prevent transmission, which will influence when health and government authorities remove various restrictions on business activities.

Factors that may cause actual results to vary materially include, but are not limited to: extended COVID-19 related suspension of activities and negative impacts on our suppliers, contractors, employees and customers; extended delays in return to normal operations due to COVID-19 related challenges; changes in commodity and power prices, changes in market demand for our products; changes in interest and currency exchange rates; acts of governments and the outcome of legal proceedings; inaccurate geological and metallurgical assumptions (including with respect to the size, grade and recoverability of mineral reserves and resources); unanticipated operational difficulties (including failure of plant, equipment or processes to operate in accordance with specifications or expectations, cost escalation, unavailability of materials and equipment, government action or delays in the receipt of government approvals, industrial disturbances or other job action, adverse weather conditions and unanticipated events related to health, safety and environmental matters); union labour disputes; political risk; social unrest; failure of customers or counterparties (including logistics suppliers) to perform their contractual obligations; changes in our credit ratings; unanticipated increases in costs to construct our development projects, difficulty in obtaining permits; inability to address concerns regarding permits of environmental impact assessments; current and new technologies relating to our Elk Valley water treatment efforts and other sustainability goals and targets may not perform as anticipated or may not be available, and ongoing monitoring may reveal unexpected environmental conditions requiring additional remedial measures; and changes or further deterioration in general economic conditions. EBITDA improvements may be impacted by the effectiveness of our projects, actual commodity prices and sales volumes, among other matters. QB2 timing may be impacted by delays in obtaining permits and other approvals. Timing of first production at QB2 may be impacted by continued suspension of construction due to COVID-19.

We assume no obligation to update forward-looking statements except as required under securities laws. Further information concerning risks and uncertainties associated with these forward-looking statements and our business can be found in our Annual Information Form for the year ended December 31, 2019, filed under our profile on SEDAR (www.sedar.com) and on EDGAR (www.sec.gov) under cover of Form 40-F, as well as subsequent filings. Please see our second quarter management's discussion and analysis dated July 22, 2020 for further information concerning the guidance in this presentation.

QB2 Project Disclosure

All economic analysis with respect to the QB2 project based on a development case which includes inferred resources within the life of mine plan, referred to as the Sanction Case, which is the case on which Teck based its development decision for the QB2 project. Inferred resources are considered too speculative geologically to have the economic considerations applied to them that would enable them to be categorized as mineral reserves. Inferred resources are subject to greater uncertainty than measured or indicated resources and it cannot be assumed that they will be successfully upgraded to measured and indicated through further drilling. Nonetheless, based on the nature of the mineralization, Teck has used a mine plan including inferred resources as the development mine plan for the QB2 project.

The economic analysis of the Sanction Case, which includes inferred resources, may be compared to economic analysis regarding a hypothetical mine plan which does not include the use of inferred resources as mill feed, referred to as the Reserve Case, and which is set out in Appendix slides "QB2 Project Economics Comparison" and "QB2 Reserves and Resources Comparison".

The scientific and technical information regarding the QB2 project and Teck's other material properties was prepared under the supervision of Rodrigo Marinho, P. Geo, who is an employee of Teck. Mr. Marinho is a qualified person, as defined under National Instrument 43-101.

Sustainability Leadership
Teck's Performance on Top ESG Ratings

MSCI

- **"A" rating since 2013** (scale of CCC – AAA)
- Outperforming all 10 of our largest industry peers

SUSTAINALYTICS

- **Ranked in the 100th percentile**
- Top ranked diversified metals mining company

MEMBER OF Dow Jones Sustainability Indices In Collaboration with RobecoSAM

- **Top-ranked mining company** 2019 World & North American Indices
- In the index for 10 consecutive years

ICMM International Council on Mining & Metals | MINING WITH PRINCIPLES

- **ICMM member company**
- Aligning with enhanced Mining Principles

vigeoeiris

2020 GLOBAL100

- The only mining company included

2020 Bloomberg Gender-Equality Index

ISS QualityScore

Quality Operating Assets in Stable Jurisdictions

STEELMAKING COAL
Elk Valley Mines

- Long life
- High quality steelmaking coal
- Low carbon intensity
- ~$27 billion of Adjusted EBITDA since the Fording acquisition[1]
- Focus on increasing margins

COPPER
Antamina, Highland Valley, Carmen de Andacollo

- Long life
- Competitive cost
- Low carbon intensity
- Strong growth through QB2

ZINC
Red Dog

- Long life
- Bottom quartile of cost curve
- Strong market position
- Significant mine life extension potential at Aktigiruq

ENERGY
Fort Hills

- Long life
- Higher quality, lower carbon intensity product
- Low operating costs expected at full production
- Future debottlenecking opportunities of 10-20%

Foundation on health and safety and sustainability leadership

Long-Term Strategy: Copper Growth from Steelmaking Coal and Zinc

We are implementing a copper growth strategy,
financed by strong cash flows from steelmaking coal and zinc

COPPER

- Building QB2: long-life, low-cost operation with major expansion potential
- Strong base of existing copper operations
- Growth aligned with rising global demand for copper driven by low-carbon shift

STEELMAKING COAL

- Strong long-term cash flow
- Growing margins, not volume
- One of the lowest carbon intensities in the world

ZINC

- Maximizing value from Red Dog, one of the highest grade zinc mines in the world

Our Key Priorities

- **QB2** is a long-life, low-cost operation with significant expansion potential
- Rebalances our portfolio over time
- QB has potential to become a top five global copper producer

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- Our **Neptune facility upgrade** secures a long term, low cost and reliable supply chain for our steelmaking coal business
- Helps us deliver on our commitments to shareholders and customers

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- **RACE21™** is our innovation-driven business transformation program
- Targeting ~$1 billion[1] in ongoing annualized EBITDA[2] improvements

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- Company-wide **cost reduction program** underway
- Increased total targeted reductions to ~$1 billion[3]

Focus on health and safety and sustainability leadership

QB2 Value Creation

Delivers on Copper Growth Strategy

- Rebalances Teck's portfolio over time to make the contribution from copper similar to steelmaking coal
- World class, low cost copper opportunity in an excellent geopolitical jurisdiction
- First production expected in H2 2022
- Large, long life deposit with expansion potential (QB3)
- QB2 partnership and financing plan dramatically reduces Teck’s capital requirements

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Photo: QB2 Concentrator Grinding Area; Placement of SAG Mill Components.

QB2 Update

Steady ramp up of the construction workforce to pre-COVID levels continuing

- Construction activities partially suspended in mid-March
- Strict COVID-19 protocols in place to protect the health and safety of our workers and communities where we operate
- Initial ramp-up focused on high value low density work
- Continued to advance permitting, procurement, manufacturing and the transportation/delivery of materials during partial suspension
- Over 6,000 people currently on site, targeting 8,000+ by end of October
- Aim to achieve overall project progress of ~40% by year end

Ultimate cost and schedule impact will depend on achieving current ramp-up plans

- Assuming a staged ramp-up through Q3 2020, the aggregate estimated impact from the suspension is expected to be ~US$260-290 million, excluding interest, with a schedule delay of ~5-6 months
- In addition, we expect to construct more camp space at an incremental cost of ~US$25-40 million that would not have been required absent COVID-19
- Should ramp up be delayed due to unexpected COVID-19 impacts, each additional month of partial suspension is expected to have an additional cost impact of ~US$25-35 million and one month of additional schedule delay

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Neptune Facility Upgrade

- Continue to advance the facility upgrade project; major equipment deliveries remain on track
- To date, COVID-19 related issues have not substantially impacted works on the critical path
- Expect the new ship loader, stacker / reclaimer and single dumper replacement to be commissioned around year end
  - Terminal capacity will increase as new equipment comes on line
- Completion of construction expected in Q1 2021

Secures a long term, low cost and reliable supply chain for our steelmaking coal business

Neptune EMS Stacker/Reclaimer Assembly, Victoria BC, May 2020.

Steelmaking Coal Business Progress

- Shifting our cost base lower due to:
  - Declining strip ratio
  - Elkview plant expansion
  - Cardinal River closure
  - Cost Reduction Program
  - RACE21™

- Agreement in principle with Westshore Terminals for shipment of 32.25 Mt of steelmaking coal from April 1, 2021

Senior Management Team Changes

- Appointed three experienced senior executives:
  - **Harry “Red” Conger**, Executive Vice President and Chief Operating Officer
  - **Jonathan Price**, Senior Vice President and Chief Financial Officer
  - **Nicolas Hooper**, Senior Vice President, Corporate Development

- Appointed five vice presidents:
  - **Alejandro Vásquez**, Vice President, South America
  - **Justine Fisher**, Vice President and Treasurer
  - **Amber Johnston-Billings**, Vice President, Communities, Government Affairs and HSEC Systems
  - **Jeff Hanman**, Vice President, Office of the CEO
  - **Doug Brown**, Vice President, Corporate Affairs

Further strengthens our senior management team as we advance our key priorities: QB2 project, Neptune facility upgrade, RACE21™, cost reduction program

Strong Financial Position

Further Strengthened Liquidity

- C$6.9 billion of liquidity[1] as at July 22, 2020, including $430 million in cash
- US$5.0 billion available through two committed revolving credit facilities
  - US$4.0 billion maturing November 2024 and new US$1.0 billion maturing June 2022
  - US$4.8 billion available as at July 22, 2020
  - Neither facility has a cash-flow based financial covenant, credit rating trigger, or general material adverse effect borrowing condition clause

Executing our Prudent QB2 Funding and Financing Plan

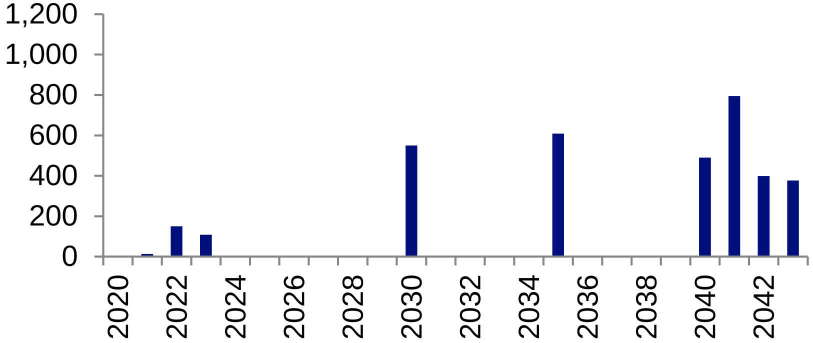
- US$2.5 billion QB2 project finance facility; US$563 million drawn as at July 22, 2020
- No contributions to project capital from Teck expected until the first half of 2021

Maintaining Investment Grade Credit Ratings

Reduced Near-Term Debt Maturities

- Issued US$550 million of 3.9% 10-year senior unsecured notes
- Purchased US$268 million of 2021, 2022 and 2023 Notes and paid down our US$4 billion credit facility
- The combination of these items was leverage neutral

Note Maturity Profile as at June 30, 2020 (C$M)



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Summary

- Quality operating assets in stable jurisdictions
- Copper growth strategy - funded and being implemented
- Continuing to advance our key priorities to generate long term value for shareholders:
  1. QB2 Project
  2. Neptune Facility Upgrade
  3. RACE21™
  4. Cost Reduction Program

Significant potential Teck share price upside

QB2 Concentrator Grinding Area

Appendix

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Notes

Slide 5: Quality Operating Assets in Stable Jurisdictions

1. Adjusted EBTIDA generated from October 1, 2008 to June 30, 2020. This reflects the change in accounting policy to capitalize stripping from January 1, 2013. Waste rock stripping costs incurred in the production phase of a surface mine are recorded as capitalized production stripping costs within property, plant and equipment when it is probable that the stripping activity will improve access to the orebody when the component of the orebody or pit to which access has been improved can be identified, and when the costs relating to the stripping activity can be measured reliably. When the actual waste-to-ore stripping ratio in a period is greater than the expected life-of-component waste-to-ore stripping ratio for that component, the excess is recorded as capitalized production stripping costs. Adjusted EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides and “Use of Non-GAAP Financial Measures” section of the Q2 2020 news release for further information.

Slide 7: Our Key Priorities

1. Based on commodity prices at December 31, 2019 and assumed to remain in effect through 2020: steelmaking coal US$136.50 per tonne, copper US$2.79 per pound, zinc US$1.04 per pound and a C$/US$ exchange rate of $1.30.
2. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides and “Use of Non-GAAP Financial Measures” section of the Q2 2020 news release for further information.
3. Our cost reduction program was launched at the beginning of Q4 2019 and is scheduled to end on December 31, 2020. Cost reductions are expressed as reductions from planned spending as at June 2019.

Slide 13: Strong Financial Position

1. As at June 22, 2020.

COVID-19 Response

COVID-19 Response: Five Pillar Approach

Prevention	Employee Support	Communities & Public Health	Business Continuity	Communication

- Nothing is more important than the **health and the safety of our employees, contractors and the communities** where we operate
- **Following the most up-to-date direction** from governments and public health authorities
- **Implementing extensive measures** across our operations to prevent transmission, providing support to employees and local communities, and maintaining operations to the extent possible
- With our **strong balance sheet**, we are well positioned to weather the effects of the pandemic

Supporting Global and Community Priorities

$20-million fund to support COVID-19 response building on our existing programs

COVID-19 Support

Supporting healthcare providers and infection control

Supporting international relief and regional organizations to protect food security

Support for women, Indigenous peoples, other vulnerable groups

Existing Teck Programs

Teck’s Copper & Health Program

Teck’s Zinc & Health Program

UN Women Partnership

Teck

Quebrada Blanca

Photo: Concentrator
Grinding Area

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QB2 Capital Estimate Updated April 1, 2020

Capital cost does not include impact of COVID-19

- Engineering, Contract Formation and Procurement approaching 100% and in close out
- Includes actual contract and purchase order pricing
- Majority of construction permits secured
- Visibility on contractor productivity

Current Estimate[1]

Capital Cost (inc. escalation)

US$5.2B

To-go April 1, 2020

US$3.9B

Exchange Rate

775 CLP:USD

Contingency (included)

~US$400M

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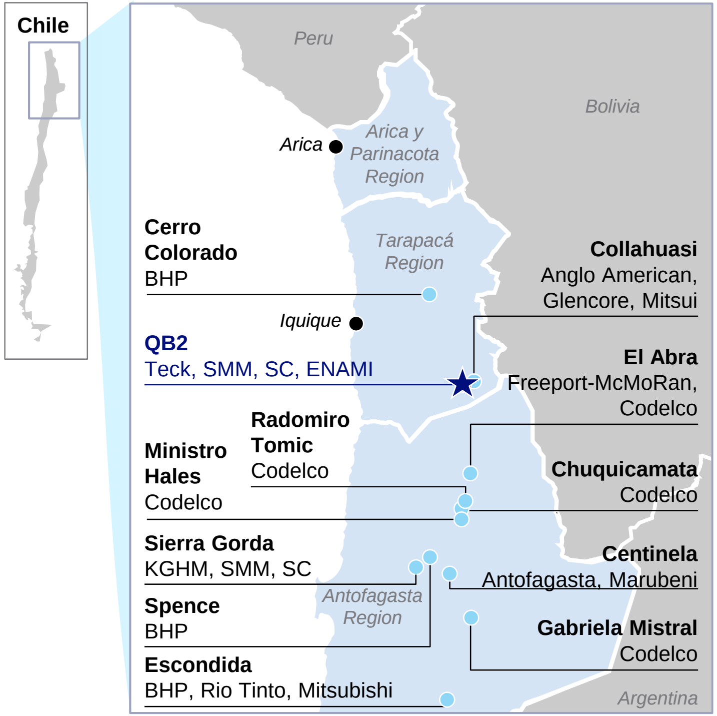
QB2 Project

Executing on a world class development asset

Highlights

- ✓ Vast, long life deposit in favourable jurisdiction
- ✓ Very low strip ratio
- ✓ Low all in sustaining costs (AISC)[1]
- ✓ Potential to be a top 20 producer
- ✓ High grade, clean concentrates
- ✓ Significant brownfield development
- ✓ Community agreements in place and strong local relationships
- ✓ Fully sanctioned and construction well underway
- ✓ Expansion potential (QB3) with potential to be a top 5 producer

Location



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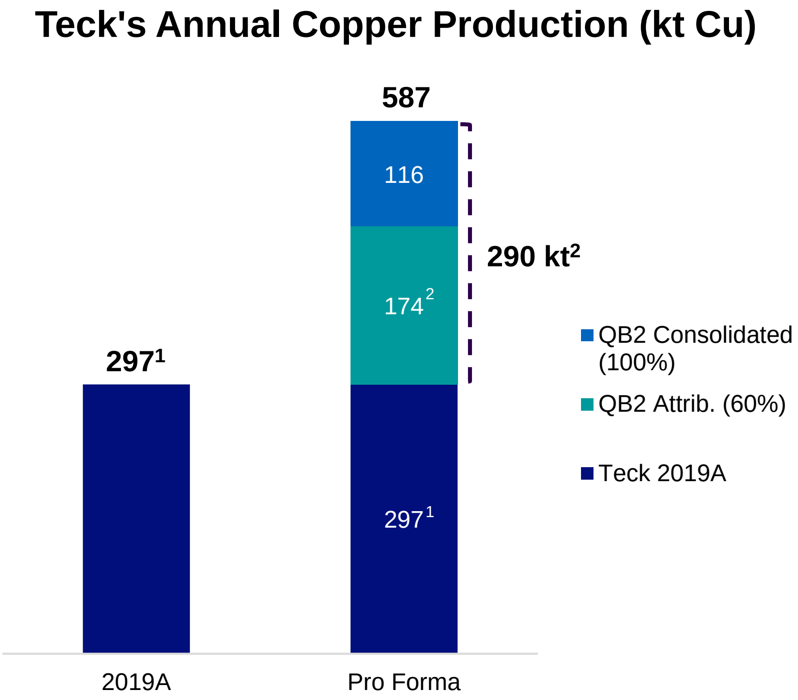
QB2 Rebalances Teck's Portfolio

Delivers on copper growth strategy

- Rebalances Teck's portfolio over time to make the contribution from copper similar to steelmaking coal
- On a consolidated basis copper production is doubled
- On an attributable basis copper production increases by ~60%
- Based on expected long term prices for copper and steelmaking coal, increased copper production could reduce steelmaking coal to below 50% of EBITDA[3] over time
- QB3 and other copper development projects could further increase copper exposure and diversification



Based on Sanction Case (Including 199 Mt Inferred Resources)
Refer to "QB2 Project Economics Comparison" and "QB2 Reserves and Resources Comparison" slides for Reserve Case (Excluding Inferred Resources)
The description of the QB2 project Sanction Case includes inferred resources that are considered too speculative geologically to have the economic considerations applied to them that would enable them to be categorized as mineral reserves. Inferred resources are subject to greater uncertainty than measured or indicated resources and it cannot be assumed that they will be successfully upgraded to measured and indicated through further drilling.

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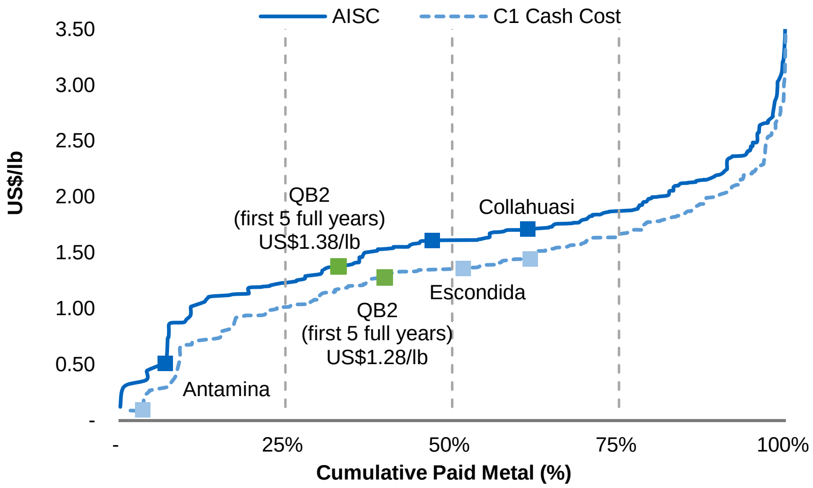
QB2's Competitive Cost Position

Competitive Operating Cost & Capital Intensity

- Given the exceptionally low strip ratio, consistent grade profile, compact site layout, and high level of automation, QB2 is expected to have attractive and relatively stable operating costs
- Exceptional strip ratio of 0.70 LOM, meaning for every one tonne of ore mined, only 0.70 tonnes of waste need to be mined (0.44 over first 5 full years)
  - Compares to other world class asset strip ratios of 3.5 for Antamina, 3.1 for Collahuasi, and 2.5 for Escondida[1]
  - Major benefit to sustaining capital since it reduces mobile fleet size and replacement costs

Low Cash Cost Position

C1 Cash Cost[2] & AISC[3] Curve[1] (US$/lb, 2023E)



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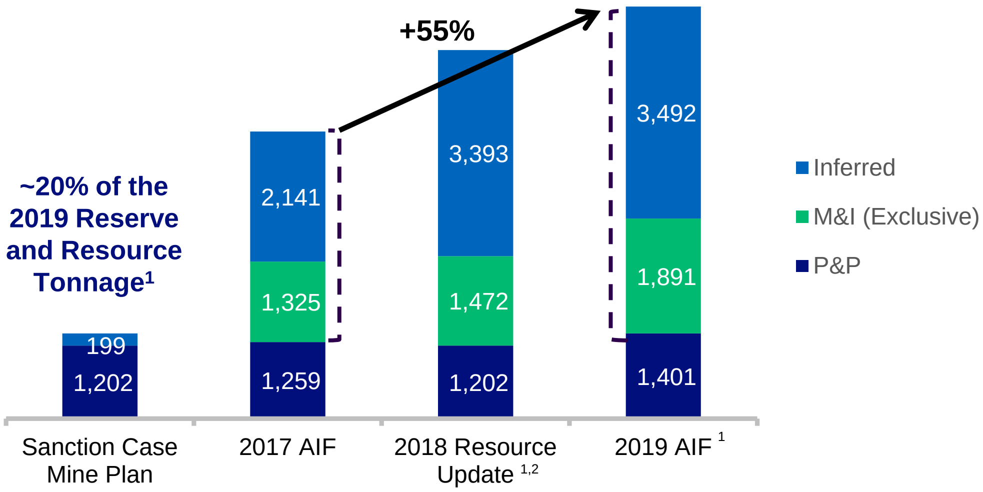
Vast, Long Life Deposit at Quebrada Blanca

QB2 Uses Only ~20% of R&R[1]

- Resources exclusive of Reserves increased 55% from 2017 to the 2019 Reserves and Resources Tonnage[1]
- Initial 28 year mine life processes ~20% of the 2019 Reserve and Resource Tonnage[1]
- Deposit is capable of supporting a very long mine life based on throughput rate of 143 ktpd by utilizing further tailings capacity at already identified sites
- Actively evaluating potential options to exploit value of full resource through mill expansion and / or mine life extension
- Beyond the extensive upside included in the defined QB deposit, the district geology is highly prospective for exploration discovery and resource addition. Mineralization is open in multiple directions

Extension Potential

Reserve and Resource Tonnage (Mt)



QB2 Project Economics Comparison

		Reserve Case[1]	Sanction Case[2]
Mine Life	Years	28	28
Strip Ratio			
First 5 Full Years		0.16	0.44
LOM[3]		0.41	0.70
C1 Cash Cost[4]			
First 5 Full Years	US$/lb	$1.29	$1.28
LOM[3]	US$/lb	$1.47	$1.37
AISC[5]			
First 5 Full Years	US$/lb	$1.40	$1.38
LOM[3]	US$/lb	$1.53	$1.42

The description of the QB2 project Sanction Case includes inferred resources that are considered too speculative geologically to have the economic considerations applied to them that would enable them to be categorized as mineral reserves. Inferred resources are subject to greater uncertainty than measured or indicated resources and it cannot be assumed that they will be successfully upgraded to measured and indicated through further drilling.

QB2 Reserves and Resources Comparison

Reserve Case (as at Nov. 30, 2018)[1,2]

RESERVES	Mt	Cu Grade %	Mo Grade %	Silver Grade ppm
Proven	476	0.51	0.018	1.40
Probable	924	0.47	0.019	1.25
Reserves	**1,400**	**0.48**	**0.018**	**1.30**

RESOURCES (EXCLUSIVE OF RESERVES)[3]	Mt	Cu Grade %	Mo Grade %	Silver Grade ppm
Measured	36	0.42	0.014	1.23
Indicated	1,558	0.40	0.016	1.14
M&I (Exclusive)	**1,594**	**0.40**	**0.016**	**1.14**
Inferred	3,125	0.38	0.018	1.15

Sanction Case (as at Nov. 30, 2018)[2,4]

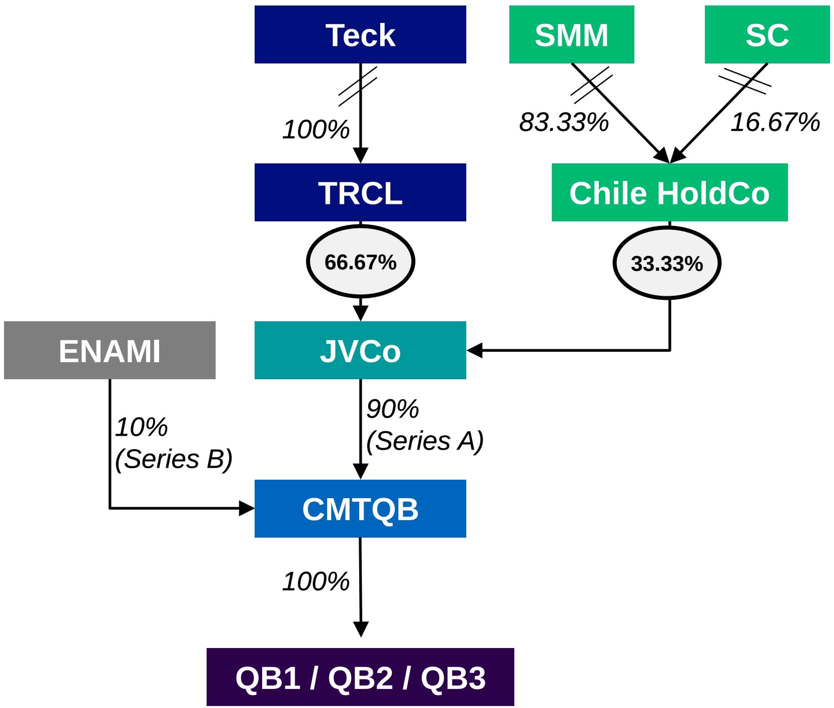
RESERVES	Mt	Cu Grade %	Mo Grade %	Silver Grade ppm
Proven	409	0.54	0.019	1.47
Probable	793	0.51	0.021	1.34
Reserves	**1,202**	**0.52**	**0.020**	**1.38**

RESOURCES (EXCLUSIVE OF RESERVES)[5]	Mt	Cu Grade %	Mo Grade %	Silver Grade ppm
Measured	36	0.42	0.014	1.23
Indicated	1,436	0.40	0.016	1.13
M&I (Exclusive)	**1,472**	**0.40**	**0.016**	**1.14**
Inferred	3,194	0.37	0.017	1.13
+ Inferred in SC pit	199	0.53	0.022	1.21

ENAMI Interest in Quebrada Blanca

- The government of Chile owns a 10% non-funding interest in Compañía Minera Teck Quebrada Blanca S.A. (CMTQB) through its state-run minerals company, Empresa Nacional de Minería (ENAMI)
- ENAMI has been a partner at QB since 1989 and is a 10% shareholder of Carmen de Andacollo
- ENAMI is not required to fund QB2 development costs
- Project equity funding in form of:
  - 25% Series A Shares
  - 75% Shareholder Loans
- Until shareholder loans are fully repaid, ENAMI is entitled to a minimum dividend, based on net income, that approximates 2.0-2.5% of free cash flow
  - Thereafter, ENAMI receives 10% of dividends / free cash flow
- ENAMI is entitled to board representation

Organizational Chart



Quebrada Blanca Accounting Treatment

Balance Sheet

- 100% of project spending included in property, plant and equipment
- Debt includes 100% of project financing
- Total shareholder funding to be split between loans and equity approximately 75%/25% over the life of the project
- Sumitomo (SMM/SC)[1] contributions will be shown as advances as a non-current liability and non-controlling interest as part of equity
- Teck contributions, whether debt or equity eliminated on consolidation

Income Statement

- Teck's income statement will include 100% of QB's revenues and expenses
- Sumitomo's[1] 30% and ENAMI's 10% share of profit will show as profit attributable to non-controlling interests

Cash Flow

- 100% of project spending included in capital expenditures
- In 2019, Sumitomo[1] contribution recorded within financing activities and split approximately 50%/50% as:
  - Loans recorded as "Advances from Sumitomo"
  - Equity recorded as "Sumitomo Share Subscriptions"
- 100% of draws on project financing included in financing activities
- After start-up of operations
  - 100% of profit in cash flow from operations
  - Sumitomo's[1] 30% and ENAMI's 10% share of distributions included in non-controlling interest

Notes - Appendix: Quebrada Blanca

Slide 21: QB2 Capital Estimate Updated April 1, 2020

1. On a 100% go forward basis from January 1, 2019 including escalation and excluding working capital or interest during construction using actual realized exchange rates until March 30, 2020 and assuming a CLP/USD exchange rate of 775 from April 1, 2020. To Go Capital is expressed from April 1, 2020. Includes approximately US$400 million in contingency. First production based on a P80 project schedule.

Slide 22: QB2 Project

1. All-in sustaining costs (AISC) are net cash unit costs (also known as C1 cash costs) plus sustaining capital expenditures. Net cash unit costs are calculated after cash margin by-product credits assuming US$10.00/lb molybdenum and US$18.00/oz silver. Net cash unit costs for QB2 include stripping costs during operations. AISC, Net cash unit cost and cash margins for by-products are non-GAAP financial measures which do not have a standardized meanings prescribed by International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Principles in the United States. These measures may differ from those used by other issuers and may not be comparable to such measures as reported by others. These measures are meant to provide further information about our financial expectations to investors. These measures should not be considered in isolation or used in substitute for other measures of performance prepared in accordance with IFRS. For more information on our calculation of non-GAAP financial measures please see our Management's Discussion and Analysis for the year ended December 31, 2018, which can be found under our profile on SEDAR at www.sedar.com.

Slide 23: QB2 Rebalances Teck's Portfolio

1. We include 100% of the production and sales from QB and Carmen de Andacollo mines in our production and sales volumes because we fully consolidate their results in our financial statements. We include 22.5% of production and sales from Antamina, representing our proportionate equity interest in Antamina. Copper production includes cathode production at QB.
2. Based on QB2 Sanction Case first five full years of copper production.
3. EBITDA is a non-GAAP financial measure. See "Non-GAAP Financial Measures" slides.

Slide 24: QB2's Competitive Cost Position

1. Source: Wood Mackenzie.
2. C1 cash costs (also known as net cash unit costs) are presented after by-product credits assuming US$10.00/lb molybdenum and US$18.00/oz silver. C1 cash costs for QB2 include stripping costs during operations. Net cash unit costs and C1 cash costs are non-GAAP financial measures. See "Non-GAAP Financial Measures" slides.
3. All-in sustaining costs (AISC) are net cash unit costs (also known as C1 cash costs) plus sustaining capital expenditures. Net cash unit costs are calculated after cash margin by-product credits assuming US$10.00/lb molybdenum and US$18.00/oz silver. Net cash unit costs for QB2 include stripping costs during operations. AISC. Net cash unit cost and cash margins for by-products are non-GAAP financial measures. See "Non-GAAP Financial Measures" slides.

Slide 25: Vast, Long Life Deposit at Quebrada Blanca

1. Resources figures as at November 30, 2018. Resources are reported separately from, and do not include that portion of resources classified as reserves. See "QB2 Reserves and Resources Comparison" slide for further details.
2. Based on sanction case mine plan tonnage.

Slide 26: QB2 Project Economics Comparison

1. Based on go-forward cash flow from January 1, 2017. Based on all equity funding structure.
2. Based on go-forward cash flow from January 1, 2019. Based on optimized funding structure.
3. Life of Mine annual average figures exclude the first and last partial years of operations.
4. C1 cash costs are presented after by-product credits assuming US$10.00/lb molybdenum and US$18.00/oz silver. Net cash unit costs are consistent with C1 cash costs. C1 cash costs for QB2 include stripping costs during operations. Net cash unit costs and C1 cash costs are non-GAAP financial measures. See "Non-GAAP Financial Measures" slides.
5. All-in sustaining costs (AISC) are net cash unit costs (also known as C1 cash costs) plus sustaining capital expenditures. Net cash unit costs are calculated after cash margin by-product credits assuming US$10.00/lb molybdenum and US$18.00/oz silver. Net cash unit costs for QB2 include stripping costs during operations. AISC, Net cash unit cost and cash margins for by-products are non-GAAP financial measures. See "Non-GAAP Financial Measures" slides.

Notes - Appendix: Quebrada Blanca

Slide 27: QB2 Reserves and Resources Comparison

1. Mineral reserves are constrained within an optimized pit shell and scheduled using a variable grade cut-off approach based on NSR cut-off US$13.39/t over the planned life of mine. The life-of-mine strip ratio is 0.41.
2. Both mineral resource and mineral reserve estimates assume long-term commodity prices of US$3.00/lb Cu, US$9.40/lb Mo and US$18.00/oz Ag and other assumptions that include: pit slope angles of 30–44º, variable metallurgical recoveries that average approximately 91% for Cu and 74% for Mo and operational costs supported by the Feasibility Study as revised and updated.
3. Mineral resources are reported using a NSR cut-off of US$11.00/t and include 23.8 million tonnes of hypogene material grading 0.54% copper that has been mined and stockpiled during existing supergene operations.
4. Mineral reserves are constrained within an optimized pit shell and scheduled using a variable grade cut-off approach based on NSR cut-off US$18.95/t over the planned life of mine. The life-of-mine strip ratio is 0.70.
5. Mineral resources are reported using a NSR cut-off of US$11.00/t outside of the reserves pit. Mineral resources include inferred resources within the reserves pit at a US$ 18.95/t NSR cut-off and also include 23.8 million tonnes of hypogene material grading 0.54% copper that has been mined and stockpiled during existing supergene operations.

Slide 28: ENAMI Interest in Quebrada Blanca

1. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

Slide 29: Quebrada Blanca Accounting Treatment

1. Sumitomo Metal Mining Co. Ltd. and Sumitomo Corporation are collectively referred to as Sumitomo.

Strategy and Overview

Teck

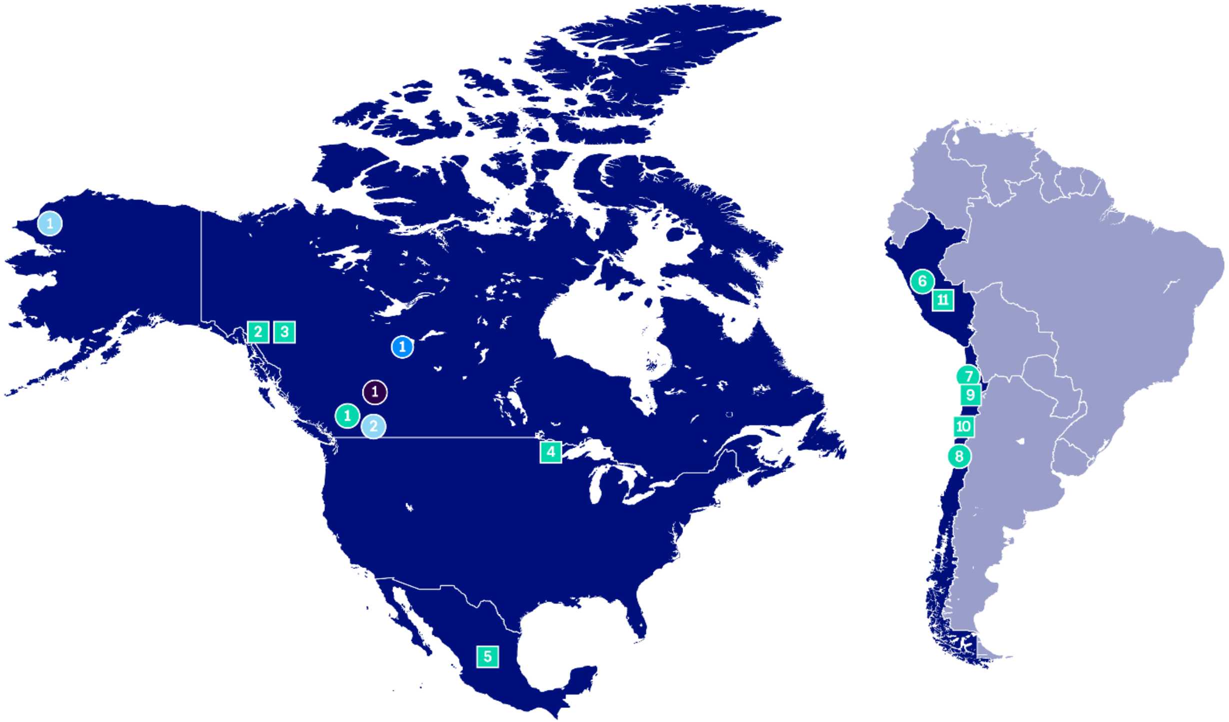
Consistent Long-Term Strategy

- Diversification
- Long life assets
- Low cost
- Appropriate scale
- Low risk jurisdictions

Teck

Attractive Portfolio of Long-Life Assets

Low risk jurisdictions



Operations & Major Projects:

North America

Steelmaking Coal
1. Fording River
   Greenhills
   Line Creek
   Elkview

Copper
1. Highland Valley Copper
2. Galore Creek
3. Schaft Creek
4. Mesaba
5. San Nicolas

Zinc
1. Red Dog
2. Trail Operations

Energy
1. Fort Hills

South America

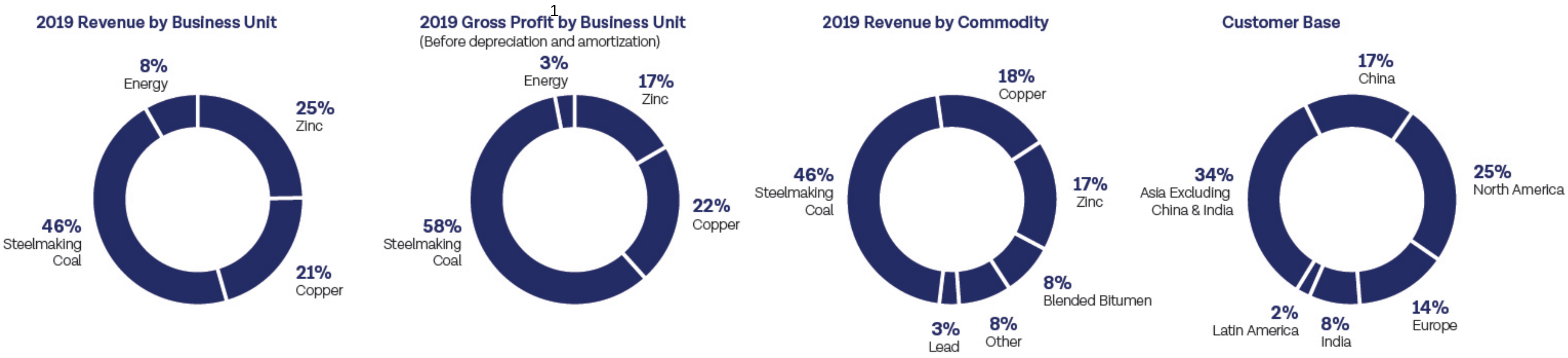
Copper
6. Antamina
7. Quebrada Blanca
8. Carmen de Andacollo
9. Quebrada Blanca Phase 2
10. NuevaUnión
11. Zafranal

○ Producing Operation
□ Development Project

Teck

Global Customer Base

Revenue contribution from diverse markets (2019)

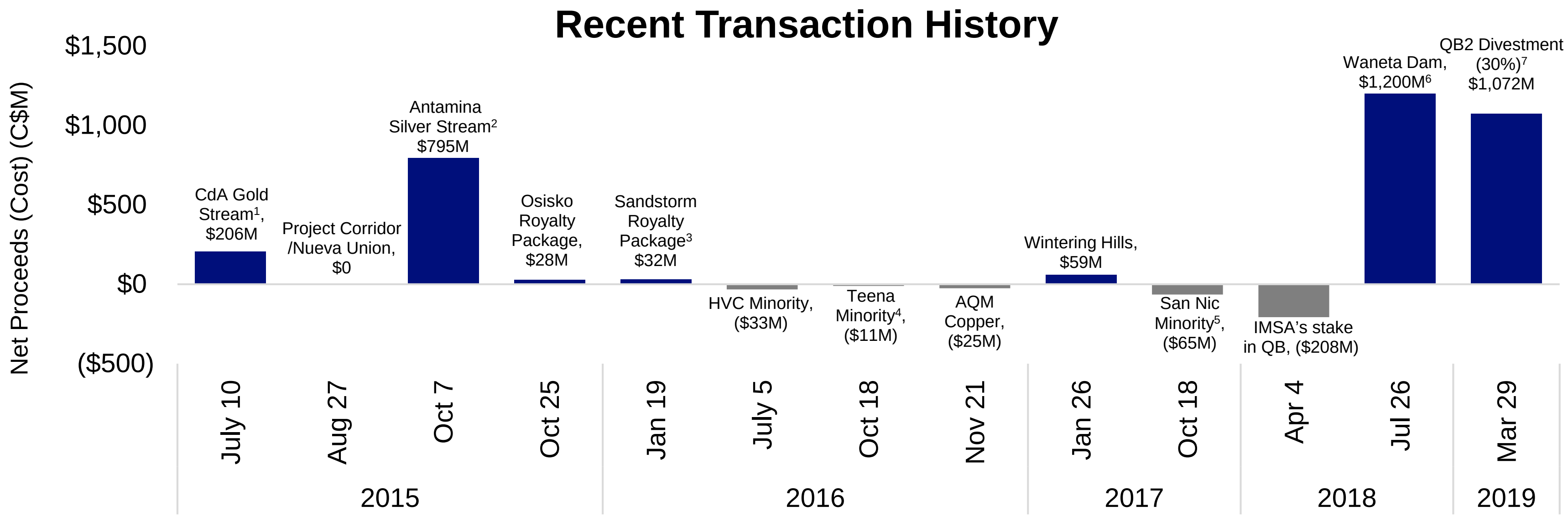


Diverse Pipeline of Growth Options

	In Construction	Medium-Term Growth Options	Future Options
Copper Strong platform with substantial growth options	**QB2**	**QB3**	**Galore Creek**
		Zafranal	**Schaft Creek**
		HVC Brownfield	**Mesaba**
		NuevaUnión	
		San Nicolás (Cu-Zn)	
Zinc Premier resource with integrated assets	**Red Dog VIP2 Project**	**Antamina Brownfield**	**Teena**
		Red Dog Satellite Deposits	**Cirque**
Steelmaking Coal Well established with capital efficient value options			**Quintette/Mt. Duke**
	Neptune Terminals Expansion		**Coal Mountain 2**
			Elk Valley Brownfield
Energy Through partnership		**Fort Hills Debottlenecking & Expansion**	**Frontier**
			Lease 421

Teck

Disciplined Approach to M&A



Total net proceeds of C$3.1B:

- Balance sheet strengthened by divestment of non-core assets at high EBITDA[8] multiples
- Modest 'prudent housekeeping' acquisitions to consolidate control of attractive copper and zinc development assets
- Innovative NuevaUnión joint venture to create world scale development opportunity

Teck

Production Guidance

		H1 2020 ACTUALS	H2 2020 GUIDANCE[1]	3-YEAR GUIDANCE[1] (2021-2023)
Steelmaking Coal		10 Mt	11-12 Mt	26.0-27.0 Mt
Copper[2,3,4]				
Highland Valley	Concentrate	56.4 kt	70-75 kt	145-165 kt
Antamina	Concentrate	35.1 kt	45-50 kt	90 kt
Carmen de Andecollo	Concentrate + Cathode	31.5 kt	27-30 kt	50-55 kt
Quebrada Blanca[6]	Cathode	6.8 kt	3-5 kt	-
Total Copper	Concentrate + Cathode	129.8 kt	145-160 kt	285-310 kt
Zinc[2,3,5]				
Red Dog	Concentrate	212.3 kt	260-285 kt	500-540 kt
Antamina	Concentrate	36 kt	55-60 kt	90-100 kt
Total Zinc	Concentrate	248.3 kt	315-345 kt	590-640 kt
Refined Zinc - Trail	Refined	148.7 kt	155-165 kt	305-315 kt
Bitumen - Fort Hills[3,7]		4.6 Mbbl	3.6-4.3 Mbbl	14 Mbbl
Lead - Red Dog[2]	Concentrate	44.8 kt	45-50 kt	80-90 kt
Refined Lead - Trail	Refined	36.9 kt	30-35 kt	65-70 kt
Molybdenum[2,3]				
Highland Valley	Concentrate	2.2 Mlbs	1.2-2.0 Mlbs	3.0-4.5 Mlbs
Antamina	Concentrate	1.1 Mlbs	1.0 Mlbs	2.0-3.0 Mlbs
Total Molybdenum	Concentrate	3.3 Mlbs	2.2-3.0 Mlbs	5.5-7.5 Mlbs
Refined Silver - Trail	Refined	6.2 Moz	5-6 Moz	N/A-

Sales and Unit Cost Guidance

Sales

	Q2 2020 ACTUALS	Q3 2020 GUIDANCE[1]
Steelmaking Coal	5.0 Mt	5.0-5.4 Mt
Zinc - Red Dog Zinc in Concentrate	93 kt	160-180 kt

Unit Costs

	H1 2020 ACTUALS	H2 2020 GUIDANCE[1]
Steelmaking Coal[2]		
Adjusted site cash cost of sales[7]	C$66/t	C$60-64/t
Transportation costs	C$41/t	C$39-42/t
Inventory write-down	C$3/t	-
Unit costs[7]	C$110/t	C$99-106/t
Copper[3]		
Total cash unit costs[7]	US$1.56/lb	US$1.45-1.55/lb
Net cash unit costs[3,7]	US$1.31/lb	US$1.20-1.30/lb
Zinc[5]		
Total cash unit costs[7]	US$0.46/lb	US$0.60-0.65/lb
Net cash unit costs[4,7]	US$0.44/lb	US$0.40-0.50/lb
Bitumen		
Adjusted operating costs[6,7]	C$29.54/bbl	C$32-37/bbl

Capital Expenditures Guidance

Sustaining and Growth Capital

(Teck's share in CAD$ millions)	2020 Guidance[1]
Sustaining	
Steelmaking coal[2]	$ 630
Copper	160
Zinc	180
Energy	85
Corporate	10
Total Sustaining	$ 1,065
Growth	
Steelmaking coal	$ 360
Copper[4]	35
Zinc	5
Energy	-
RACE21™ [3]	65
	$ 465
Total	
Steelmaking coal	$ 990
Copper	195
Zinc	185
Energy	85
Corporate	10
RACE21™	65
	$ 1,530

Quebrada Blanca Phase 2

(Teck's share in CAD$ millions)	2020 Guidance[1]
QB2 Capital Expenditures	$ 1,820
Total capex, before SMM/SC contribution	$ 3,350
Estimated SMM/SC contributions[5]	(660)
Estimated QB2 project financing draw	(1,160)
Total Teck spend	$ 1,530

Capitalized Stripping

(Teck's share in CAD$ millions)	2020 Guidance[1]
Capitalized Stripping	
Steelmaking coal	$ 340
Copper	150
Zinc	50
	$ 540

Commodity Price Leverage[1]

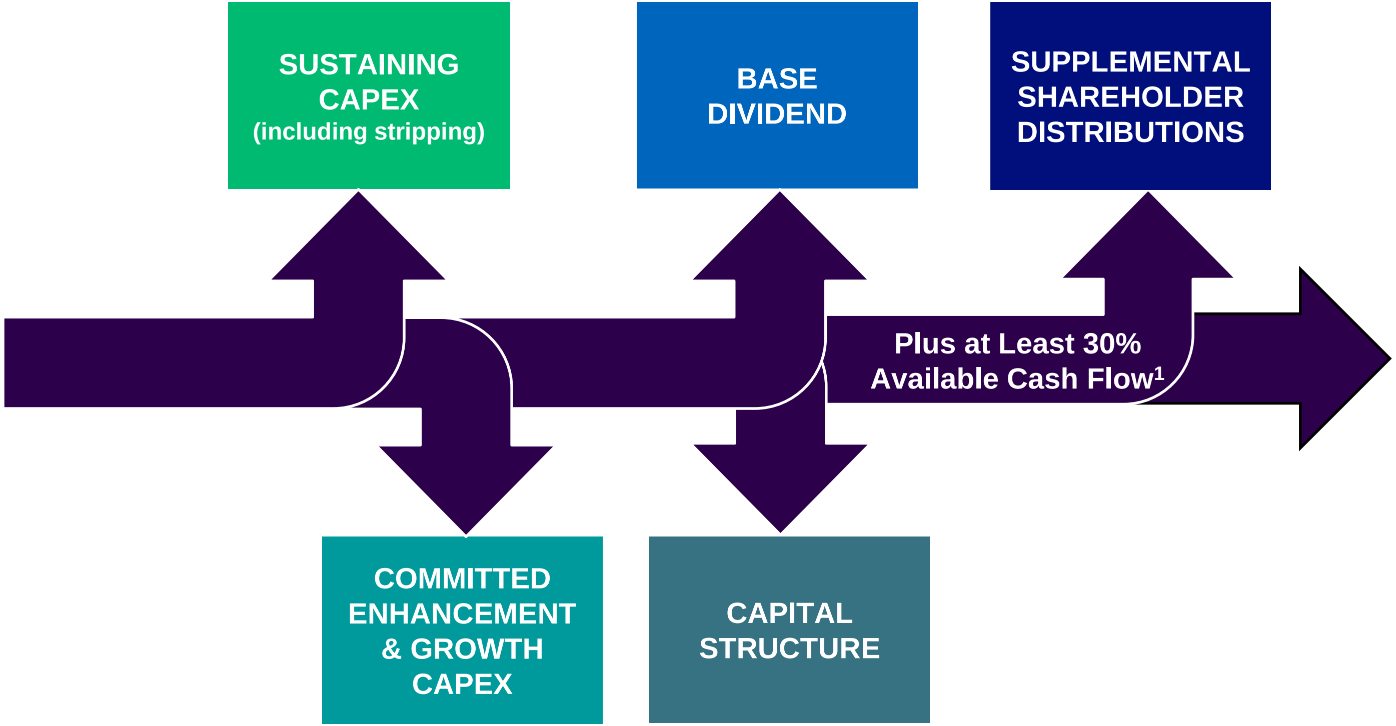
	MID-POINT OF 2020 PRODUCTION GUIDANCE[2,5]	CHANGE	ESTIMATED EFFECT ON ANNUALIZED PROFIT[3]	ESTIMATED EFFECT ON ANNUALIZED EBITDA[3]
$C/$US		C$0.01	C$31M /$0.01∆	C$46M /$0.01∆
Coal	21.5 Mt	US$1/tonne	C$17M /$1∆	C$26M /$1∆
Copper	282.5 kt	US$0.01/lb	C$5M /$0.01∆	C$8M /$0.01∆
Zinc[4]	890 kt	US$0.01/lb	C$9M /$0.01∆	C$12M /$0.01∆
WCS[5]	7 Mbbl	US$1/bbl	C$4M /$1∆	C$6M /$1∆

Cost Reduction Program

- In Q4 2019:
  - Achieved ~$210 million of capital and operating reductions, exceeding our target of $170 million
  - Increased our total targeted reductions to ~$610 million of previously planned spending through the end of 2020, vs. the previous target of $500 million
- On April 1, 2020:
  - Further increased our total targeted reductions to ~$1 billion of previously planned spending through the end of 2020

Achieved ~$250 million[1] of operating cost reductions and ~$430 million[1] in capital cost reductions to June 30, 2020

Capital Allocation Framework



The balance of remaining cash is available to finance further enhancement or growth opportunities.

If there is no immediate need for this capital for investment purposes, it may be used for further returns to shareholders or retained as cash on the balance sheet.

1. For this purpose, we define available cash flow as cash flow from operating activities after interest and finance charges, lease payments and distributions to non-controlling interests less: (i) sustaining capital and capitalized stripping; (ii) committed enhancement and growth capital; (iii) any cash required to adjust the capital structure to maintain solid investment grade credit metrics; and (iv) our base $0.20 per share annual dividend. Proceeds from any asset sales may also be used to supplement available cash flow. Any additional cash returns will be made through share repurchases and/or supplemental dividends depending on market conditions at the relevant time.

Strong Track Record of Returning Cash to Shareholders

~$6.8 billion returned from January 1, 2003 to June 30, 2020

Dividends

- $4.4 billion since 2003, representing ~32% of free cash flow[1]

Share Buybacks

- $2.3 billion since 2003, representing ~17% of free cash flow[1]

Tax-Efficient Earnings in Canada

~C$3.4 billion in available tax pools at December 31, 2019

- Includes:
  - $2.6 billion in net operating loss carryforwards
  - $0.5 billion in Canadian Development Expenses (30% declining balance p.a.)
  - $0.3 billion in allowable capital loss carryforwards
- Applies to cash income taxes in Canada
- Does not apply to:
  - Resource taxes in Canada
  - Cash taxes in foreign jurisdictions

Share Structure & Principal Shareholders

Teck Resources Limited at December 31, 2019

	SHARES HELD	PERCENT	VOTING RIGHTS
Class A Shareholdings			
Temagami Mining Company Limited	4,300,000	55.4%	
SMM Resources Inc (Sumitomo)	1,469,000	18.9%	
Other	1,996,503	25.7%	
	7,765,503	100.0%	
Class B Shareholdings			
Temagami Mining Company Limited	725,000	0.1%	
SMM Resources Inc (Sumitomo)	295,800	0.1%	
China Investment Corporation (Fullbloom)	59,304,474	11.0%	
Other	479,202,460	88.8%	
	539,527,734	100.0%	
Total Shareholdings			
Temagami Mining Company Limited	5,025,000	0.9%	32.7%
SMM Resources Inc (Sumitomo)	1,764,800	0.3%	11.1%
China Investment Corporation (Fullbloom)	59,304,474	10.8%	4.5%
Other	481,198,963	87.9%	51.6%
	547,293,237	100.0%	100.0%

Notes: Appendix – Strategy and Overview

Slide 35: Global Customer Base

1. Gross profit before depreciation and amortization is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

Slide 37: Disciplined Approach to M&A

1. Carmen de Andacollo gold stream transaction occurred in USD at US$162 million.
2. Antamina silver stream transaction occurred in USD at US$610 million.
3. Sandstorm royalty transaction occurred in USD at US$22 million.
4. Teena transaction occurred in AUD at A$10.6 million.
5. San Nicolàs transaction occurred in USD at US$50 million.
6. Waneta Dam transaction closed July 26, 2018 for C$1.2 billion.
7. QB2 Partnership (sale of 30% interest of project to Sumitomo; SMM and SC) for total consideration of US$1.2 billion, including US$800 million earn-in and US$400 million matching contribution; converted at FX of 1.34 on March 29, 2019.
8. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

Slide 38: Production Guidance

1. As at July 22, 2020. See Teck’s Q2 2020 press release for further details.
2. Metal contained in concentrate.
3. We include 100% of production and sales from our Quebrada Blanca and Carmen de Andacollo mines in our production and sales volumes, even though we do not own 100% of these operations, because we fully consolidate their results in our financial statements. We include 22.5% and 21.3% of production and sales from Antamina and Fort Hills, respectively, representing our proportionate ownership interest in these operations.
4. Copper production includes cathode production at Quebrada Blanca and Carmen de Andacollo.
5. Total zinc includes co-product zinc production from our 22.5% proportionate interest in Antamina.
6. Excludes production from QB2 for three-year guidance 2021–2023.
7. Guidance for Teck’s share of bitumen production in 2020 was updated on September 8, 2020. The 2021–2023 bitumen production guidance assumes that Fort Hills is fully operational.

Slide 39: Sales and Unit Cost Guidance

1. As at July 22, 2020. See Teck’s Q2 2020 press release for further details.
2. Steelmaking coal unit costs are reported in Canadian dollars per tonne.
3. Copper unit costs are reported in U.S. dollars per payable pound of metal contained in concentrate. Copper net cash unit costs include adjusted cash cost of sales and smelter processing charges, less cash margins for by-products including co-products. Guidance for H2 2020 assumes a zinc price of US$0.93 per pound, a molybdenum price of US$8 per pound, a silver price of US$17 per ounce, a gold price of US$1,725 per ounce and a Canadian/U.S. dollar exchange rate of $1.36.
4. After co and by-product margins.
5. Zinc unit costs are reported in U.S. dollars per payable pound of metal contained in concentrate. Zinc net cash unit costs are mine costs including adjusted cash cost of sales and smelter processing charges, less cash margins for by-products. Guidance for H2 2020 assumes a lead price of US$0.82 per pound, a silver price of US$17 per ounce and a Canadian/U.S. dollar exchange rate of $1.36. By-products include both by-products and co-products.
6. Inventory write-downs are excluded from adjusted operating costs but are included in gross profit, resulting in lower adjusted operating costs in H1 2020. Our revised unit operating cost guidance of C35-38 per barrel include the inventory write-downs recorded in the first two quarters ($9.28 per bitumen barrel sold in H1 2020). Guidance for Teck’s adjusted operating costs was updated on September 8, 2020.
7. Non-GAAP Financial Measure. See “Use of Non-GAAP Financial Measures” section for further information.

Notes: Appendix – Strategy and Overview

Slide 40: Capital Expenditures Guidance
1. As at July 22, 2020. See Q2 2020 press release for further information.
2. Steelmaking coal sustaining capital guidance includes $305 million of water treatment capital.
3. RACE21™ capital expenditures for 2020 include $50 million relating to steelmaking coal, $5 million relating to copper, $5 million relating to zinc and the remainder relating to corporate projects. We also expect to spend approximately $130 million on RACE21™ for research and innovation expenses and intangible assets in 2020.
4. Copper growth guidance for 2020 includes studies for QB3, Zafranal, San Nicolás and Galore Creek.
5. Total SMM and SC contributions were $1.7 billion.

Slide 41: Commodity Price Leverage
1. As at July 22, 2020. The sensitivity of our annual profit attributable to shareholders and EBITDA to changes in the Canadian/U.S. dollar exchange rate and commodity prices, before pricing adjustments, based on our current balance sheet, our reinstated 2020 mid-range production estimates, current commodity prices and a Canadian/U.S. dollar exchange rate of $1.35. See Teck's Q2 2020 press release for additional information.
2. All production estimates are as at July 22, 2020 and subject to change based on market and operating conditions.
3. The effect on our profit attributable to shareholders and on EBITDA of commodity price and exchange rate movements will vary from quarter to quarter depending on sales volumes. Our estimate of the sensitivity of profit and EBITDA to changes in the U.S. dollar exchange rate is sensitive to commodity price assumptions.
4. Zinc includes 310,000 tonnes of refined zinc and 580,000 tonnes of zinc contained in concentrate.
5. Bitumen volumes from our energy business unit. Volumes are based on Fort Hills' current production levels of approximately 90,000 barrels per day (19,000 Teck's share), and not based on 2020 mid-range production estimates of 8 to 9 million barrels of bitumen.

Slide 42: Cost Reduction Program
1. Our cost reduction program was launched at the beginning of Q4 2019 and is scheduled to end on December 31, 2020. Cost reductions are expressed as reductions since the launch of our cost reduction program at the beginning of Q4 2019 and against our expected spending that was contemplated at the end of June 2019.

Slide 44: Strong Track Record of Returning Cash to Shareholders
1. From January 1, 2003 to June 30, 2020. Free cash flow is a non-GAAP financial measure. See "Non-GAAP Financial Measures" slides.

Sustainability

Teck

Focus on Sustainability Leadership

Ambitious Sustainability Goals in Eight Strategic Themes

Health and Safety

Climate Change

Responsible Production

Our People

Water

Tailings Management

Communities and Indigenous Peoples

Biodiversity and Reclamation

Full list of strategic priorities and goals appear in the Appendix

Sustainability Leadership
Aligned with Leading External Standards and Practices

ICMM International Council on Mining & Metals

Towards Sustainable Mining
Vers le développement minier durable

Responsible Steel™ standards & certification

The Global Compact — United Nations Global Compact

GRI™ Empowering Sustainable Decisions

CPLC Carbon Pricing Leadership Coalition

TCFD Task Force on Climate-Related Financial Disclosures

See the full list on our Memberships and Partnerships page
(https://www.teck.com/responsibility/approach-to-responsibility/policies-and-commitments/memberships-&-partnerships/)

Health and Safety

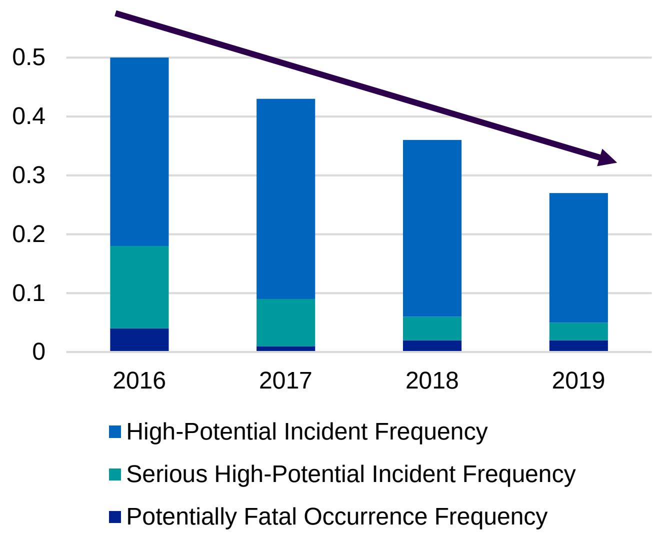
2019 Performance

- **85% of employees trained in new hazard identification program** against a target of 50%

- Safety performance in 2019
  - **16% reduction** in High-Potential Incidents
  - **18% decrease** in Lost-Time Disabling Injury Frequency

- One fatality at Quebrada Blanca Phase 2 project: **carried out in-depth investigation** to learn as much as possible and implement measures to **prevent a reoccurrence**

Incident Frequency (per 200,000 hours worked)



31% reduction in High-Potential Incident Frequency rate over past four years

Climate Action

Positioning for Low-Carbon Economy

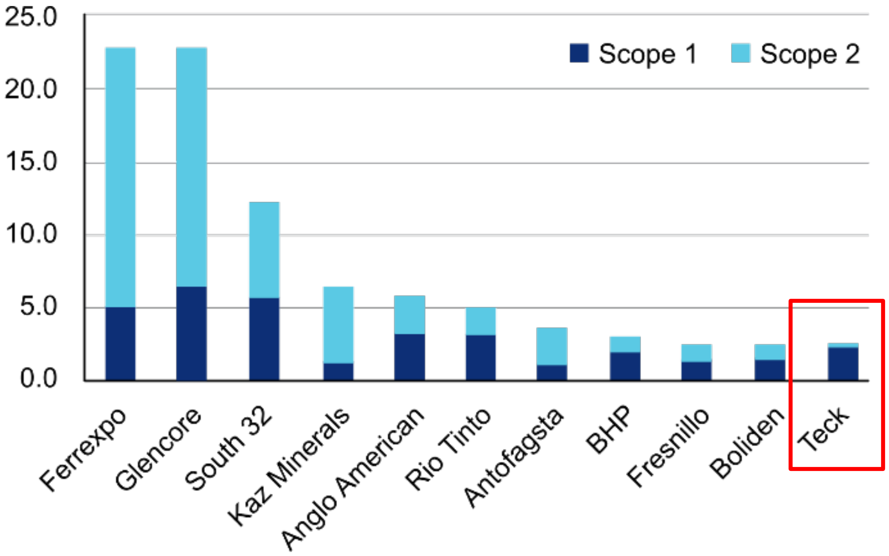
Well positioned for a **Low-Carbon Economy**

Among **lowest GHG intensity miners** globally on a copper-equivalent basis

GHG intensity for steelmaking coal and copper production among lowest in industry

Carbon pricing already built into majority of business

Scope 1+2 emissions per copper equivalent ranking[1]
(tCO_2e/t CuEq, 2017)



Climate Action

Key Activities for Short-Term Goals

Reduce the carbon intensity of our operations by

33% by 2030

Investing in lower-carbon means of transportation such as electric haul trucks, conveyors and other approaches

Procure **50%** of our electricity demands in Chile from **clean energy by 2025** and

100% by 2030

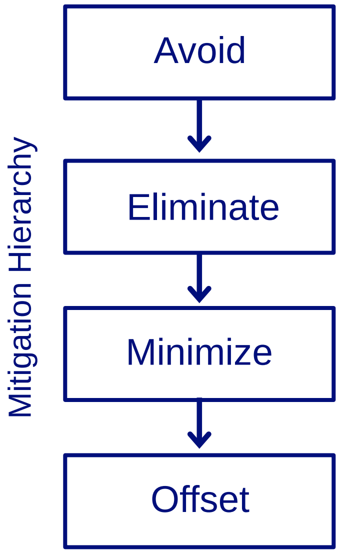
Power purchase agreement for QB2 in Chile will enable the transition to renewable energy for approximately half the power required for operations

Accelerate the adoption of **zero-emissions alternatives for transportation** by displacing the equivalent of **1,000** internal combustion engine (ICE) vehicles **by 2025**

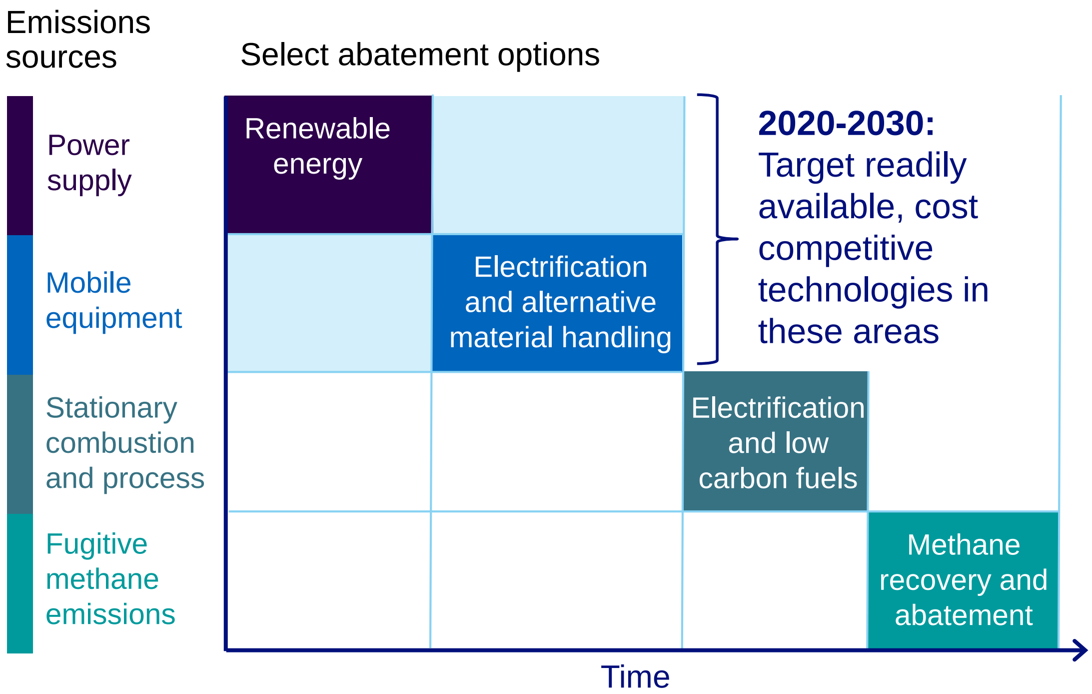
Electric bus pilot project represents the first use of electric passenger buses for employee transport in the Canadian mining industry

Climate Action
Path to Carbon Neutrality

Apply Decarbonization Framework



Prioritize Opportunities and Deliver Cost Competitive Reductions



Teck

Climate Action
Cleaner, Safer Vehicles Initiative

- 27 of the world's leading mining companies and OEMs collaborating in a non-competitive space via ICMM
- Accelerating the development of a new generation of mining vehicles with less:
  - GHG emissions
  - Diesel particulate matter
  - Chance of collisions
- Developing energy profiles for a range of haul routes to inform zero-emission alternatives for material movement

Teck

Water Management

Long Term Strategic Priorities and Goals

Implement innovative water management and water treatment solutions to protect water quality downstream of all our operations.

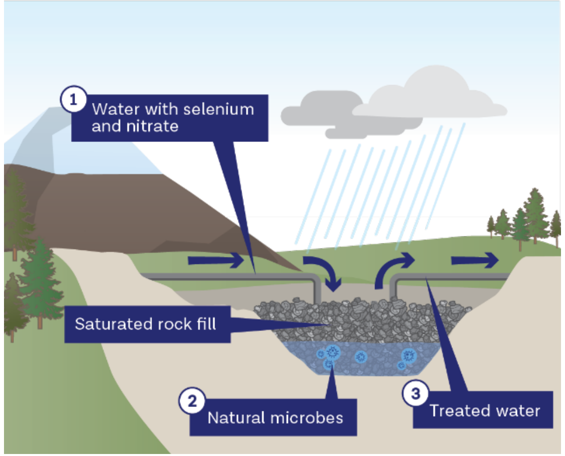
Transition to seawater or low-quality water sources for all operations in water-scarce regions by 2040.

Water Quality in the Elk Valley

Advancing Innovative Technologies

Elk Valley Water Quality Plan developed with government, Indigenous Peoples and communities to address water quality challenges

Saturated Rock Fill

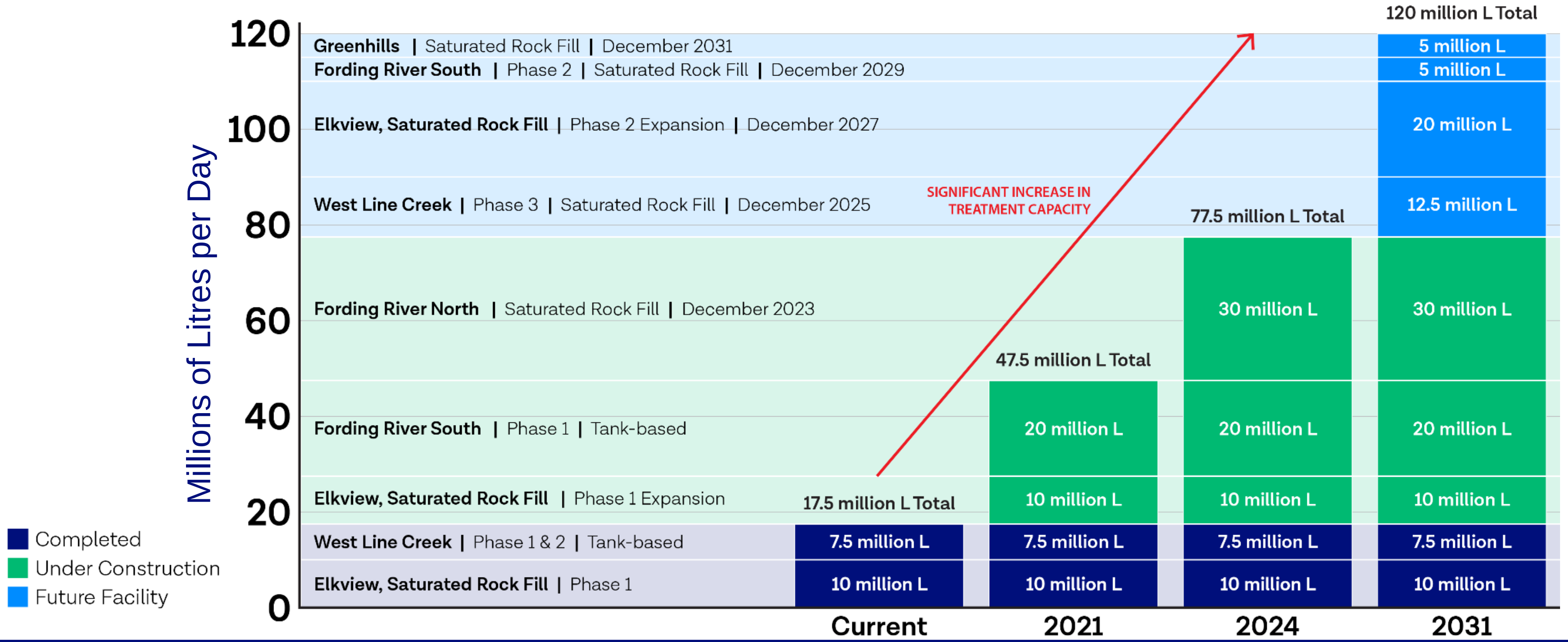


Tank-Based Plants

Nitrate Reduction

Elk Valley Water Treatment

Clear Path Forward for Improving Water Quality



Total investment in water treatment of \$655 to \$705 million[1] from 2020-2024

Teck

1. From 2021 to 2024, we also plan to spend ~\$85 million in capital on source control and calcite management and ~\$90 million on tributary-specific treatment. See Teck's Q2 2020 press release for further information.

Tailings Management

Our Approach

- Management and emergency response aligned with ***Towards Sustainable Mining* Protocols**
- **Dam Safety Inspection reports** and **special review by external experts** confirmed no immediate or emerging issues
- Planning underway to fully implement the new **Global Tailings Standard**

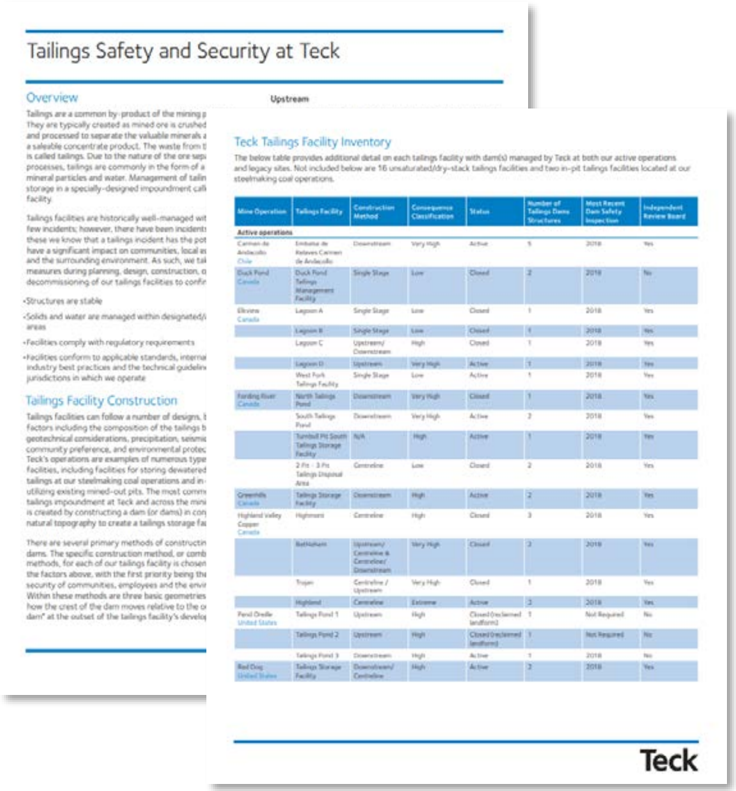
Teck has comprehensive systems and procedures in place based on **6 levels of protection:**

1 **Surveillance Technology**	2 **Internal Inspections**	3 **Annual Dam Safety Inspections**
4 **Internal Governance Reviews**	5 **Detailed Third-Party Reviews**	6 **Independent Tailings Review Boards**

Teck

Further Strengthening Tailings Safety and Security

1. **Special review by external experts**
   - Confirmed no immediate or emerging issues that could result in failure
   - Confirmed Teck tailings management practices industry leading
2. **Supporting industry-wide improvements**
   - ICMM-UN-PRI Global Tailings Review
3. **Enhanced transparency & disclosure**
   - Facilities inventory posted
   - Detailed response to the tailings facility enquiry from the Church of England and the Swedish Council on Ethics for the AP Funds



Relationships with Communities and Indigenous Peoples, Respecting Human Rights

- **Agreements in place at all mining operations** within or adjacent to Indigenous Peoples' territories
- **$225 million to Indigenous businesses** in 2019 through procurement
- 72% of total **local employment** in 2019
- $19 million in **community investment** in 2019
- Zero significant incidents that were human rights related in 2019
- Released updated Human Rights Policy in April 2020, first established in 2012

Inclusion and Diversity

- **Inclusion and Diversity:** pledged to improve representation of under-represented groups in our workforce: women, Indigenous, Asian, Black, and all people of colour (BIPOC), persons with disabilities, and members of the LGBTQ+ community
- **Gender Diversity:** 20% of workforce are women; 25% of Board of Directors, including the Chair; 32% of new hires
- **Workplace Flexibility:** family-friendly policies and programs in place, expanding remote working policy
- **Employee engagement and feedback:** 24-hour hotline, site-based inclusion and diversity chairs, leadership development programs

Range of projects in place to promote inclusion and diversity, including **STEM leadership courses at Trail Operations**

Sustainability Performance and Compensation

- Compensation program is linked to sustainability and health and safety performance through individual, department and company-wide objectives.
- Objectives related to climate change, communities and Indigenous Peoples, tailings and water management and others can affect bonuses by at least 10%–20%.
- Incentive compensation of the CEO and senior officers includes sustainability performance indicators.

Teck

Questions and Further Information

ESG Resources for Investors

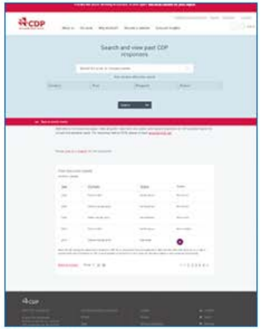
- Sustainability reporting for **19 years** in Core accordance with the **Global Reporting Initiative (GRI)** Standards and G4 Mining and Metals Sector Disclosures
- **Sustainability Accounting Standards Board (SASB) Index** published in March 2020
- **Task Force for Climate-Related Financial Disclosure (TCFD) aligned report** "Portfolio Resilience in the Face of Climate Change" published in 2019
- Detailed **COVID-19** Response page

2019 Sustainability Report

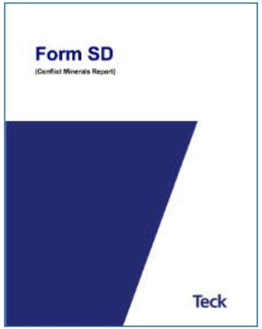
Sustainability Performance Data

2019 SASB Index

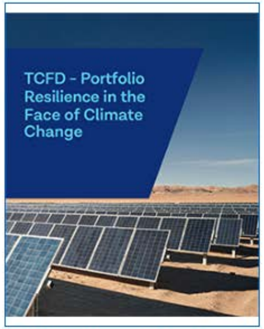
GRI Finder


CDP Reports

United Nations Global Compact Report



Form SD (Conflict Minerals Report)



Portfolio Resilience in the Face of Climate Change

Please see our Disclosure Portal and Sustainability Information for Investors

Collective Agreements

OPERATION	EXPIRY DATES
Elkview	October 31, 2020
Fording River	April 30, 2021
Antamina	July 31, 2021
Highland Valley Copper	September 30, 2021
Trail Operations	May 31, 2022
Cardinal River	June 30, 2022
Quebrada Blanca	January 31, 2022 March 31, 2022 November 20, 2022
Carmen de Andacollo	September 30, 2022 December 31, 2022
Line Creek	May 31, 2024

Notes: Appendix – Sustainability

Slide 53: Climate Action

1. Source: Barclays Research, Teck.

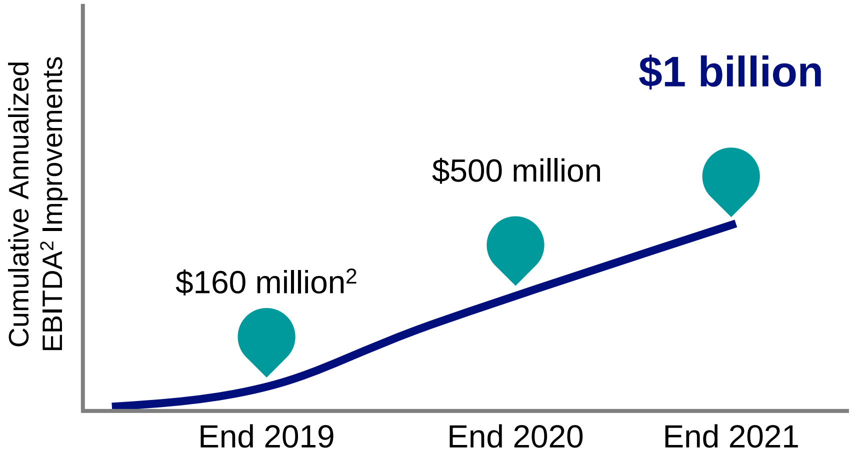
Technology and Innovation

RACE21™

Our innovation-driven business transformation program

- Achieved $160 million[1] in annualized EBITDA[2] improvements as of the end of 2019
  - Exceeded our initial target of $150 million
- In the short term, reduced some deployment activities at sites while working remotely, with a focus on:
  - Sustaining implemented improvements
  - Preparing for additional improvement projects
- Schedule impacts as a result of COVID-19 will depend on when we resume full RACE21™ activities
- Maintaining our targets for cumulative annualized EBITDA improvements[2], but risk to timing due to COVID-19

RACE21™ Potential Future Path to Value



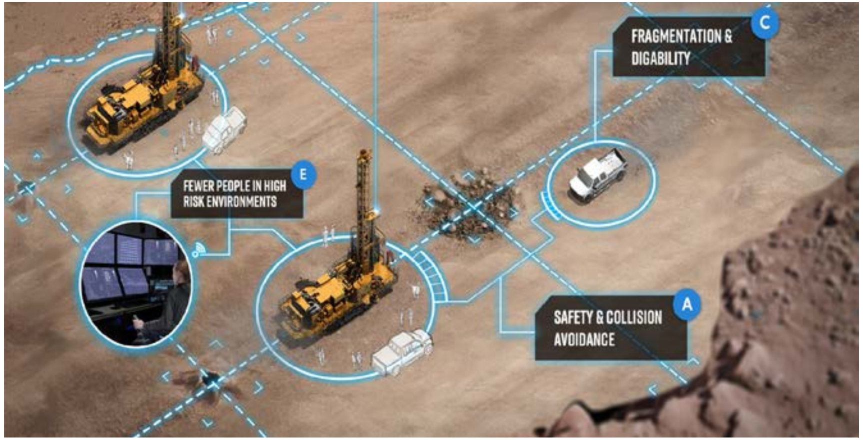
Continuing to target a total of $1 billion[1] in annualized EBITDA[2] improvements

RACE21™

Renew

- **Unify and modernize Teck's core systems**
- Establish **technology foundation that facilitates deployment of Connect and Automate** reliably and at scale
- For example: **Wireless site infrastructure** to support automation, sensing, site communications, information access, pit-to-port integration and advanced analytics

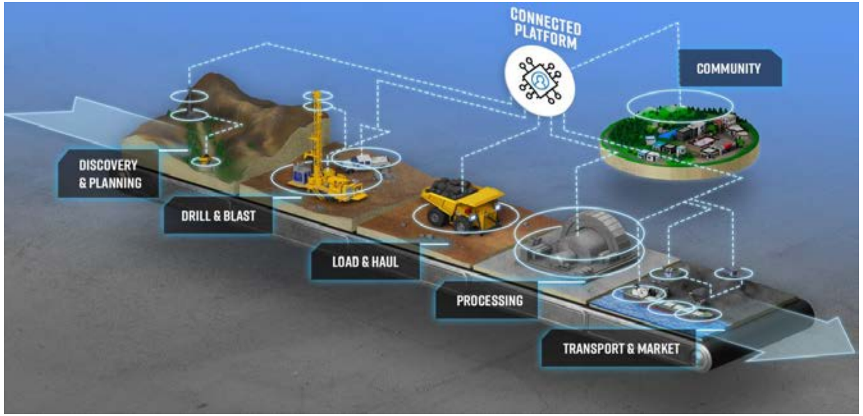
Automate



- **Accelerate and scale autonomy program**
- **Transformational shift in safety**
- **Reduce per-tonne mining costs** with smaller fleets
- Provide **innovation platform** to enable implementation of advanced analytics to drive cycle time improvement & predictive maintenance

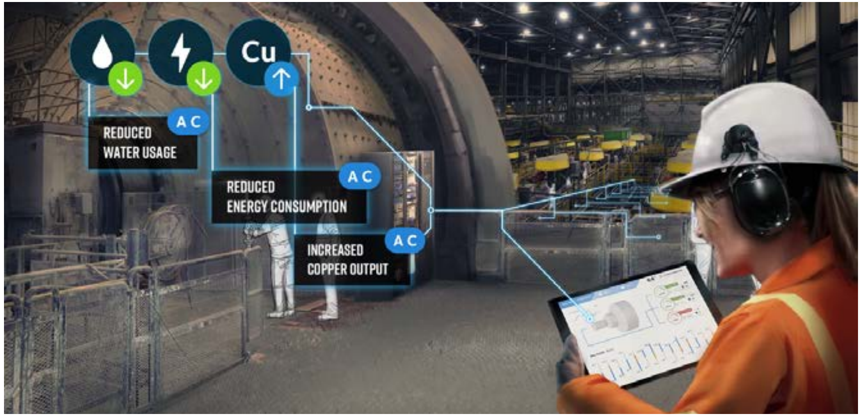
RACE21™

Connect



- **Link disparate systems into a collaborative digital platform** with powerful tools for sensing and analyzing in real time
- For example: **Dynamic and predictive models** to reduce variability, leading to **significant improvements in throughput and recovery**

Empower



- The natural implication of Renew, Automate, and Connect is we can **re-imagine what it means to work at Teck** and **re-design our operating model** to attract, recruit, train and retain the workforce of the future

Significant Value To Be Captured

SAFETY	PROFITABILITY	PRODUCTIVITY	COST
Transformational safety impact with fewer people in high risk environments	Step-change impact to profitability	Increased productivity through new technologies and internal innovation	Reduced operational costs by achieving manufacturing levels of variability

Example value capture areas: Autonomy, Integrated Operations, Advanced Analytics, Real Time Data Systems

A Sustainable Future

Electrification of Mining

Electric crew buses at our steel making coal operations.

Electric boom vehicles to be tested in pit.

Working with OEMs through ICMM to develop zero-GHG surface mining vehicles

Teck is taking steps to reduce its carbon footprint by starting to electrify the fleet.

Notes: Technology and Innovation

Slide 69: RACE21™

1. Based on commodity prices at December 31, 2019 and assumed to remain in effect through 2020: steelmaking coal US$136.50 per tonne, copper US$2.79 per pound, zinc US$1.04 per pound and a C$/US$ exchange rate of $1.30.
1. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides and “Use of Non-GAAP Financial Measures” section of the Q2 2020 news release for further information.

Steelmaking Coal Business Unit & Markets

Teck

Steelmaking Coal Market

COVID-19 reducing demand, supply, and already low investment

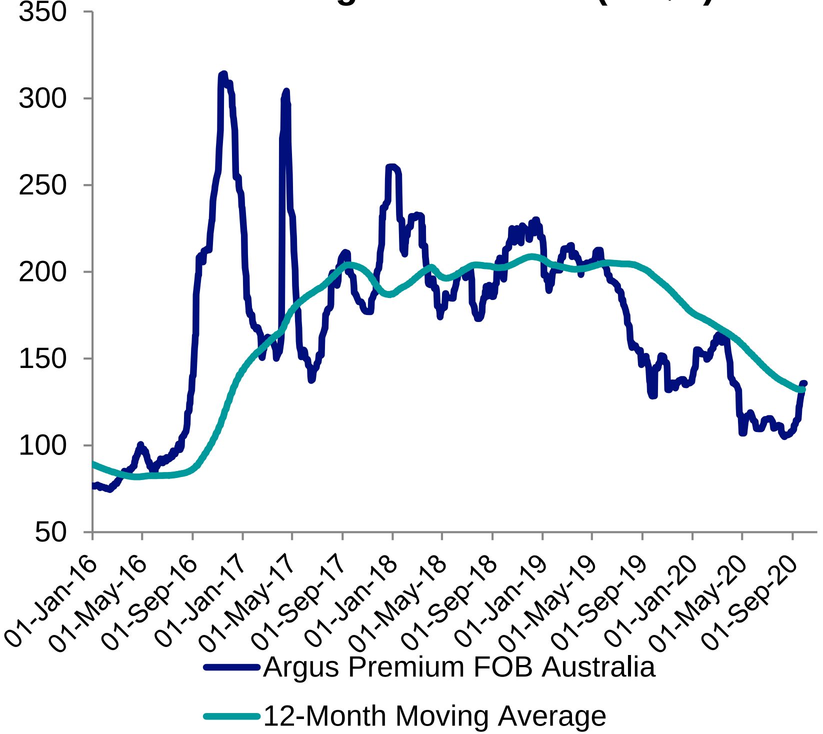
Near term outlook: Uncertainties remain but signs of recovery emerging

- **China:** Stricter import restrictions but record Aug YTD seaborne imports supported by record steel output and positive price arbitrage
- **Ex-China markets:** Demand resurgence with restarts of banked blast furnaces
- **Supply:** Cost curve and supply response (COVID-19 and mine accidents) provide price support

Longer term outlook: Fundamentals remain unchanged

- **China:** Declining domestic reserves and persistent demand by coastal steel mills and new projects
- **Ex-China markets:** Mid-term demand boosted by government stimulus and long-term growth supported by Indian government targets, limited scrap supply and continued urbanization
- **Supply:** Declining existing capacity and minimal project pipeline (low investment and permitting challenges)

Steelmaking Coal Prices[1] (US$/t)



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Steelmaking Coal Facts

Global Coal Production[1]:
~7.8 billion tonnes

Steelmaking Coal Production[2]:
~1,130 million tonnes

Export Steelmaking Coal[2]:
~320 million tonnes

Seaborne Steelmaking Coal[2]:
~285 million tonnes

- ~0.7 tonnes of steelmaking coal is used to produce each tonne of steel[3]
- Up to 100 tonnes of steelmaking coal is required to produce the steel in the average wind turbine[4]

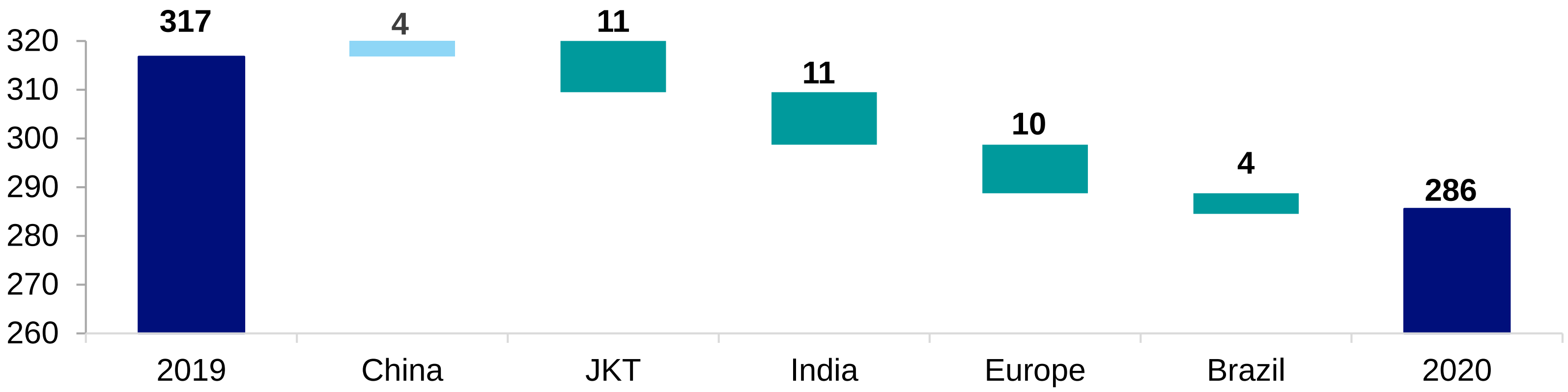
Our market is seaborne hard coking coal[2]: ~190 million tonnes

Steelmaking Coal Demand Growth Forecast

Demand impacted by COVID-19 but signs of recovery

Seaborne Steelmaking Coal Imports[1] (Mt)

Change 2020 vs. 2019



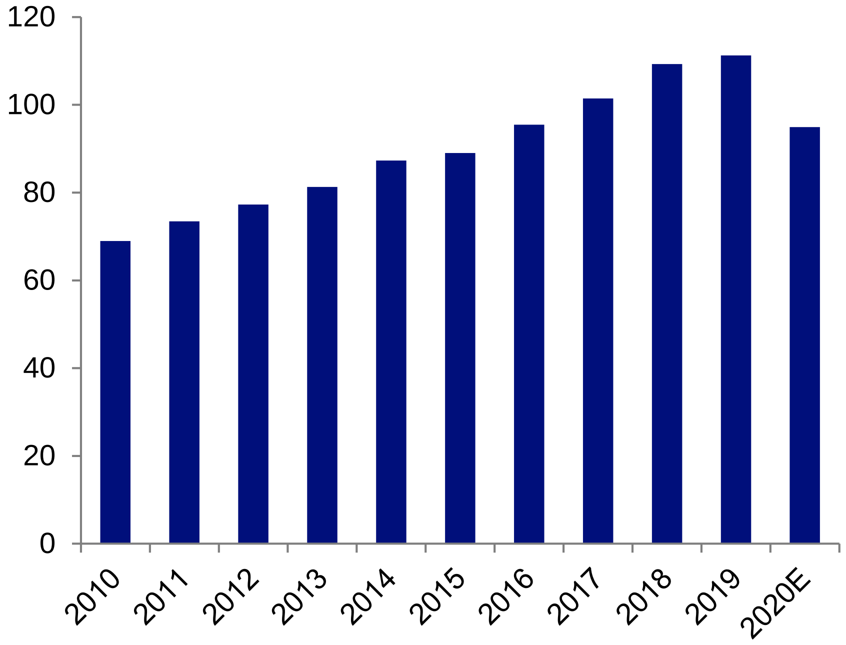
Includes:

- China: Imports supported by positive price arbitrage and lower YTD Mongolian imports
- JKT: Blast furnace closures and output cuts (restarting banked furnaces)
- India: Lockdown and record new COVID-19 cases (improving demand, especially after monsoon)
- Europe: Blast furnace closures (restarting banked furnaces)
- Brazil: 2nd highest number of COVID-19 deaths (restarting banked furnaces)

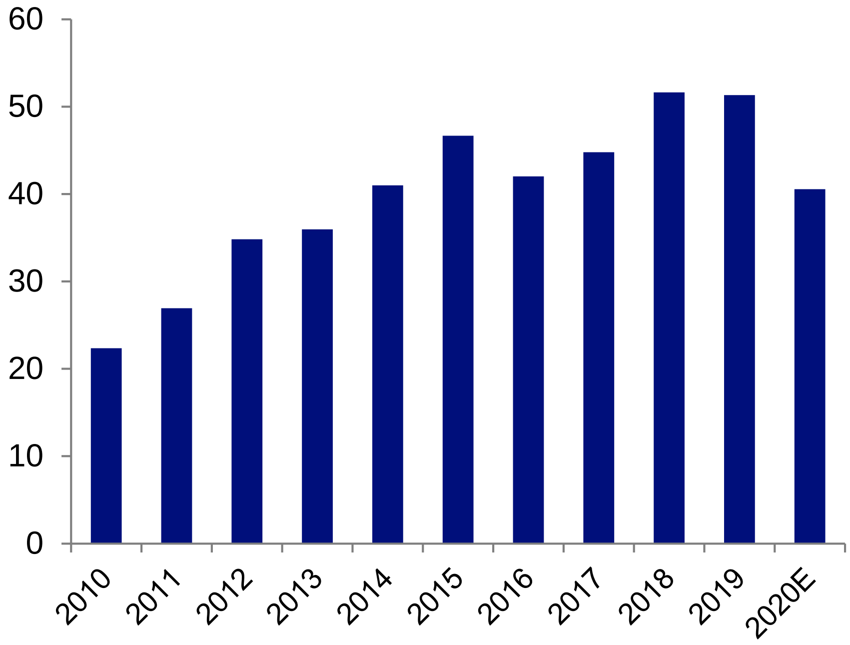
Indian Steelmaking Coal Imports

Mid- & long-term imports supported by secular demand and government targets

Indian Crude Steel Production[1] (Mt)



Indian Seaborne Coking Coal Imports[2] (Mt)



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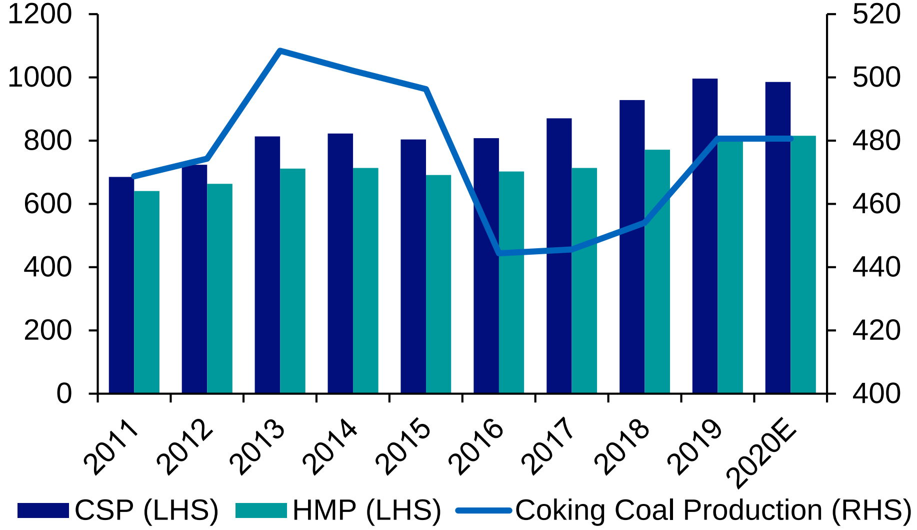
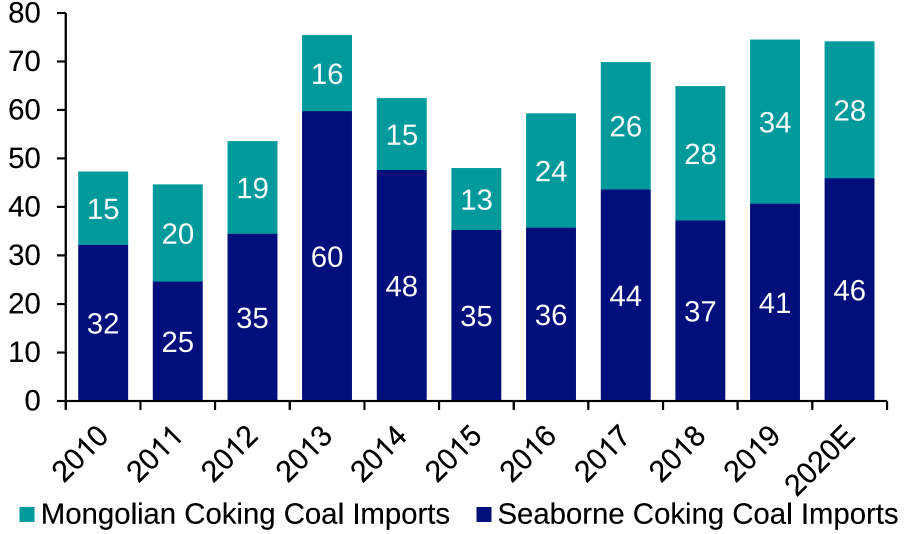
Chinese Steelmaking Coal Imports

YTD Aug 2020 seaborne imports up by +10 Mt

Chinese Crude Steel Production (CSP), Hot Metal Production (HMP) and Coal Production (Mt)[1]



Chinese Coking Coal Imports[2] (Mt)



Flat China coal production but optimistic forecast for Mongolia imports with YTD Aug 2020 data

- -3 Mt YoY for domestic coking coal production
- -10 Mt YoY for Mongolian coking coal imports

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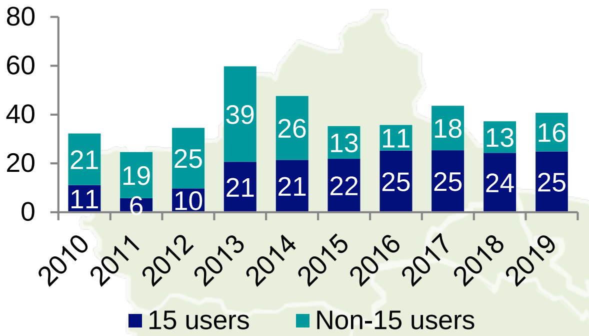
Large Users in China Increasing Imports

~2/3 of China crude steel produced on coast; projects support imports

Seaborne Coking Coal Imports[1] (Mt)



LIUSTEEL FANGCHENG PROJECT
- Greenfield project
- Capacity: Phase 1 crude steel ~10 Mt
- Status: Construction started in 2017; 1 of 3 BFs completed in June 2020; #2 BF to be completed in Dec 2020

BAOWU ZHANJIANG PLANT
- Expansion
- Capacity: crude steel 3.6 Mt (phase 2)
- Status: Construction started in Apr 2019; completion in 2021

ZONGHENG FENGNAN PROJECT
- Inland plant relocating to coastal area
- Capacity: crude steel 8 Mt
- Status: Construction started in 2017; 2 of 5 blast furnaces (BFs) completed by May 2019; remaining 3 BFs to complete in 2020

HBIS LAOTING PROJECT
- Inland plant relocating to coastal area
- Capacity: crude steel 20 Mt
- Status: Construction started in 2017; completion in 2020

SHOUGANG JINGTANG PLANT
- Expansion
- Capacity: crude steel 9.4 Mt (phase 2)
- Status: Construction started in 2015; 1 of 2 BFs completed in Apr 2019

BAOWU YANCHENG PROJECT
- Inland plant relocating to coastal area
- Capacity: crude steel 20 Mt (phase 1: 8-10 Mt)
- Status: Phase 1 construction started in May 2019

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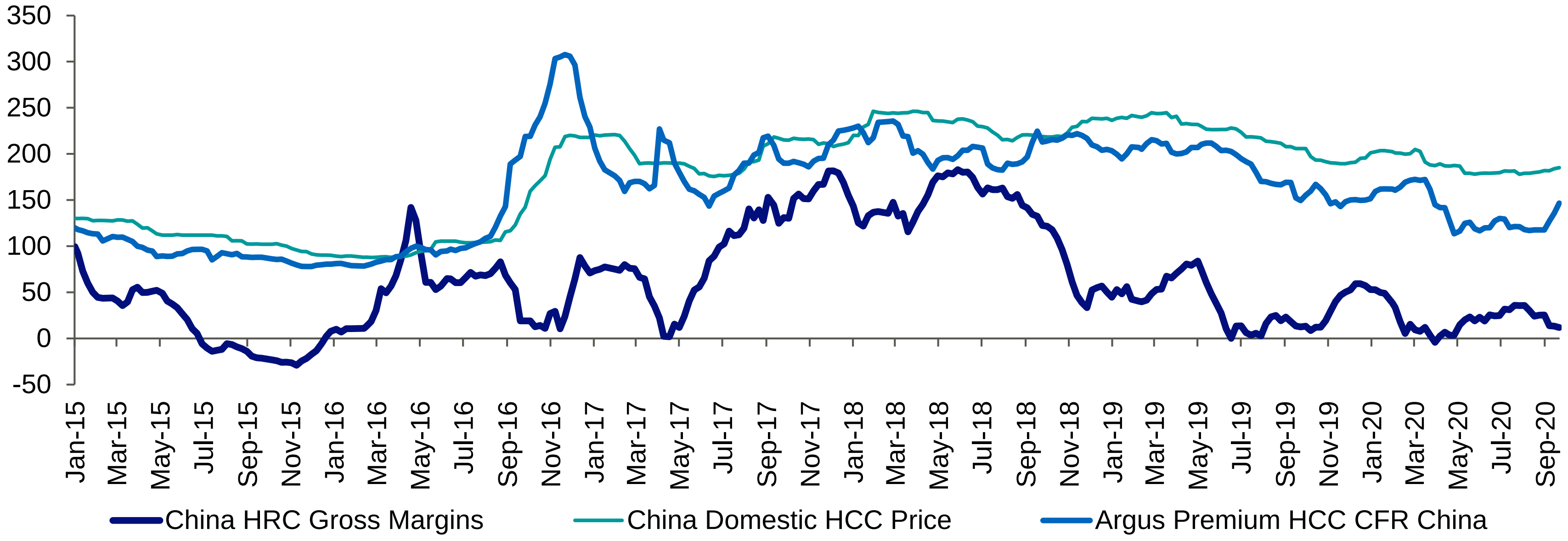
Chinese Steel Margins
Margins remain positive

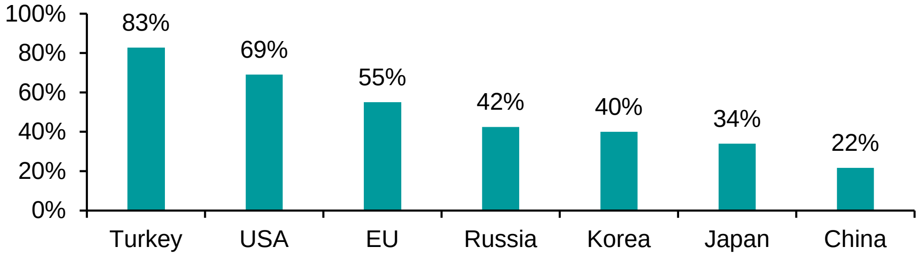
China Hot Rolled Coil (HRC) Margins and Steelmaking Coal (HCC) Prices[1]
(US$/t)



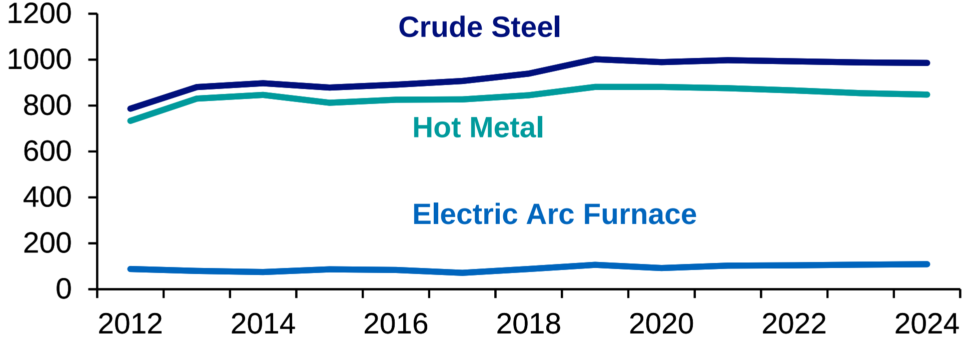
Chinese Scrap Use Continues to Remain Low

Scrap supply limits EAF share in steel output

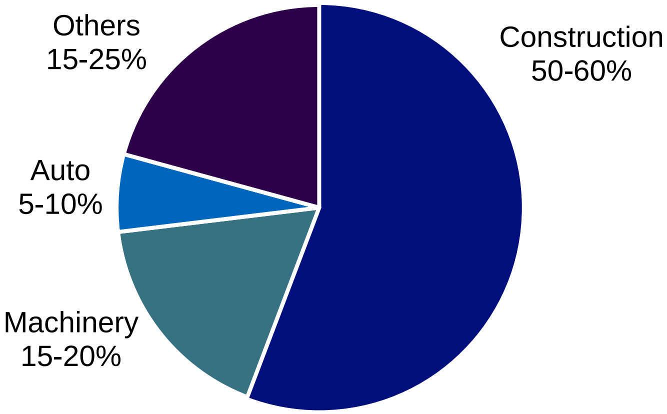
China's Scrap Ratio Lower than Other Countries (2019[1])



2024 EAF share forecast to be similar to 2012



China Steel Use By Sector (2000-2019)[2]



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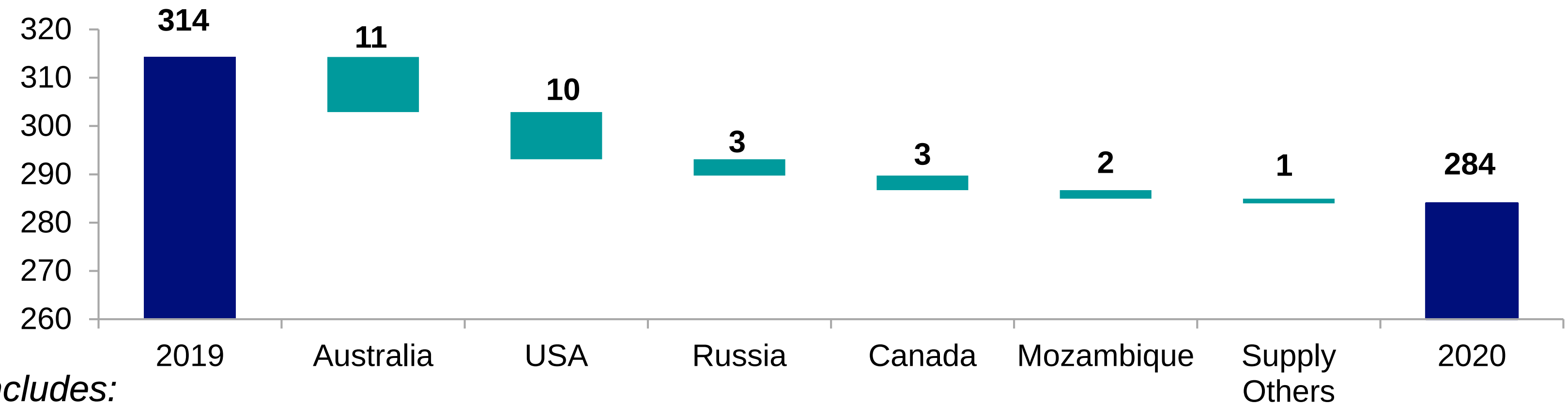
Steelmaking Coal Supply Forecast to Shrink

COVID-19 and market driven supply response

Seaborne Steelmaking Coal Exports[1] (Mt)

Change 2020 vs. 2019

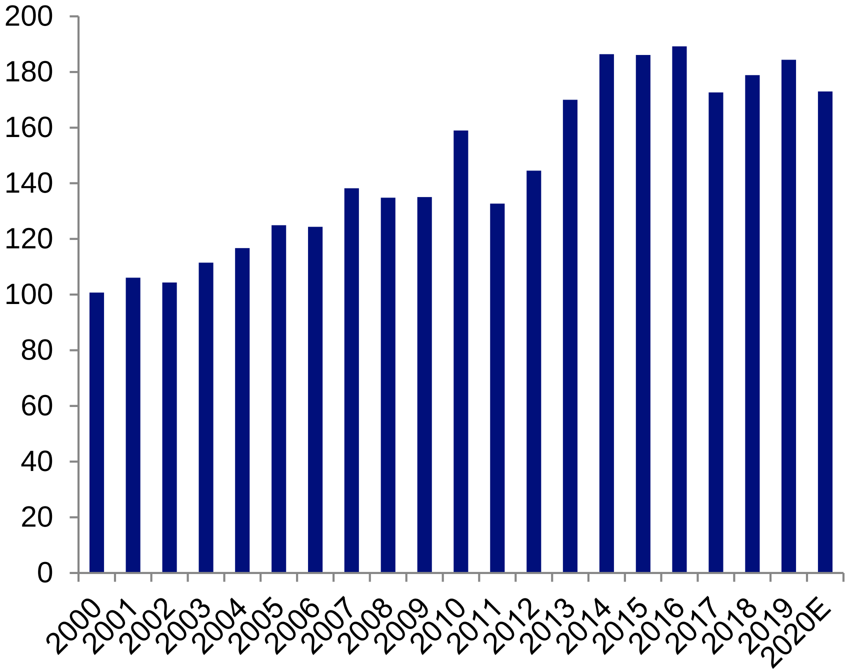


Includes:

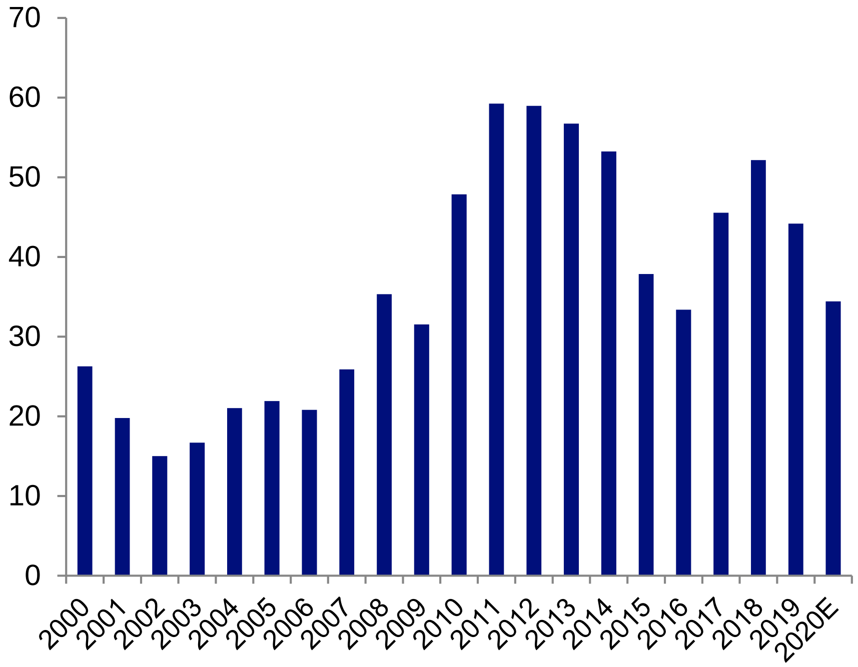
- Australia: Mine disruptions (Moranbah North roof fall, Grosvenor explosion) and potential production impact (lower demand and COVID-19 safety measures)
- USA: Cost pressures and weak demand especially from Europe and Brazil
- Russia: Expected supply rationalization (especially for PCI)
- Canada: Mine closures and COVID-19 production impact
- Mozambique: Cost pressures and weak demand (lower YTD production from Moatize)

US Coal Producers are Swing Suppliers

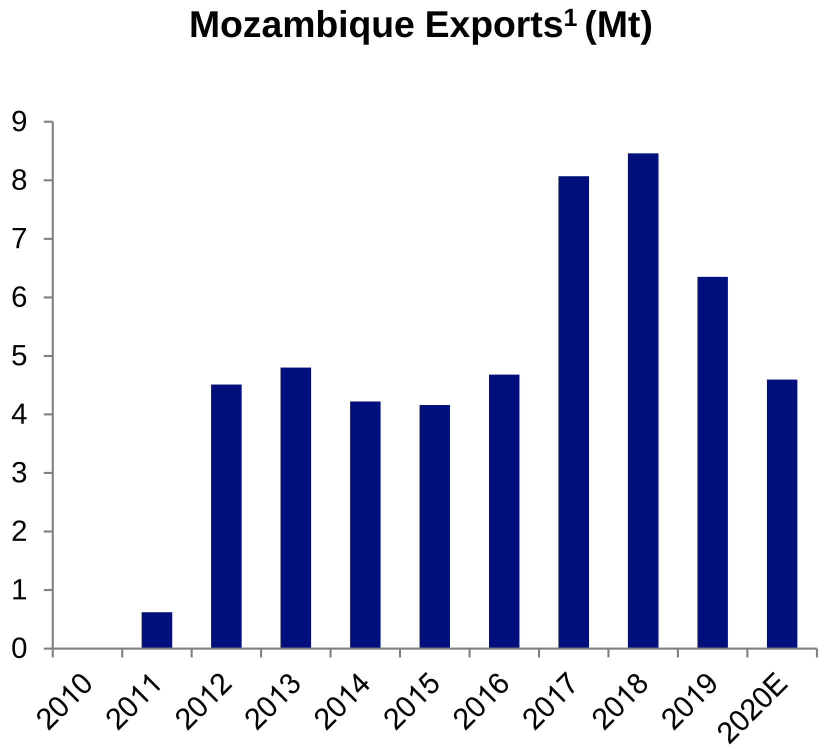
Australian Steelmaking Coal Exports[1] (Mt)



US Steelmaking Coal Exports[1] (Mt)



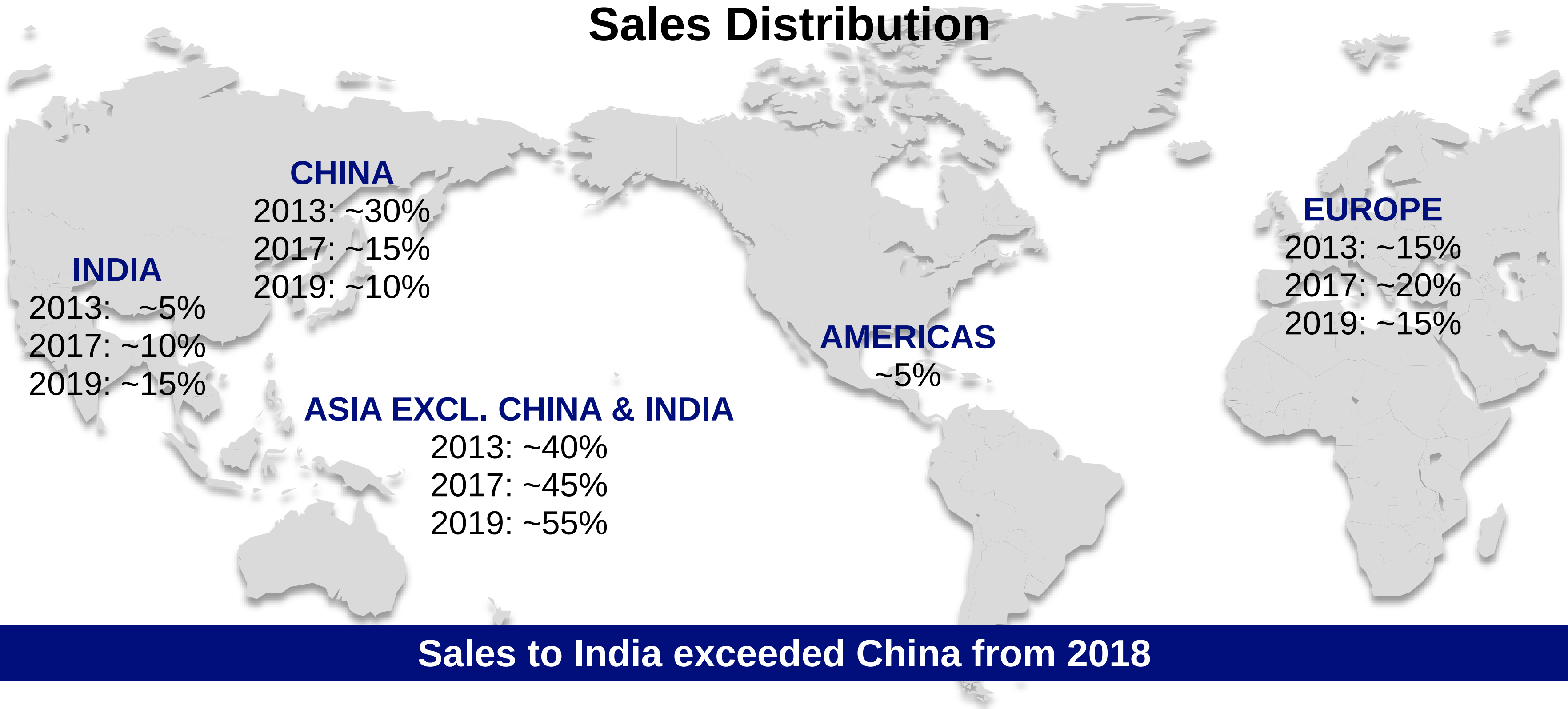
Canadian & Mozambique Steelmaking Coal Exports



2nd Largest Seaborne Steelmaking Coal Supplier

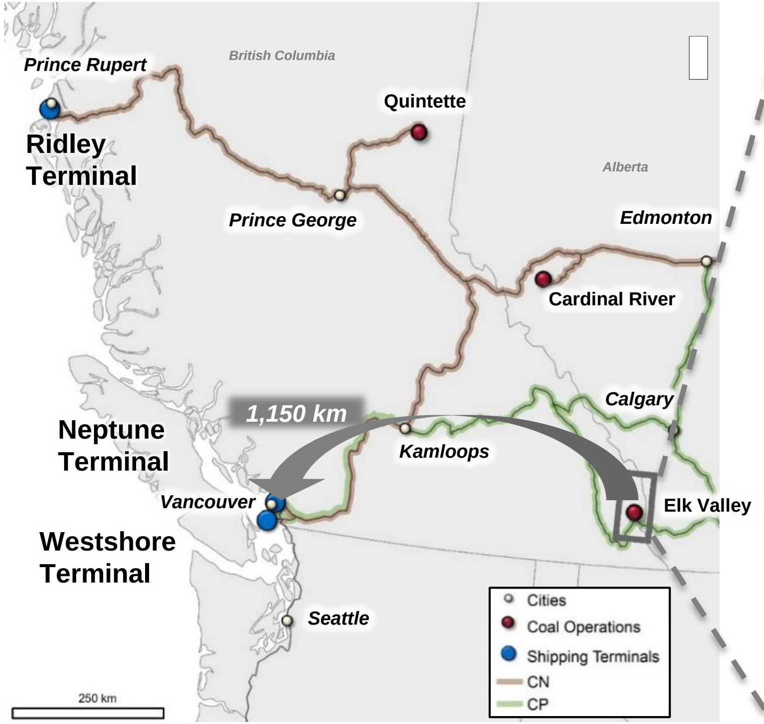
Competitively positioned to supply steel producers worldwide

Sales Distribution

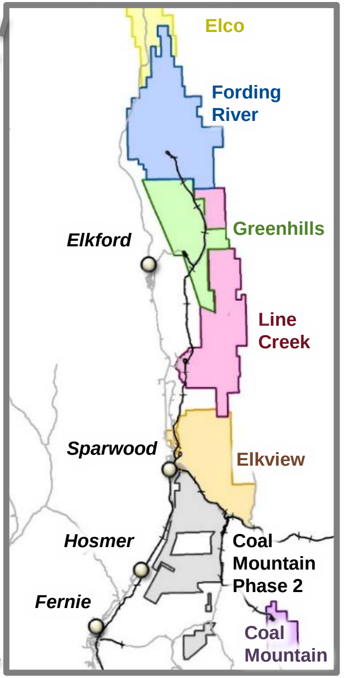


Sales to India exceeded China from 2018

An Integrated Long Life Coal Business



ELK VALLEY



- 840 million tonnes[1] of reserves support ~26 to 27 Mt of annual production for many years
- Geographically concentrated in the Elk Valley
- Established infrastructure and capacity with mines, railways and terminals

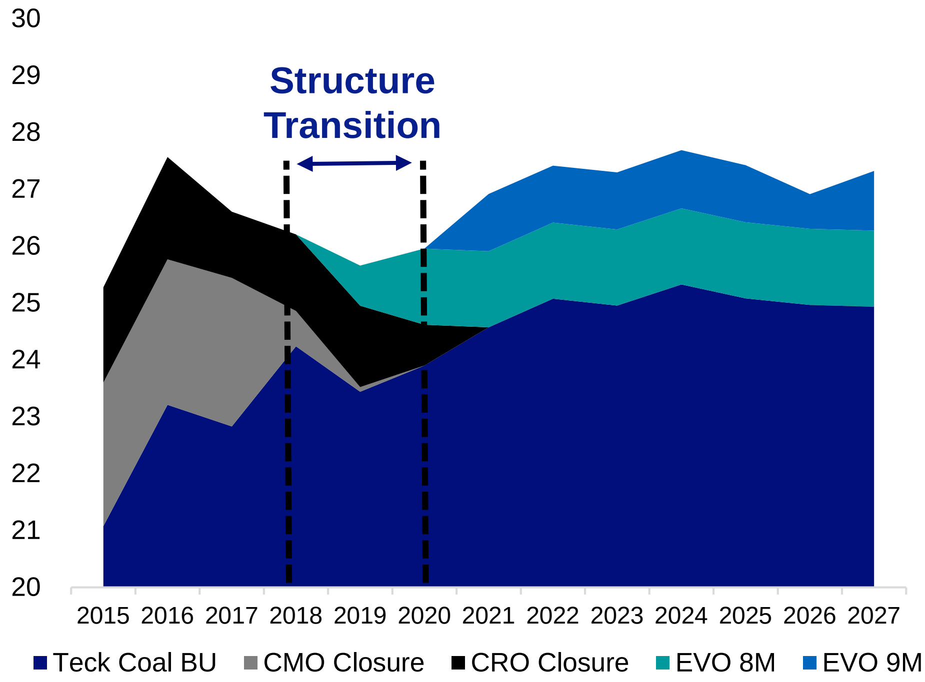
Long Life with Growth Potential in Steelmaking Coal

27 million tonnes of annual production capacity in 2021 and beyond

Moving Past Transition:

- Coal Mountain closed and production has been replaced with new mining areas in the Elk Valley
- Investment in plant throughput capacity at Elkview to capitalize on lower strip ratio beginning in 2020 and to replace higher cost Cardinal River production

Annual Production Capacity[1]
(Million tonnes)



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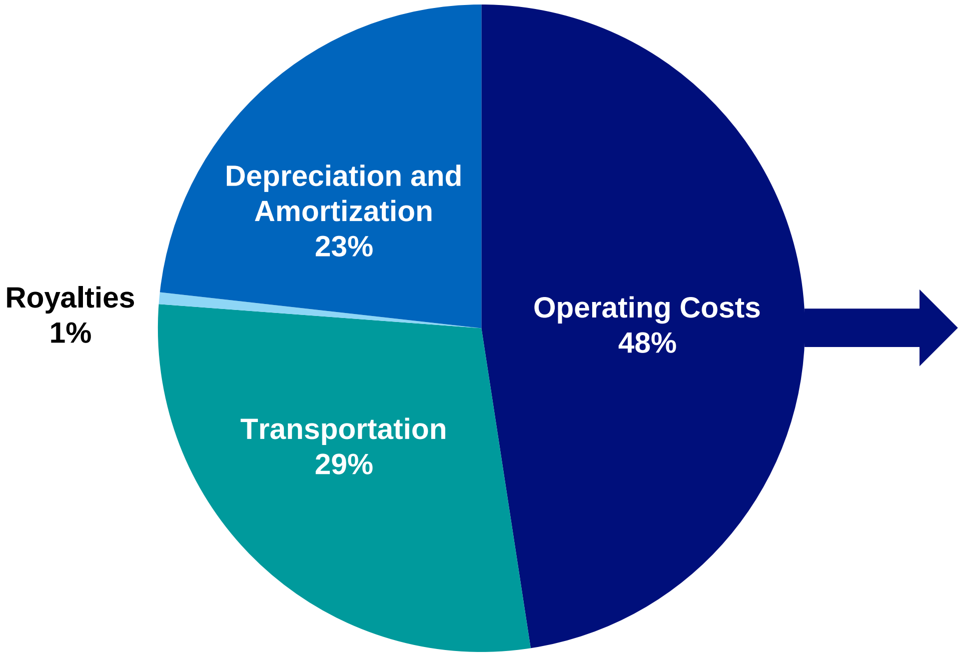
Steelmaking Coal Unit Costs

Unit Costs[1] in 2019



Operating Cost[1] Breakdown in 2019	
Labour	31%
Contractors and Consultants	13%
Operating Supplies	16%
Repairs and Maintenance Parts	19%
Energy	17%
Other	4%
Total	**100%**

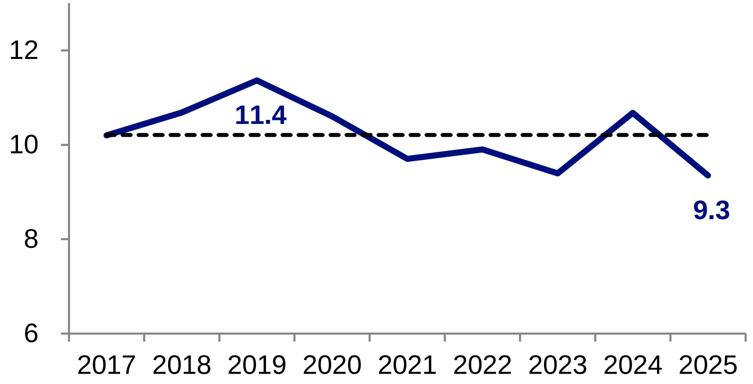
Setting Up for Strong Long-Term Cash Flows In Steelmaking Coal

Executing on four pillars to transform cost structure and optimize margins

- Strip ratio decreasing over next four years
  - Future strip ratio on par with historical average
- Strategically replaced high cost tonnes with low cost tonnes
  - Cardinal River closure offset with Elkview expansion in 2020
- Investing in RACE21™ technology and digital transformation
  - Lowering operating costs and increasing EBITDA[1] potential
- Increasing Neptune capacity to >18.5 million tonnes
  - Lowering port costs and increasing logistics chain flexibility

Targeting long term cost of sales below ~$60 per tonne

Clean Strip Ratio[1]



Investing in Production Capacity and Productivities In Steelmaking Coal

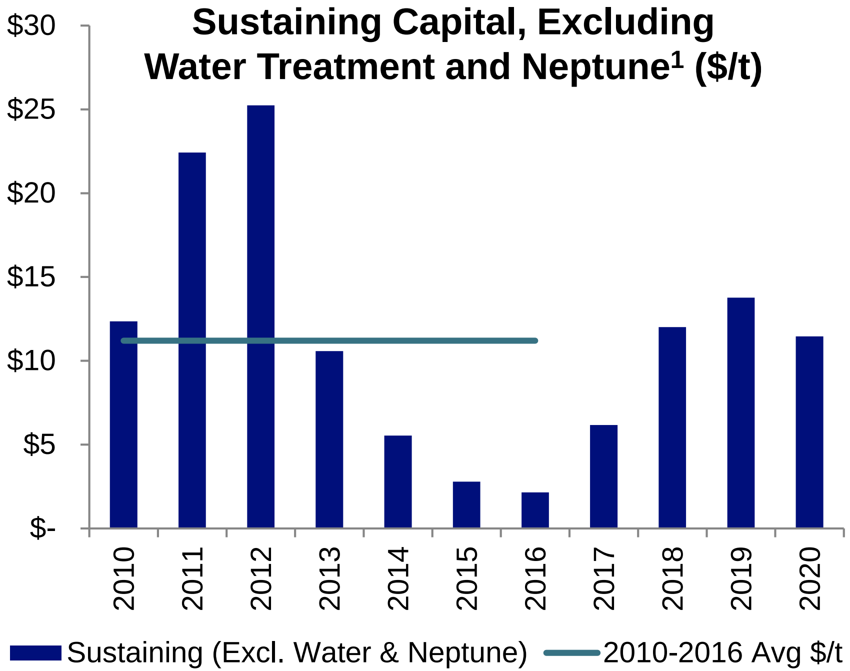
Maintaining historical dollar per tonne sustaining investment levels

2010-2016: Average spend of ~$11 per tonne[1]

- Swift at Fording River and Line Creek
- Reinvestment in 5 shovels, 50+ haul trucks

2017-2024: Average spend of ~$11 per tonne[1]

- 9 Million and Baldy Ridge at Elkview, Castle at Fording River
- Continue reinvestment in equipment fleets and infrastructure to increase mining productivity and processing efficiencies



Long term run rate for sustaining capital is ~$11 to 12 per tonne

Sustaining capital is now inclusive of production capacity investments previously called Major Enhancement

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Teck's Pricing Mechanisms

Coal sales book generally moves with the market

SALES MIX

- ~40% quarterly contract price
- ~60% shorter than quarterly pricing mechanisms (including "spot")

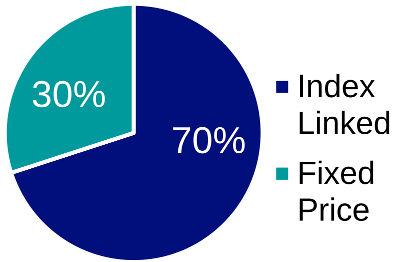
PRODUCT MIX

- ~75% of production is high-quality HCC
- ~25% is a combination of SHCC, SSCC, PCI and a small amount of thermal
- Varies quarter-to-quarter based on the mine plans

KEY FACTORS IMPACTING TECK'S AVERAGE REALIZED PRICES

- Variations in our product mix
- Timing of sales
- Direction and underlying volatility of the daily price assessments
- Spreads between various qualities of steelmaking coal
- Arbitrage between FOB Australia and CFR China pricing

Pricing Mechanisms (%)



Index Linked Sales

- Quarterly contract sales index linked
- Contract sales index linked
- Contract sales with index fallback
- Spot sales index linked

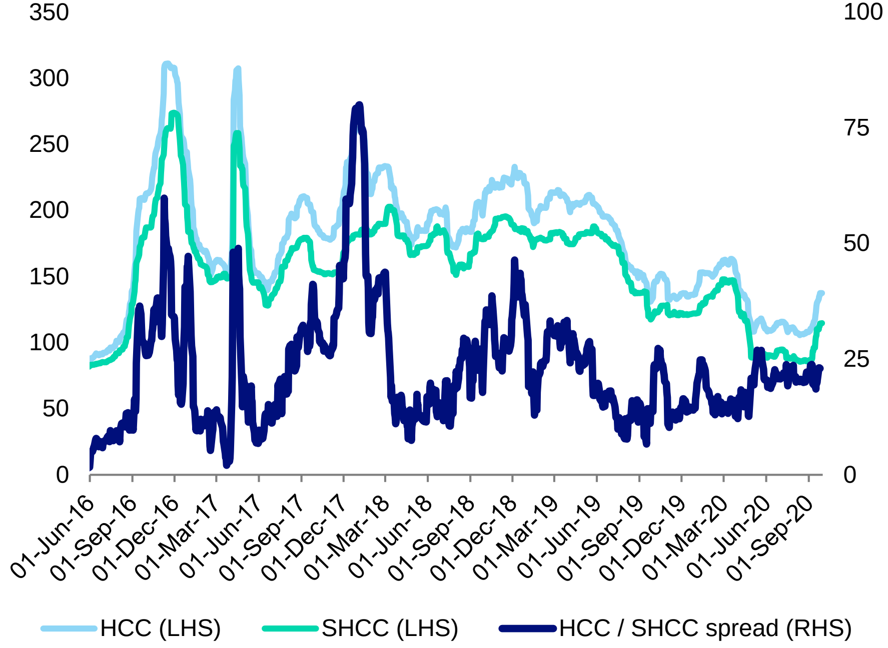
Fixed Price Sales

- Contract sales spot priced
- Contract sales with index fallback
- Spot sales with fixed price

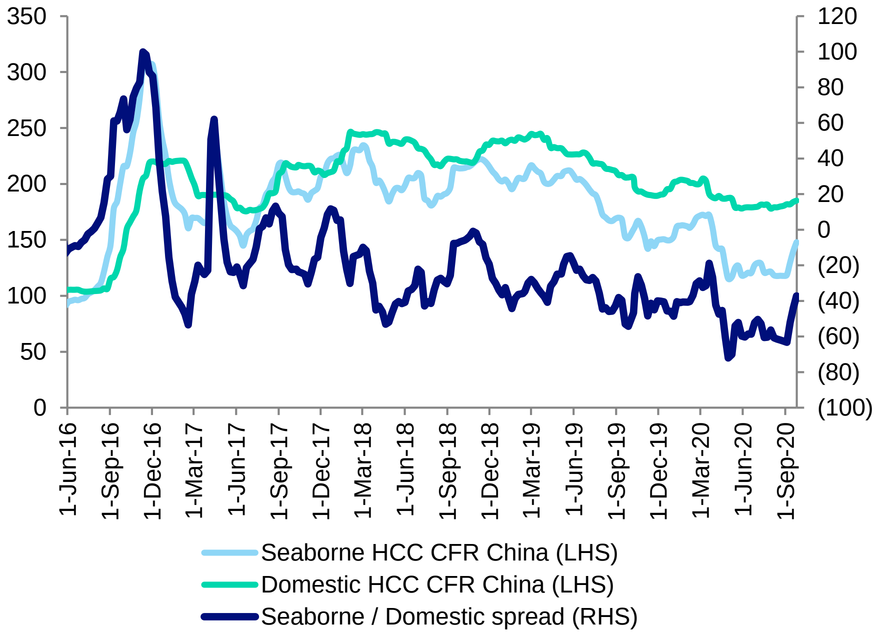
Quality and Basis Spreads

Impact Teck's average realized steelmaking coal prices

HCC / SHCC Prices and Spread[1] (US$/t)



HCC Seaborne / China Domestic Prices and Spread[2] (US$/t)



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West Coast Port Capacity

NEPTUNE COAL TERMINAL

- Planned capacity growth to >18.5 Mtpa
- 100% ownership of coal capacity
- Current coal capacity 12.5 Mtpa
- Significant investment to upgrade and rejuvenate

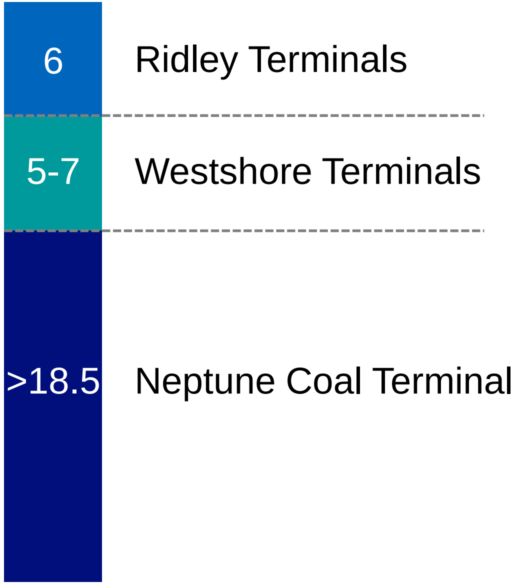
WESTSHORE TERMINALS

- Current capacity 35 Mtpa
- Teck contracted capacity:
  - 19 Mtpa to March 31, 2021
  - Agreement in principle for 5-7 Mtpa at fixed loading charges following expiry of the current contract, to a total of 32.25 Mt

RIDLEY TERMINALS

- Current capacity 18 Mtpa
- Teck contract:
  - 3 Mtpa until December 2020
  - Ramps up to 6 Mtpa, with option to extend up to 9 Mtpa (January 2021 to December 2027)

Teck's Contracted West Coast Port Capacity[1] (Nominal Mt)



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Notes: Appendix – Steelmaking Coal

Slide 76: Steelmaking Coal Market
1. Source: Argus, Teck. Plotted to September 29, 2020.

Slide 77: Steelmaking Coal Facts
1. Source: IEA.
2. Source: Wood Mackenzie (Long Term Outlook H1 2020).
3. Source: World Coal Association. Assumes all of the steel required is produced by blast furnace-basic oxygen furnace route.
4. Source: The Coal Alliance. Assumes all of the steel required is produced by blast furnace-basic oxygen furnace route.

Slide 78: Steelmaking Coal Demand Growth Forecast
1. Source: Data compiled by Teck based on information from Wood Mackenzie (Short Term Outlook August 2020).

Slide 79: Indian Steelmaking Coal Imports
1. Source: Data compiled by Teck based on information from WSA and Wood Mackenzie. 2020 is based on information from Wood Mackenzie (Long Term Outlook H1 2020).
2. Source: Data compiled by Teck based on information from Global Trade Atlas and Wood Mackenzie. 2020 is data compiled by Teck based on information from Wood Mackenzie (Short Term Outlook August 2020).

Slide 80: Chinese Steelmaking Coal Imports
1. Source: Data compiled by Teck based on information from NBS, Wood Mackenzie and Fenwei. 2020 is based on information from Wood Mackenzie (Long Term Outlook H1 2020) for crude steel and hot metal production and is based on information from Fenwei for coking coal production.
2. Source: Data compiled by Teck based on information from China Customs and Fenwei. 2020 is based on information from Wood Mackenzie (Short Term Outlook August 2020).

Slide 81: Large Users in China Increasing Imports
1. Source: Data compiled by Teck based on information from China Customs, Fenwei and internal sources.

Slide 82: Chinese Steel Margins
1. Source: China HRC Gross Margins is estimated by Mysteel. China Domestic HCC Price is Liulin #4 price sourced from Sxcoal and is normalized to CFR China equivalent. Seaborne HCC Price (CFR China) is based on Argus Premium HCC CFR China. Plotted to September 25, 2020.

Slide 83: Chinese Scrap Use Continues to Remain Low
1. Source: Data compiled by Teck based on information from Bureau of International Recycling.
2. Source: Data compiled by Teck based on information from China Metallurgy Industry Planning and Research Institute.
3. Source: Data compiled by Teck based on information from Wood Mackenzie (Long Term Outlook H1 2020) and CRU (Crude Steel Market Outlook August 2020).

Slide 84: Steelmaking Coal Supply Forecast to Shrink
1. Source: Data compiled by Teck based on information from Wood Mackenzie (Short Term Outlook August 2020).

Slide 85: US Coal Producers are Swing Suppliers
1. Source: Data compiled by Teck based on information from Global Trade Atlas and Wood Mackenzie. 2020 is based on information from Wood Mackenzie (Short Term Outlook August 2020).

Slide 86: Canadian & Mozambique Steelmaking Coal Exports
1. Source: Data compiled by Teck based on information from Global Trade Atlas, Wood Mackenzie. 2020 is based on information from Wood Mackenzie (Short Term Outlook August 2020).

Notes: Appendix – Steelmaking Coal

Slide 88: An Integrated Long Life Coal Business
1. As at December 31, 2019,Teck portion, excluding oxide. Source: Teck AIF.

Slide 89: Long Life with Growth Potential in Steelmaking Coal
1. Subject to market conditions and obtaining relevant permits.

Slide 90: Steelmaking Coal Unit Costs
1. Steelmaking coal unit costs are reported in Canadian dollars per tonne. Non-GAAP financial measures. See “Non-GAAP Financial Measures” slides and “Use of Non-GAAP Financial Measures” section of the Q2 2020 news release for further information.

Slide 91: Setting Up for Strong Long-Term Cash Flows in Steelmaking Coal
1. Reflects weighted average strip ratio of all coal operations.

Slide 92: Investing In Production Capacity and Productivities in Steelmaking Coal
1. Historical spend has not been adjusted for inflation or foreign exchange. 2020-2024 average spend assumes annualized average production of 27 million tonnes. All dollars referenced are Teck’s portion net of POSCAN credits for Greenhills Operations at 80% and excludes the portion of sustaining capital relating to water treatment, Autonomous Haulage Systems, RACE21™ and Neptune Terminal.
2. All dollars referenced are Teck’s portion net of POSCAN credits for Greenhills Operations at 80% and excludes capital relating to the Neptune Facility Upgrade, Autonomous Haulage Systems, RACE21™. Sustaining capital is now inclusive of production capacity investments previous called Major Enhancement.

Slide 94: Quality and Basis Spreads
1. HCC price is average of the Argus Premium HCC Low Vol, Platts Premium Low Vol and TSI Premium Coking Coal assessments, all FOB Australia and in US dollars. SHCC price is average of the Platts HCC 64 Mid Vol and TSI HCC assessments, all FOB Australia and in US dollars. Source: Argus, Platts, TSI. Plotted to September 29, 2020.
2. Seaborne HCC CFR China price is average of the Argus Premium HCC Low Vol, Platts Premium Low Vol and TSI Premium Coking Coal assessments, all CFR China and in US dollars. Domestic HCC CFR China is Liulin #4 normalized to CFR Jingtang Port in US dollars. Source: Argus, Platts, TSI, Sxcoal. Plotted to September 25, 2020.

Slide 95: West Coast Port Capacity
1. Represents Teck’s total west coast port capacity assuming all contracts are currently in place. Teck’s Westshore capacity is based on an agreement in principle.

Copper
Business Unit & Markets

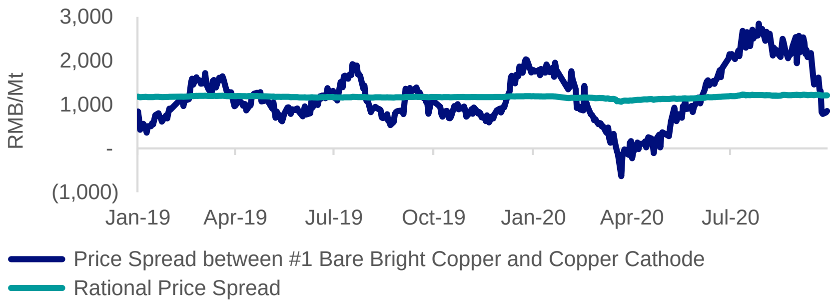
Teck

Supply Continues to be at Risk Copper Demand Improves

- Stronger cathode demand in China putting upward pressure on copper prices
- Demand Ex-China improving slowly
- Government closures of mines, ports and distribution kept concentrate market tight and impacted cathode supply
- Concentrate market tightness into 2021, COVID-19 restrictions to impact 2021 supply
- Scrap tightness improving on higher prices.
- Copper metal stocks move to China
- Mine growth to resume in 2022; peak in 2023 but projects deferred due low prices
- Short-term cathode surplus now shrinking

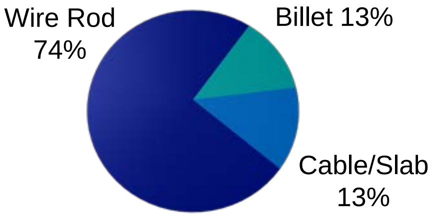
Copper Market
Raw materials weigh on downstream production

Scrap Availability Improving on Higher Copper Price[1]

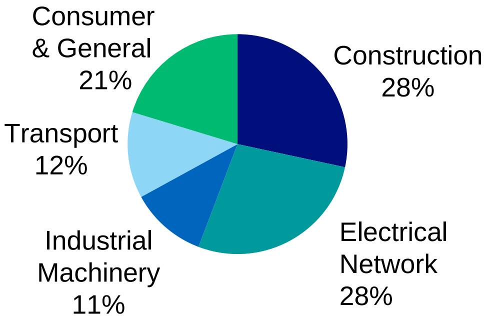


Copper Scrap is 18% of Supply and 20% of Total Demand[2]

Cathode Demand 23.6 Mt



Copper Demand 29.6 Mt



- Demand for raw materials and mine disruptions kept concentrate demand high
  - Mine production cuts over 1.5 Mt vs. smelter cuts of ~250 kt
  - Chinese smelters brought forward maintenance to counter low TC/RCs
  - Spot TC/RCs move up to mid-US$40’s
- Scrap availability improving on higher prices
  - Scrap generation still low due to lower manufacturing
  - Loss of scrap impacts supply and increases cathode demand
- LME cathode stocks move into China, LME price rises, Chinese premiums fall
- Chinese cathode premiums drop on import surge in June/July, premiums down to US$35 per tonne from US$95 per tonne, in Q2 2020

Teck

Global Copper Mine Production Increasing Slowly

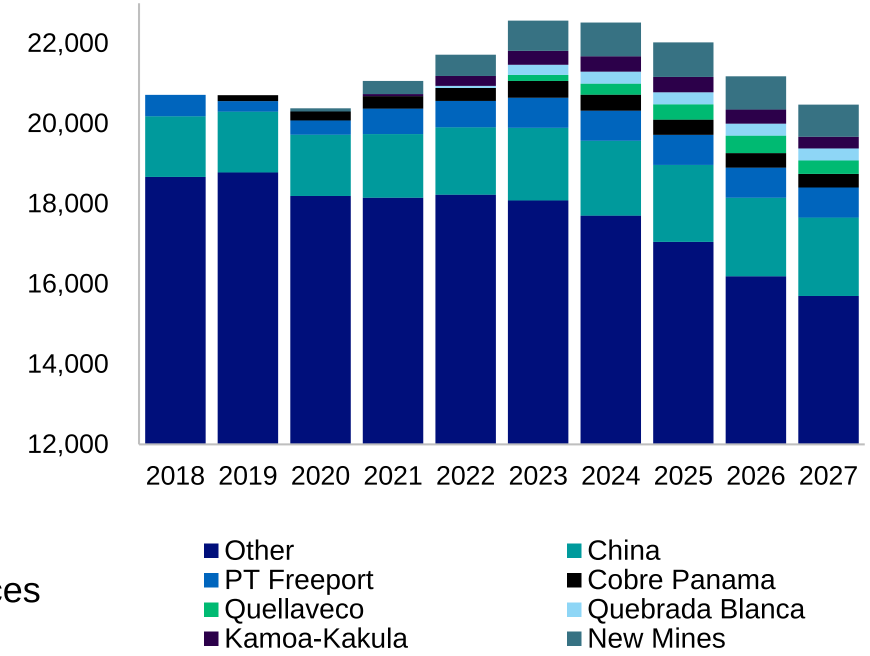
Mine Production Set To Increase 1.8 Mt By 2023[1]

Includes:

Mine	kmt
PT – Freeport (vs 2019)	490
Kamoa – Kakula	350
Quebrada Blanca	300
Quellaveco	300
Cobre Panama (vs 2019)	272
China to 2023	300
All others (Spence, Chuqui UG, Escondida)	750
SXEW Reductions to 2023	(215)
Reductions & Closures	(685)

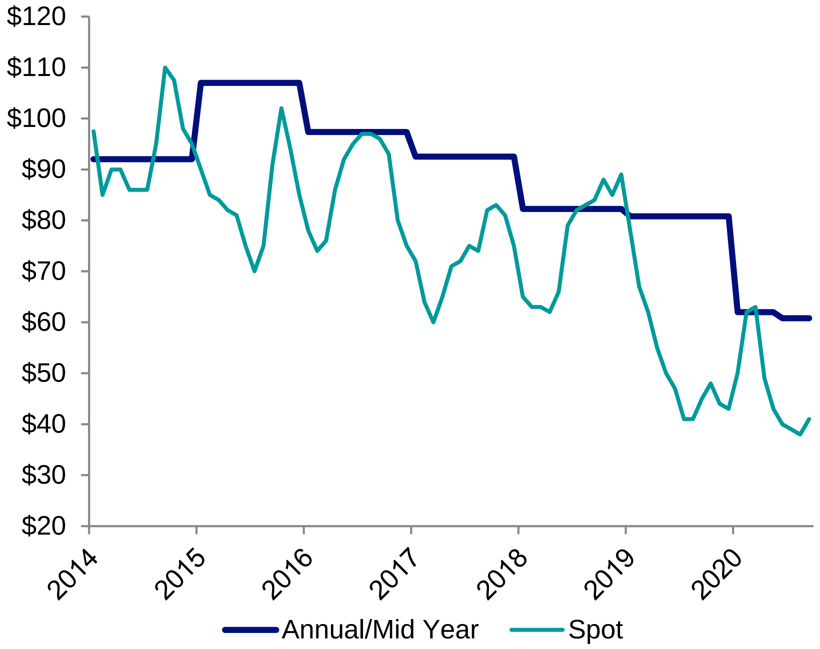
- Chinese mine production flat to 2023 on lack of resources
- Total probable projects: 750 kmt

Global Copper Mine Production[2] (kt contained)

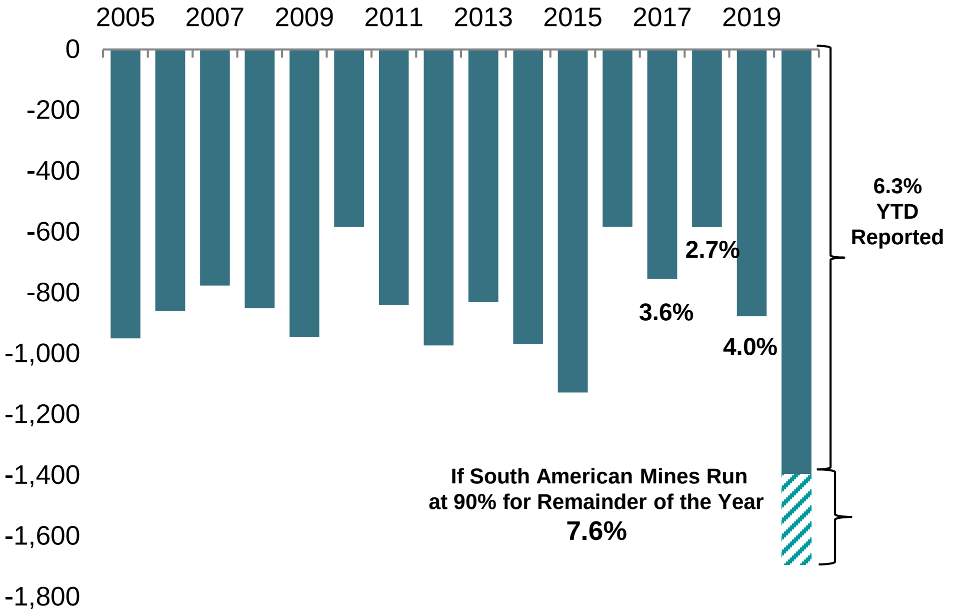


Copper Disruptions Return To Impact Mines

TC/RCs Spot and Annual Falling[1] (US$/lb)



Disruptions (kt)[2];



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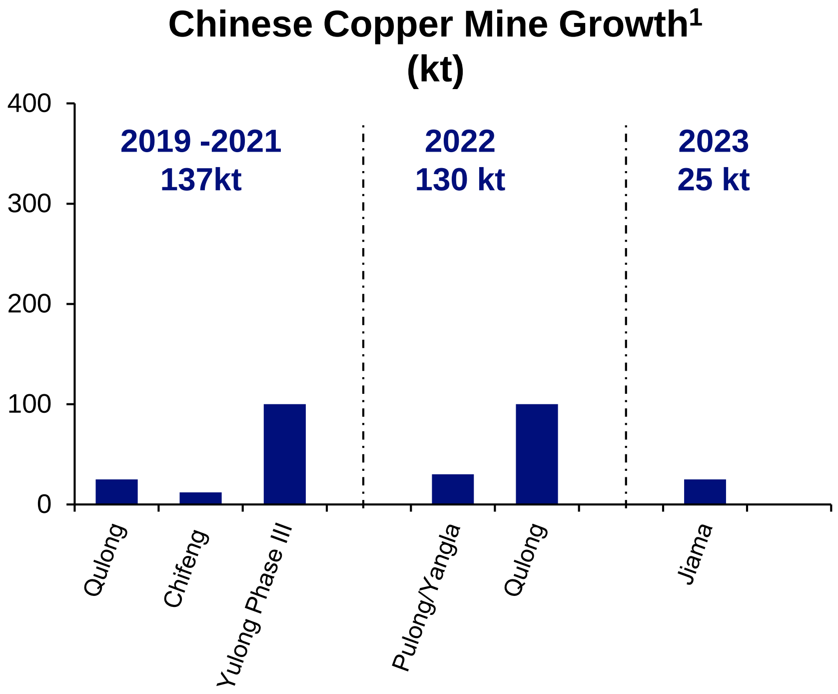
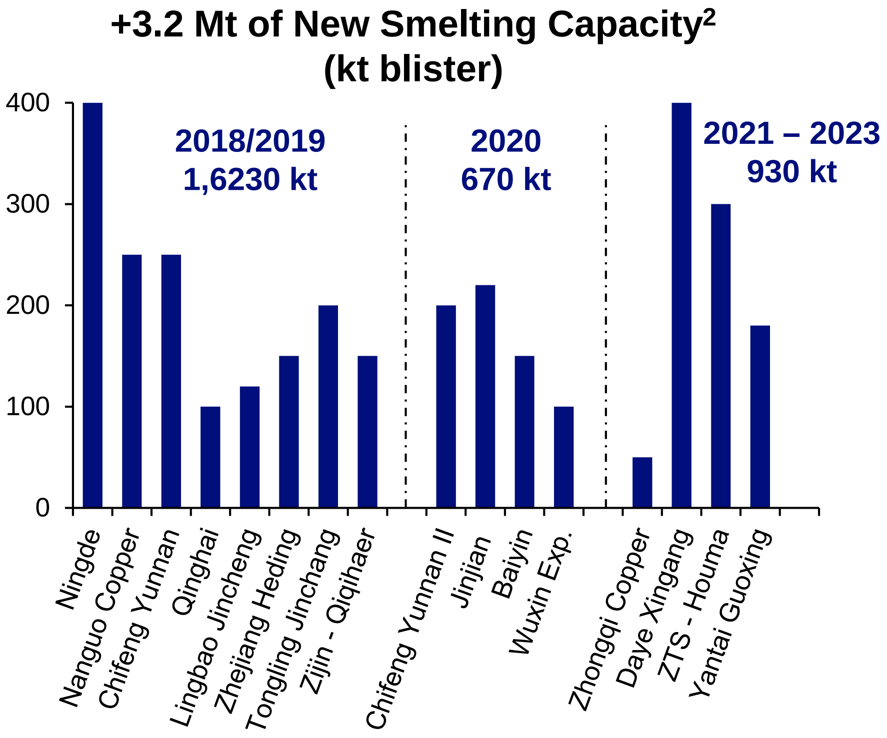
Rapid Growth in Chinese Copper Smelter Capacity

Limited and delayed domestic mine projects





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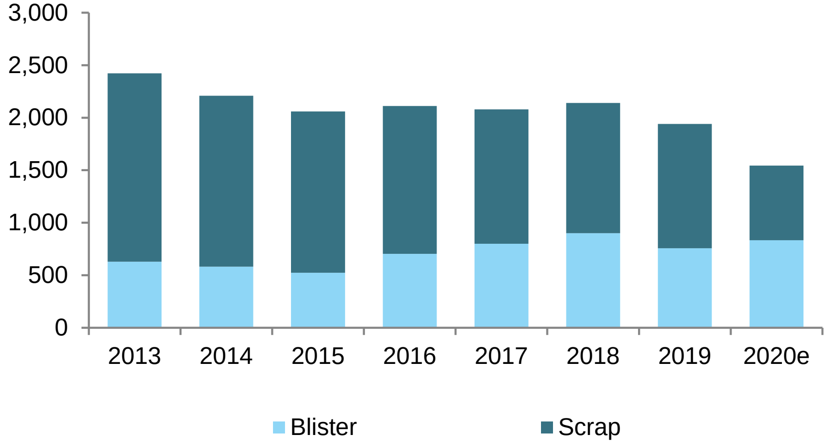
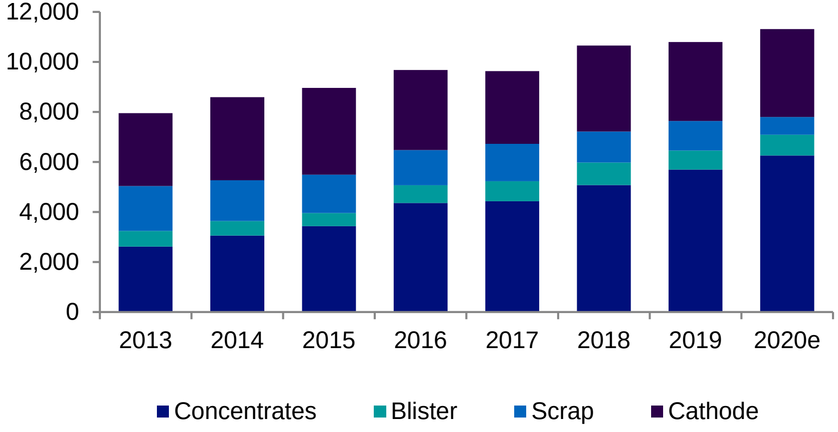
Copper Supply

Chinese imports shift to concentrates to feed smelter capacity increases

Chinese Scrap/Blister Imports Fall[2]
(Copper content, kt)



Chinese Imports Shift to Concentrates[3]
(Copper content, kt)



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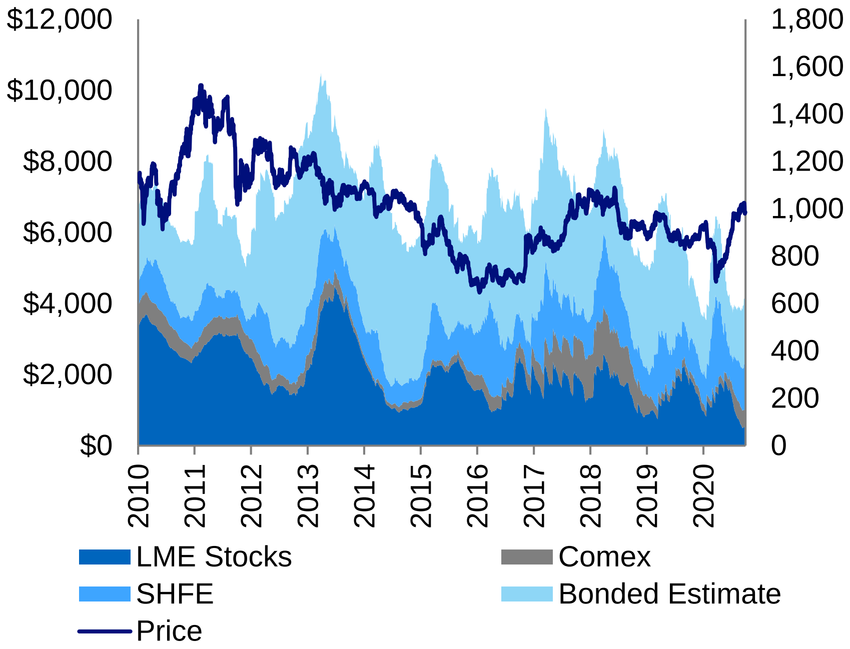
Copper Metal Stocks

Raw material shortages increase cathode demand

- Exchange stocks have fallen 260kt since March 2020, now equivalent to 6.1 days of global consumption
- SHFE stocks have decreased ~200kt since Lunar New Year
- Scrap shortages, consumer restocking, and stimulus spending drawing down inventories
- Arbitrage drew inventories into China, cathode imports up 47% YTD or 900kmt
- Prices decreased -25% between January 16, 2020 and March 23, 2020; prices now up 6% YTD and up 42% from the March 2020 lows

Daily Copper Prices (US$/mt) and Stocks[1] (kt)



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Long Life and Stable Assets in Copper

- Returned to full production rates ahead of plan
- Guidance of 45,000 to 50,000 tonnes copper in H2 2020
- Higher zinc production, with H2 2020 guidance of 55,000 to 60,000 zinc
- Reduced workforce on site

- Returned to full production; recovery plans in place
- Guidance of 70,000 to 75,000 tonnes copper in H2 2020
- Increased mill throughput and higher grades in H2
- RACE21™ initiatives implemented targeting throughput and recovery improvements

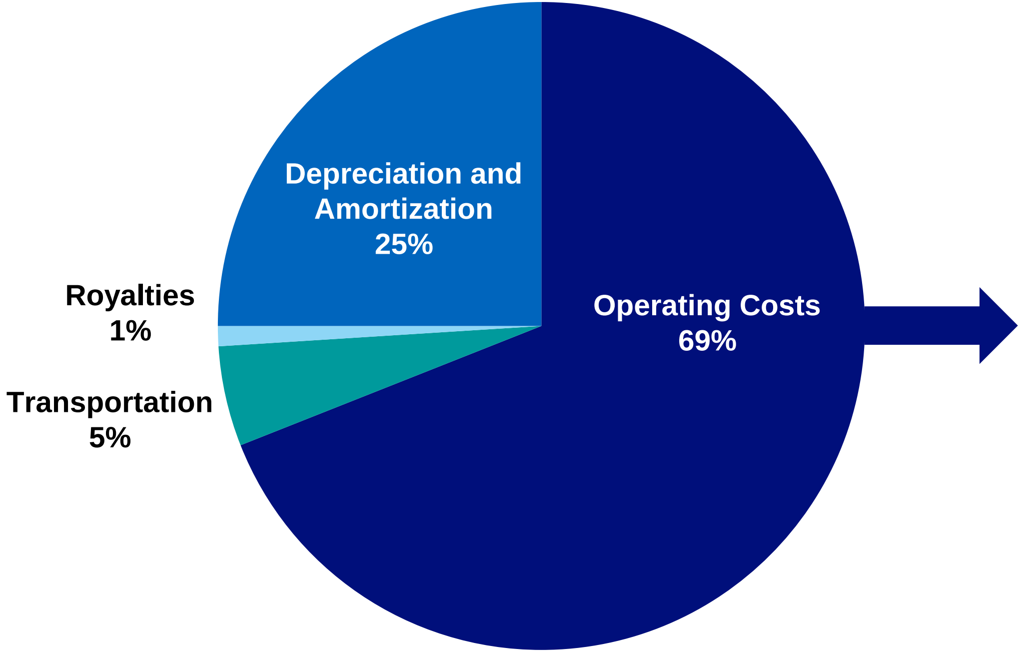
- Production rates maintained with reduced workforce on site
- Guidance of 27,000 to 30,000 tonnes copper in H2 2020
- RACE21™ application of processing analytics to optimize throughput and recovery

- Production rates maintained with reduced workforce on site
- Guidance of 3,000 to 5,000 tonnes copper in H2 2020
- Cathode production through 2020, with opportunities to extend into 2021

Foundation of stable operations

Copper Unit Costs

Unit Costs[1] in 2019



Operating Cost[1] Breakdown in 2019	
Labour	29%
Contractors and Consultants	11%
Operating Supplies	16%
Repairs and Maintenance Parts	16%
Energy	20%
Other	8%
Total	**100%**

Cost Discipline and Cash Flow Focus in Copper

Productivity

- Focus on asset management and cross site sharing
- Robust continuous improvement pipeline a key driver of margins
- RACE21^{TM} driving benefits across sites, continuing high value/low cost initiatives

Cost Reduction Program

- Accelerating implementation
- Operating costs: labour, contractors and maintenance practices
- Capital costs: project cancellations, deferrals and scope reductions

Focused on Minimizing Capital

- Essential water, tailings and regulatory projects drive sustaining capital requirements
- Near-term higher sustaining spending from tailings facility costs at Antamina
- Long-term sustaining capex (2023+) in copper expected at $125 million, excluding QB2 and life extension projects

Major Growth and Life Extension Projects in Copper

Focus remains on QB2 construction, with other projects slowed

Quebrada Blanca

- Focus is on QB2 and construction re-start
- QB2: 316 kt of CuEq production for first 5 years[1]
  - Doubles copper production with low strip ratio and AISC of US$1.38/lb copper[2]
- QB3: Scoping Study on expansion potential complete
  - Mineral resource supports up to 3 times milling rate, with low strip ratio and low anticipated AISC[2]
  - Targeted trade-off studies in 2020 in preparation for PFS

NuevaUnión

- Reduced scope of work with minimal spending

Life Extension Projects

- HVC 2040: optimization work and environmental baseline
  - Targeting ~13 year extension
- Antamina: advancing extension and debottlenecking studies

Notes: Appendix – Copper

Slide 100: Copper Market
1. Source: Shanghai Metal Market.
2. Source: Wood Mackenzie.

Slide 101: Global Copper Mine Production Increasing Slowly
1. Source: Data compiled by Teck based on information from Wood Mackenzie and Company Reports (average production first 10 years).
2. Source: Source: Data compiled by Teck based on information from Wood Mackenzie and Teck’s analysis of publicly available quarterly financial reports and other public disclosures of various entities.

Slide 102: Copper Disruptions Return to Impact Mines
1. Source: Data compiled by Teck based on information from Wood Mackenzie, CRU, and Metal Bulletin.
2. Source: Data compiled by Teck based on information from Wood Mackenzie and Teck’s analysis of publicly available quarterly financial reports and other public disclosures of various entities.

Slide 103: Rapid Growth in Chinese Copper Smelter Capacity
1. Includes mine projects with copper capacity >10 ktpa. Source: BGRIMM.
2. Source: BGRIMM, SMM, Teck.

Slide 104: Copper Supply
1. Source: Wood Mackenzie, GTIS, SMM.
2. Source: Wood Mackenzie, GTIS, NBS, SMM.

Slide 105: Copper Metal Stocks
1. Source: LME, Comex, SHFE, SMM

Slide 107: Copper Unit Costs
1. Copper unit costs are reported in US dollars per pound. Non-GAAP financial measures. See “Non-GAAP Financial Measures” slides and “Use of Non-GAAP Financial Measures” section of the Q2 2020 news release for further information.

Slide 109: Major Growth and Life Extension Projects in Copper
1. Copper equivalent production calculated for the first 5 full years of production assuming US$3.00/lb copper, US$10.00/lb molybdenum and US$18.00/oz silver without adjusting for payability.
2. All-in sustaining costs (AISC) are net cash unit costs (also known as C1 cash costs) plus sustaining capital expenditures. Net cash unit costs are calculated after cash margin by-product credits assuming US$10.00/lb molybdenum and US$18.00/oz silver. Net cash unit costs for QB2 include stripping costs during operations. AISC, Net cash unit cost and cash margins for by-products are non-GAAP financial measures. See “Non-GAAP Financial Measures” slides.

Zinc
Business Unit & Markets

Teck

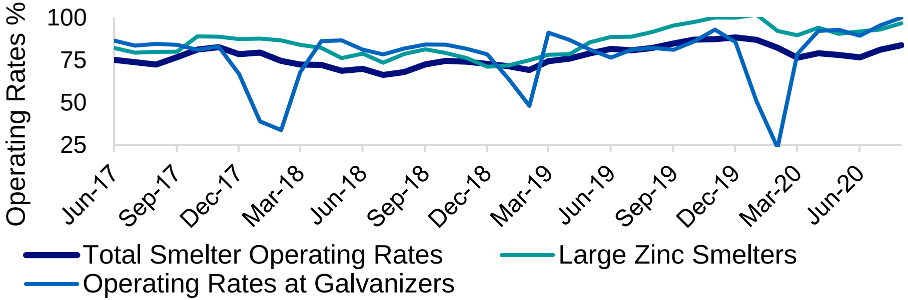
Zinc Mine Disruptions Maintain Pressure on Smelters

- COVID-19 and poor financials resulted in numerous mine closures, eliminating significant production in 2020
- Mines restarting after COVID-19 shutdowns, although many SA mines continue to struggle, refined production expected to be affected in the second half of the year
- Chinese and ROW manufacturing has restarted, consumption driven by infrastructure, construction
- Escalating cases and the ongoing economic impact of COVID-19 increasing concern for future supply and demand of zinc

Zinc Market

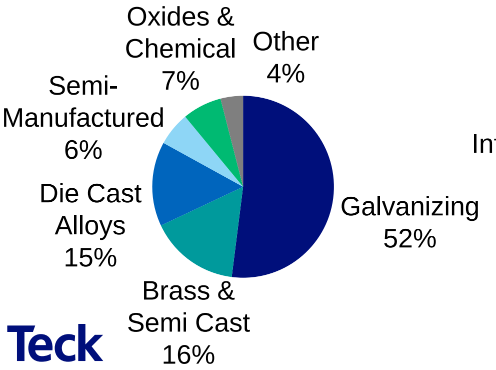
Raw materials shortages and improving demand support prices

Steel Demand in China Supporting Zinc Price[1]

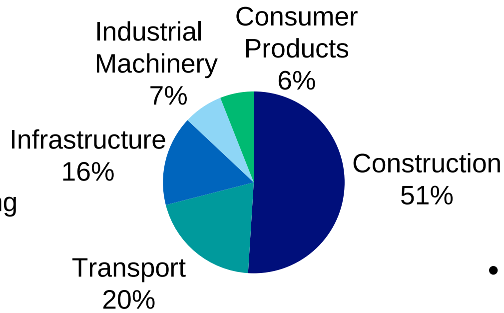


Zinc Use Tied to the Protection of Steel 60% of Total Demand[2]

Zinc Demand 13.1 Mt



Zinc End Uses 13.1 Mt

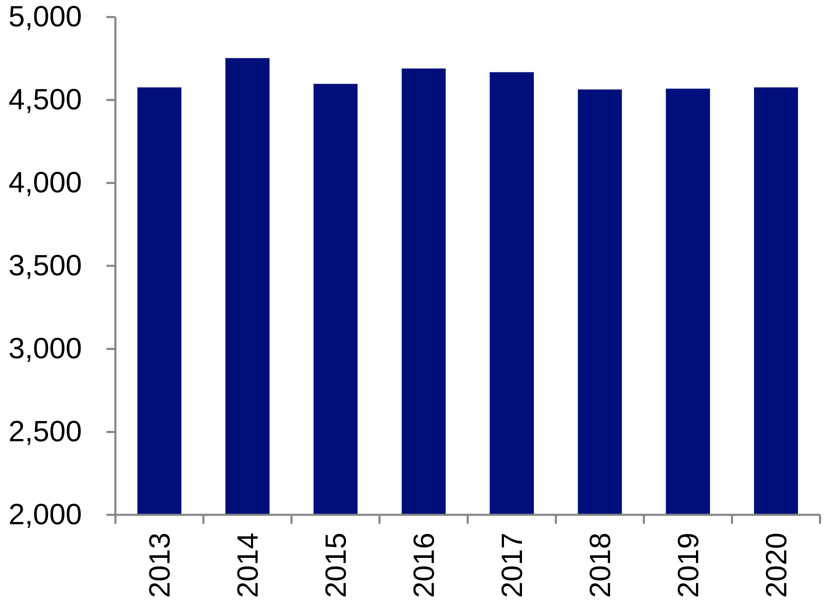


- Demand for raw materials and mine disruptions due to COVID-19 keeping concentrate demand high
  - Mine production growth in 2020 now forecast to decline with cuts >1Mt vs. smelter cuts ~300 kt
  - Restart of SA mines starting but continue to struggle with ongoing COVID-19 issues
  - Tight concentrate market and lower quality material expected to impact refined production in H2 2020
  - Inadequate increase in conc pushed spot TCs lower in September, down US$10/dmt to US$140/dmt
- Construction and infrastructure demand driving zinc demand in China
  - Galvanized utilization rates increased to 99%, coming off the slower summer season
  - Zinc demand increasing as automobile production and sales start to increase
  - Zinc increases steel's sustainable service life
- China zinc premiums increased in August to ~US$100/t, lower refined imports and demand recovery in ROW

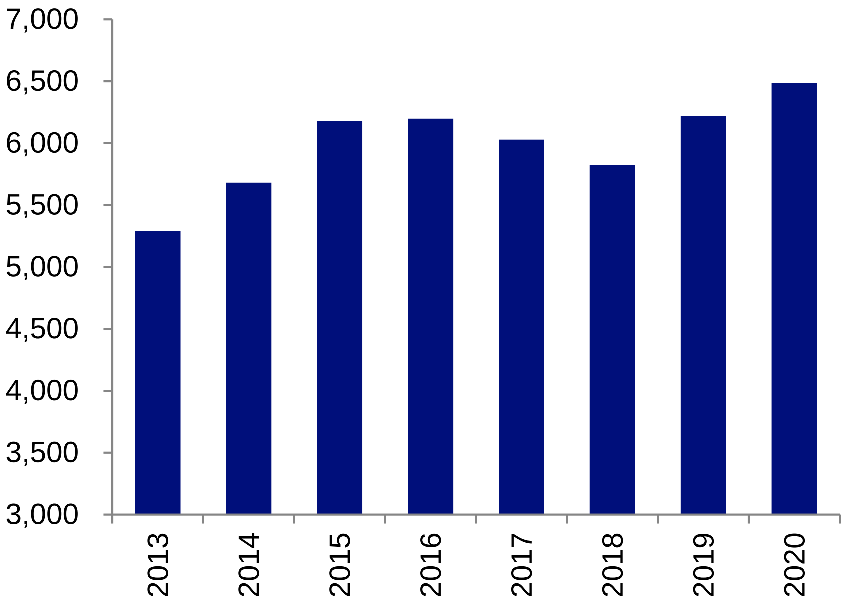
Teck

Logistical Issues and Low Prices Impacted Chinese Mines, Smelter Production Increases

Chinese Mine Production Flat in 2020[1]
(kt Contained)



Chinese Refined Production Up 11% Since 2018[2]
(kt Contained)



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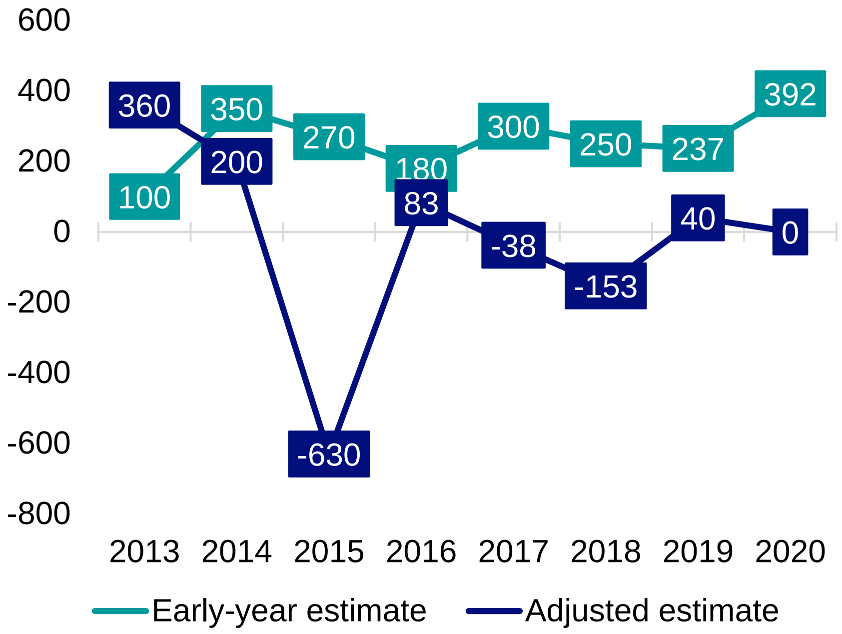
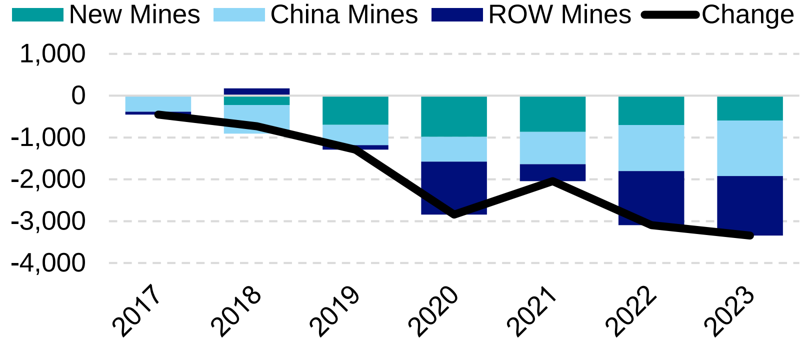
Global Mine Production Slowly Recovering, Although Cuts Already Significant for Year

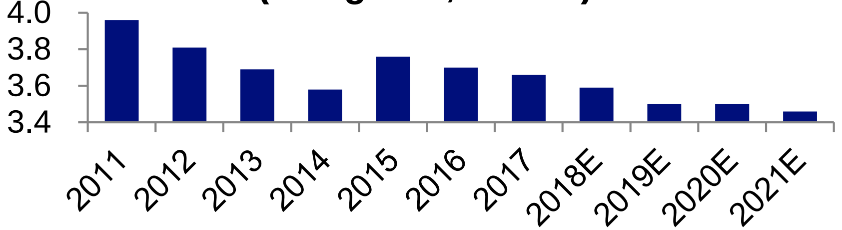
Estimated Chinese Zinc Mine Growth Rarely Achieved[1] (Kmt Contained)



Changes in Mine Production Since Q1 2018[2]

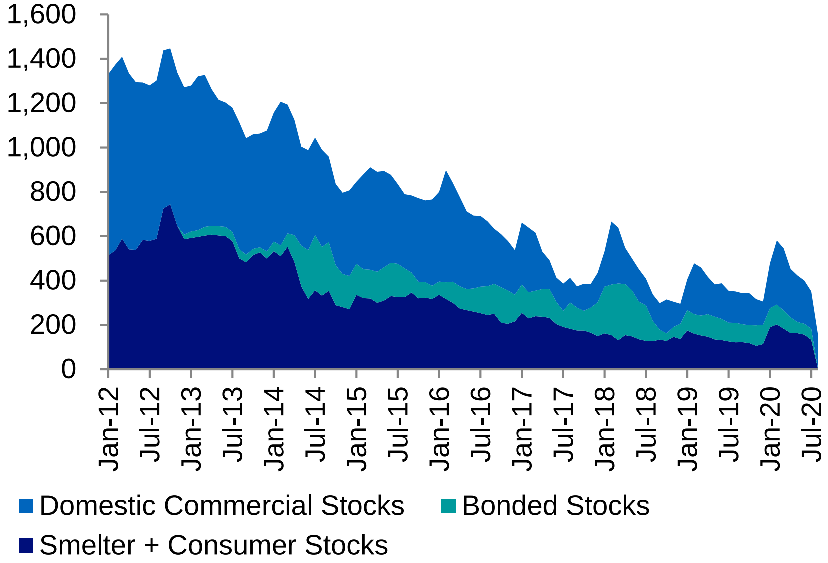


Zinc Ore Grades Falling at Chinese Mines[3] (Ore grade, zinc %)

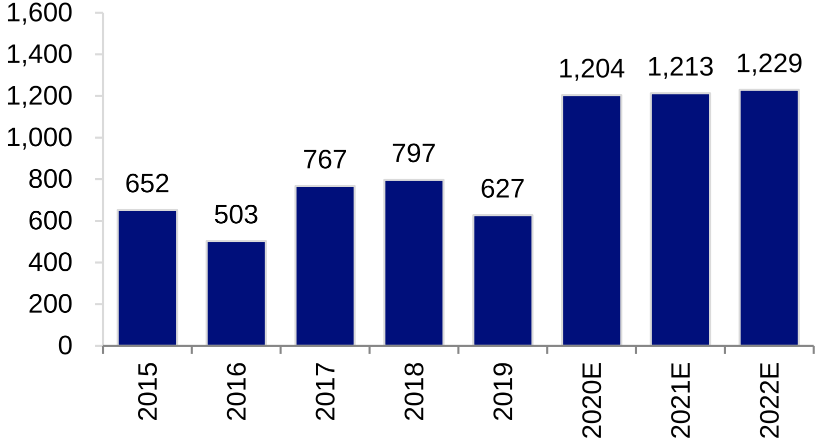


Despite Increased Production in China, Increased Demand for Imported Metal Continues

De-stocking Continues
Chinese Stocks at Record Lows[1,2] (kt)



Additional Zinc Metal
Required to Fill the Gap[3] (kt)



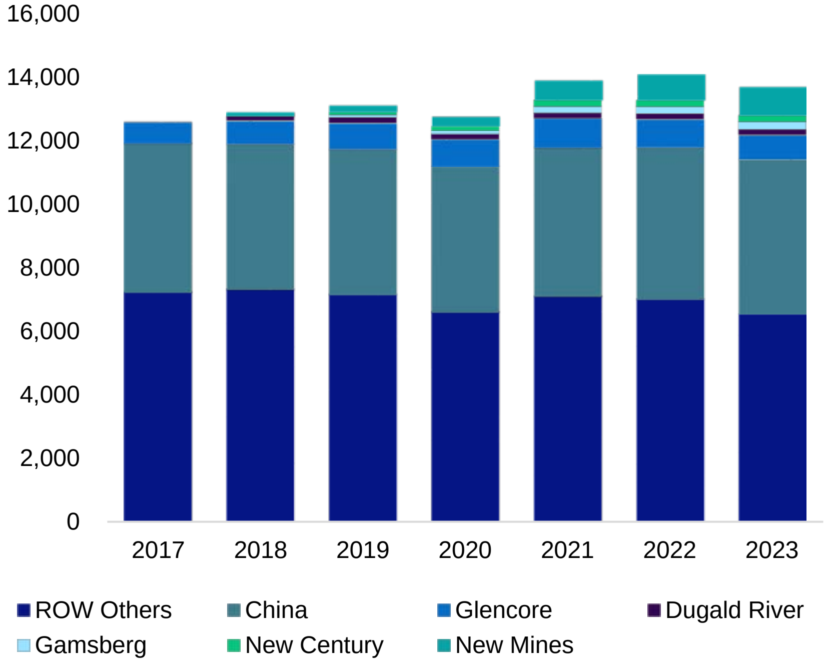
Typical stock increase before Lunar New Year, decreasing as economy restarts; Despite decreased consumption for China in Q1, additional metal required in 2020

Zinc Supply

Mine production at risk of declining further in 2020; 2021 growth optimistic

- Chinese mine production returned, although increasing smelter production has kept China reliant on imported concentrate
  - Rising price of zinc driving Chinese mines to resume production
  - Chinese mine production was expected to recover in 2020, after environmental policy cut production in the last two years, although YTD Aug production flat with the same period in 2019
- Multiple mine closures in zinc-focused mining regions, Bolivia, Peru, Mexico, as a result of the COVID-19 restrictions, removed over 1.0Mt of zinc contained in 2020
  - COVID-19 related issues hampering ramp-up of some mines in SA

Zinc Mine Production[1] (kt contained)



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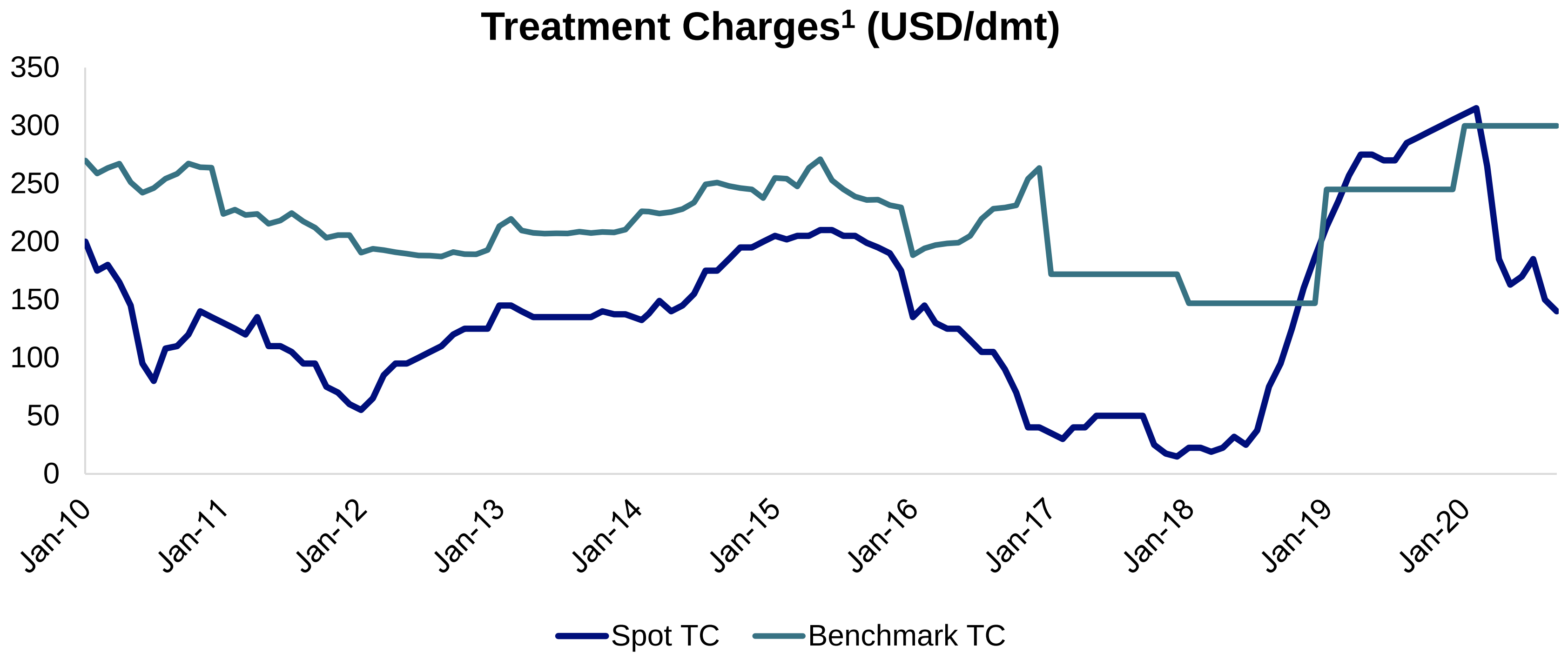
Zinc Concentrate Treatment Charges

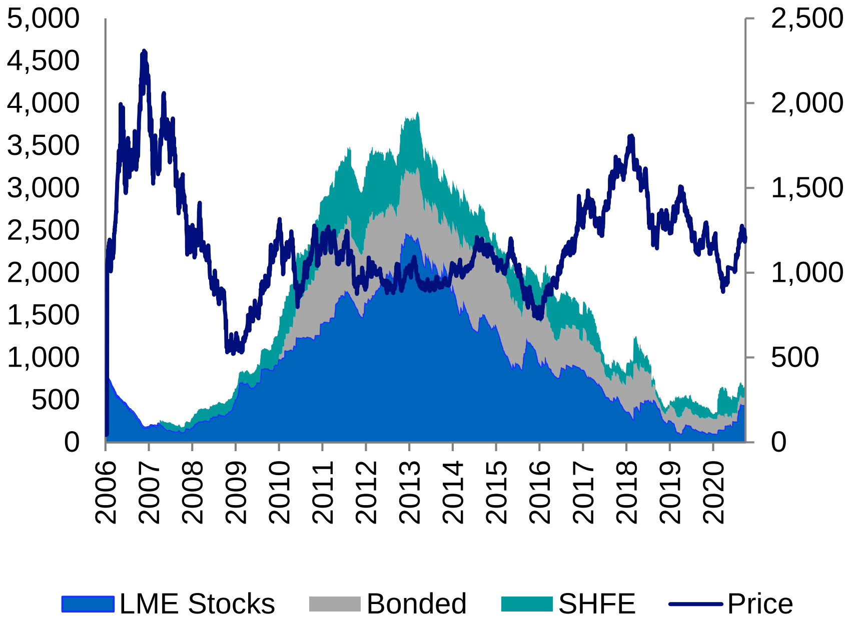


Zinc Metal Stocks

COVID-19 related decrease in demand resulting in minor inventory build

- Deficits over past 5 years have driven down stocks, with total stocks at only 4.0 days at the beginning of 2020.
- Despite demand returning, overall refined zinc stocks have increased this year, but remain near historically low levels
- LME stocks increased while SHFE and bonded warehouses stocks fall. Total stocks essentially unchanged globally from mid-March.
  - LME Stock build from excess metal accumulated during COVID-19 lockdowns.
  - LME warehouses incentivizing traders to place metal on exchange, making it visible to market
  - Despite growing Chinese smelter production, SHFE stocks decrease 70% due to stronger demand and tight concentrate market

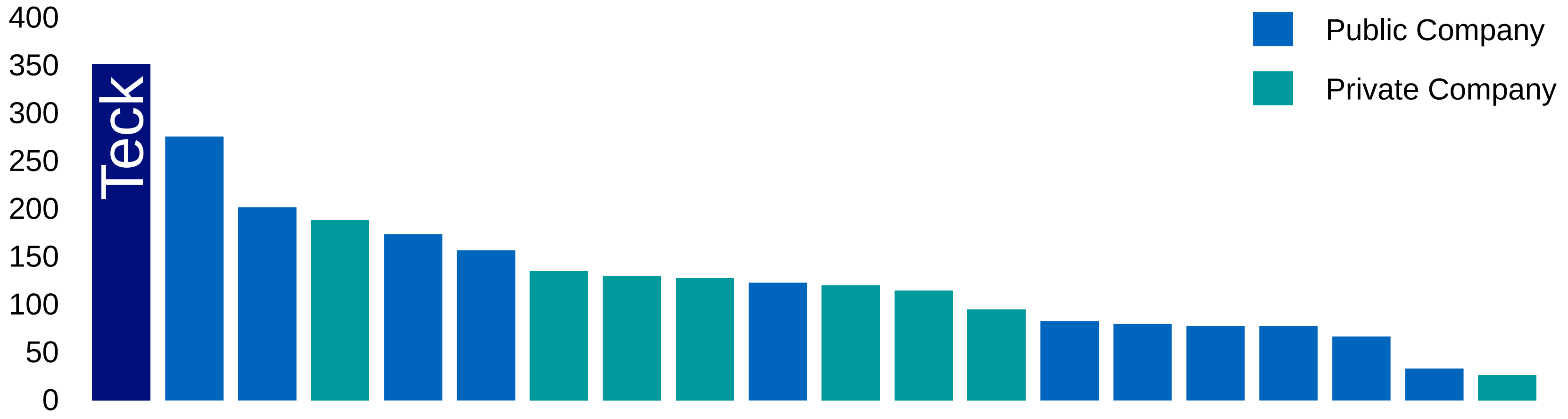
Daily Zinc Prices[1,2] (US$/mt) and Stocks[1,2] (kmt)



Largest Global Net Zinc Mining Companies

Teck is the Largest Net Zinc Miner[1](kt)

Provides significant exposure to a rising zinc price



Integrated Zinc Business

- Operations maintained with travel restrictions and modified schedules
- Guidance of 260,000 to 285,000 tonnes zinc in H2 2020
- VIP2 project will help to offset lower grades; commissioning slowed due to COVID-19
- Increased number of tailings and water projects due to changing climate

- Operations maintained with reduced workforce on site
- Guidance of 155,000 to 165,000 tonnes refined zinc and 30,000 to 35,000 tonnes refined lead in H2 2020
- Completed maintenance shutdown in Q2
- Focus on margin improvement including RACE21™ implementation
- Higher TC's expected on material processed in H2 2020

Strengthening our zinc business

Cost Discipline and Cash Flow in Zinc

Productivity

- Focus on asset management and cross site sharing
- Robust continuous improvement pipeline a key driver of margins
- RACE21^{TM} driving benefits across sites, continuing high value/low cost initiatives

Cost Reduction Program

- Accelerating implementation
- Operating costs: labour, contractors and maintenance practices
- Capital costs: project cancellations, deferrals and scope reductions

Focused on Minimizing Capital

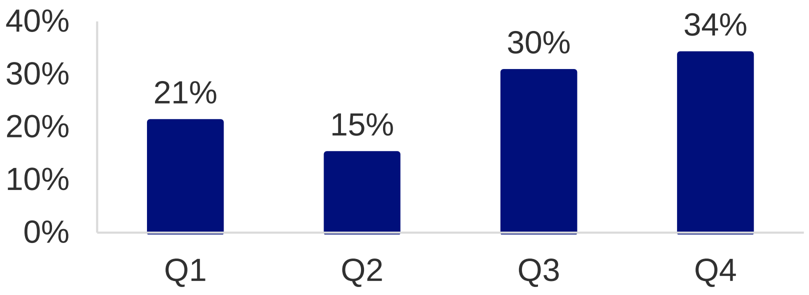
- Essential water, tailings and regulatory projects drive sustaining capital requirements
- Near term higher sustaining spending from tailings and water-related projects at Red Dog – declining after 2022
- Long-term sustaining capex (2023+) in zinc expected at $150 million, excluding life extension projects

Teck

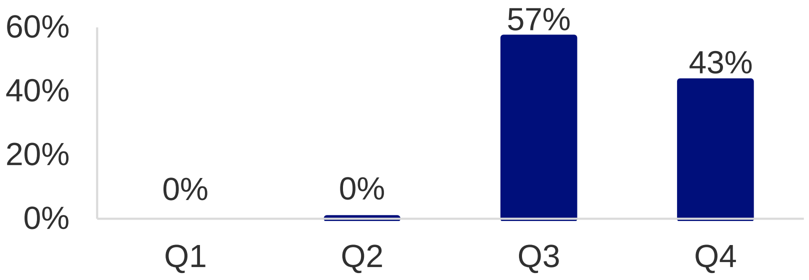
Red Dog Sales Seasonality

- Operates 12 months
- Ships ~ 4 months
- Shipments to inventory in Canada and Europe; Direct sales to Asia
- ~65% of zinc sales in second half of year
- ~100% of lead sales in second half of year
- Sales seasonality causes net cash unit cost seasonality

Zinc Sales [1] (%)



Lead Sales[1] (%)



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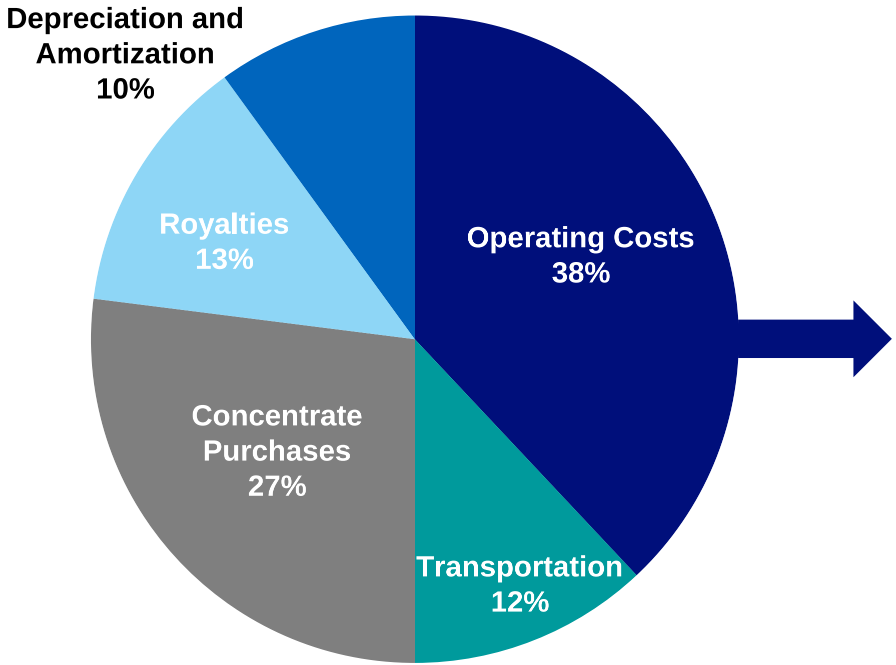
Zinc Unit Costs

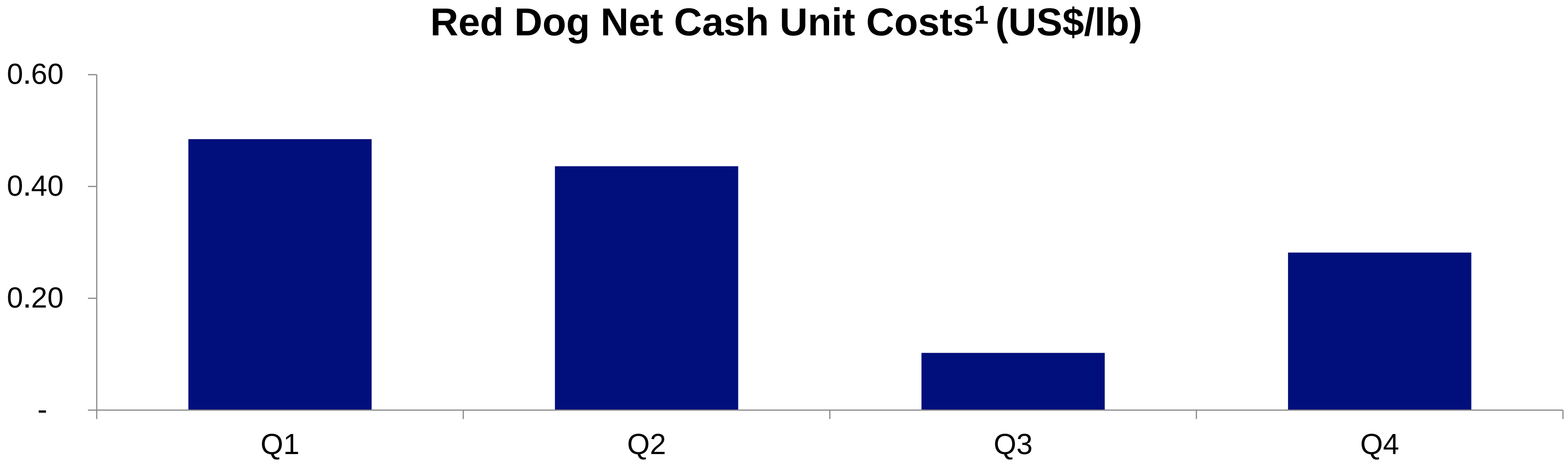
Unit Costs[1] in 2019



Operating Cost[1] Breakdown in 2019	
Labour	36%
Contractors and Consultants	10%
Operating Supplies	12%
Repairs and Maintenance Parts	10%
Energy	18%
Other	14%
Total	**100%**

Red Dog Net Cash Unit Cost Seasonality

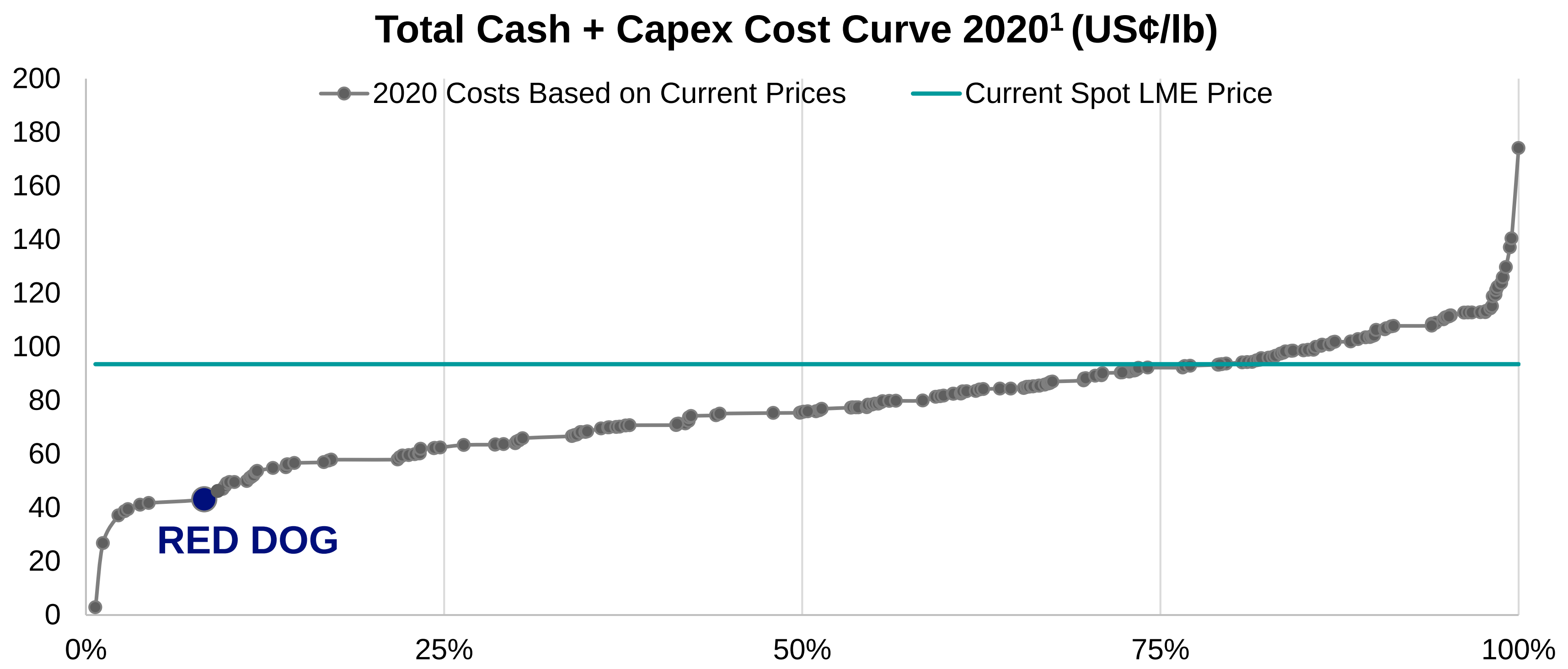
Normal quarterly variation not expected in 2020



- Seasonality of Red Dog unit costs largely due to lead sales during the shipping season
- Higher net cash unit costs expected in H2 2020 as by-product credits offset by significantly higher inventory costs due to lower production in H1 2020 and higher TC's for tonnes shipped in 2020

Red Dog in Bottom Quartile of Zinc Cost Curves

20 Percent of Zn Mines at Risk of Closing at Current Price



Red Dog Extension Project

Long Life Asset
- Aktigiruq exploration target of 80-150 Mt @ 16-18% Zn + Pb[1]
- Anarraaq Inferred Resource[2]: 19.4 Mt @14.4% Zn, 4.2% Pb

Quality Project
- Premier zinc district
- Significant mineralized system
- High grade

Stable Jurisdiction
- Operating history
- ~12 km from Red Dog operations
- Strong community ties

Teck

Notes: Appendix – Zinc

Slide 125: Zinc Market
1. Source: Shanghai Metal Market.
2. Source: Based on information from the International Zinc Study Group Data.

Slide 126: Logistical Issues and Low Prices Impacted Chinese Mines, Smelter Production Increases
1. Source: Data compiled by Teck based on information from BGRIMM, CNIA, Antaike.
2. Source: Data compiled by Teck based on information from BGRIMM, CNIA, Antaike.

Slide 127: Global Mine Production Slowly Recovering, Although Cuts Already Significant for Year
1. Source: Data compiled by Teck based on information from BGRIMM, CNIA, Antaike. Early year estimates from consolidation of several analyst views in the year preceding.
2. Source: Data compiled by Teck based on information from BGRIMM, CNIA, Antaike.
3. Source: Data compiled by Teck based on information from BGRIMM, CNIA, Antaike., NBS.

Slide 128: Despite Increased Production in China, Increased Demand from Imported Metal Continues
1. Source: Data compiled by Teck Analysis based on information from SHFE, SMM,
2. Source: ”Smelter + consumer stocks” refers to zinc metal held in the plants of smelters and semi producers and those on the road; ”Bonded stocks” refers to zinc stored in bonded zones and will need to complete Customs clearance before entering China; ”Domestic commercial stocks” refers to zinc stored in SHFE warehouses and other domestic commercial warehouses not registered in SHFE.
3. Source: Data compiled by Teck Analysis based on historic numbers from China Customs, and forecasts based on data from BGRIMM, Antaike and Teck’s commercial contacts.

Slide 129: Zinc Supply
1. Source: Data compiled by Teck based on information from Wood Mackenzie, BGRIMM, CNIA, Antaike and Teck analysis.

Slide 130: Zinc Concentrate Treatment Charges
1. Source: Wood Mackenzie.

Slide 131: Zinc Metal Stocks
1. Source: Data compiled by Teck from information from LME, SHFE, SMM.
2. Source: Data compiled by Teck from information from LME, Fastmarkets, Argus, Acuity, company reports.

Slide 132: Largest Global Net Zinc Mining Companies
1. Source: Data compiled by Teck from information from Wood Mackenzie – Company smelter production netted against company mine production on an equity basis.

Slide 135: Red Dog Sales Seasonality
1. Average sales from 2015 to 2019.

Slide 136: Zinc Unit Costs
1. Zinc unit costs are reported in US dollars per pound. Non-GAAP financial measures. See “Non-GAAP Financial Measures” slides and “Use of Non-GAAP Financial Measures” section of the Q2 2020 news release for further information.

Slide 137: Red Dog Net Cash Unit Cost Seasonality
1. Average quarterly net cash unit cost in 2015 to 2019, before royalties. Based on Teck ‘s reported financials. Net cash unit cost is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

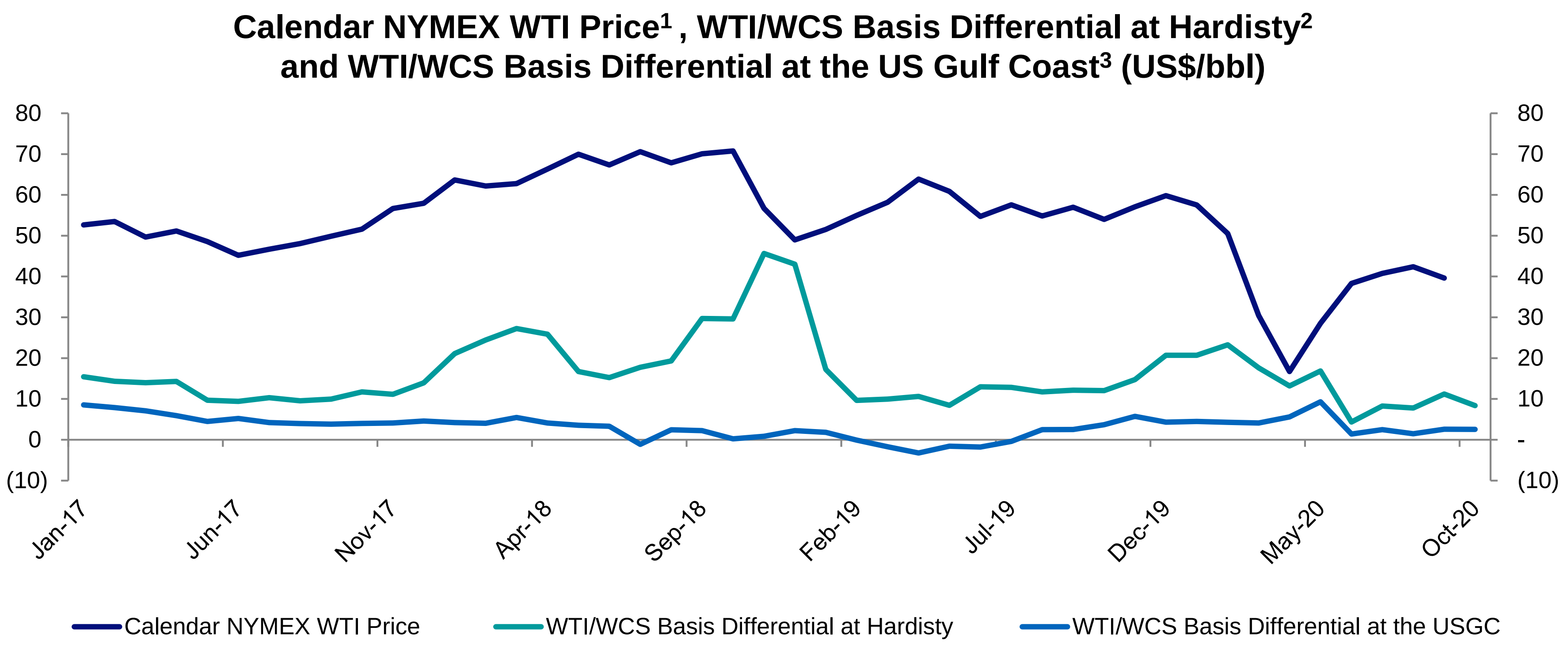
Slide 138: Red Dog in Bottom Quartile of Zinc Cost Curves
1. Source: Data compiled by Teck from information from Wood Mackenzie, LME – Based on WM Forecast information and estimates for 2020 based on current short term average prices.

Slide 139: Red Dog Extension Project
1. Aktigiruq is an exploration target, not a resource. Refer to press release of September 18, 2017, available on SEDAR. Potential quantity and grade of this exploration target is conceptual in nature. There has been insufficient exploration to define a mineral resource and it is uncertain if further exploration will result in the target being delineated as a mineral resource.
2. See 2019 Annual Information Form.

Energy
Business Unit & Markets

Teck

Energy Benchmark Pricing



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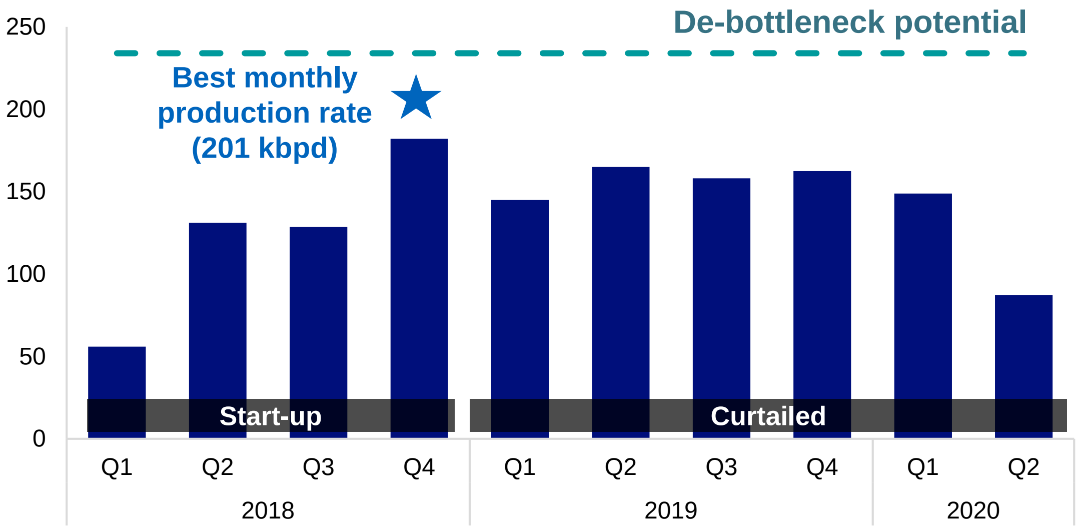
Fort Hills is A Modern Oil Sands Mine

Production @ 100% (kbpd)



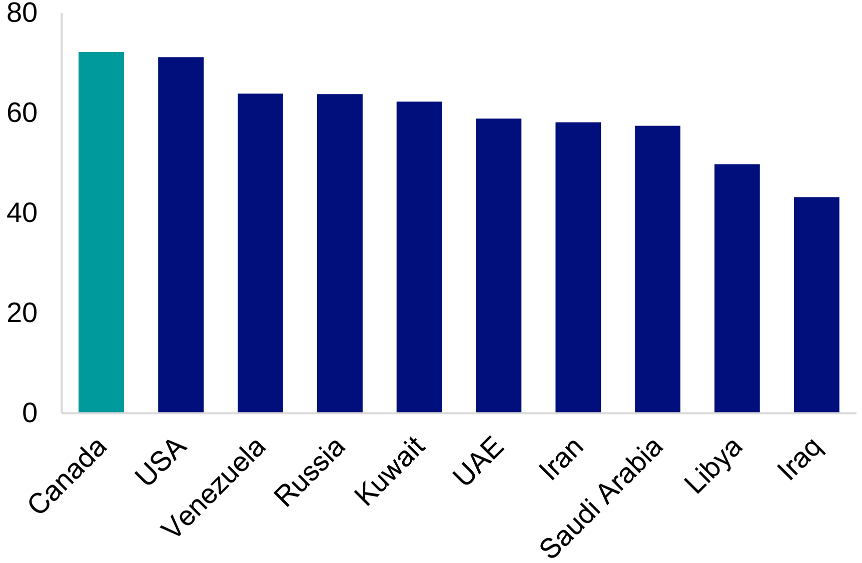
- Higher quality partially de-carbonized Paraffinic Froth Treatment (PFT) product; lower greenhouse gas (GHG) emissions
- Temporarily operating at reduced production levels to maximize cash flow in current environment due to COVID-19 and low Western Canadian Select (WCS) prices
- Focused on operational excellence to reduce operating costs and capital efficiency

Fort Hills is a quality asset with significant upside potential

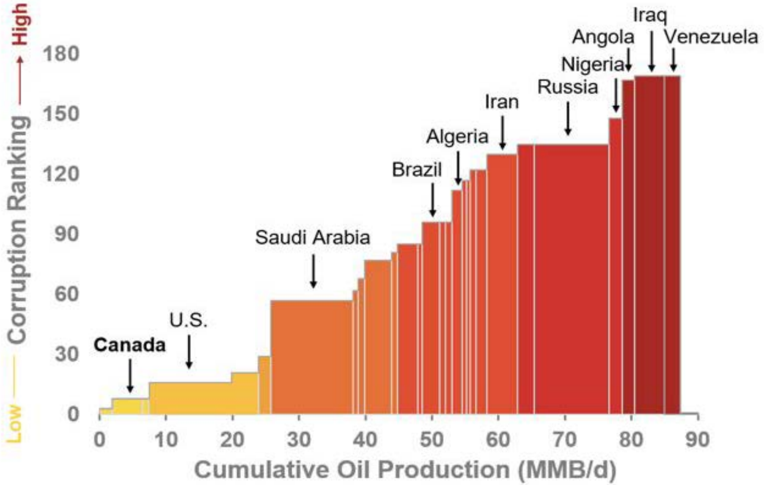
Canada is a Leader in ESG

The world benefits from Fort Hills low carbon intensity product during transition to renewables

Yale's Environmental Performance Index Of Top 10 Oil Reserve Countries



World Oil Producers Ranked By Corruption and Volume[1]



Canada should be a supplier of choice to reduce global emissions

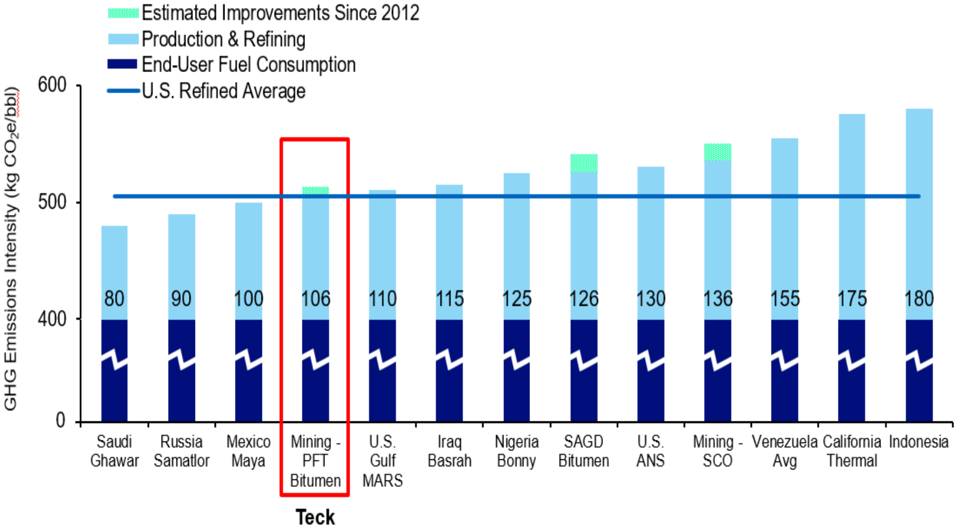
Teck

Best In Class Low Carbon Intensity Production

Our Fort Hills blend can displace carbon intensive crudes

- **Emissions intensity of Canadian oil sands has declined by 25% - estimated reduction of 15% to 20% by 2030**
- **PFT bitumen emissions from mining significantly lower than others**
- **Fort Hills PFT currently the new bar for low emissions**
- **Fort Hills will displace barrels of crude from higher emitters**

Total Life Cycle Emissions Intensity (kg CO_2e/bbl refined product – gasoline/diesel)



Source: Bloomberg, BMO Capital Markets

Lower carbon intensity than 50% of the US refined barrels of oil

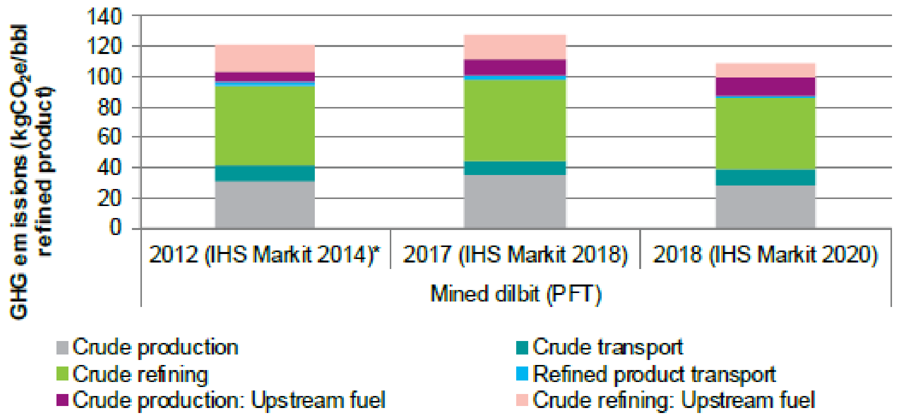
Continuous Improvement in Emissions Intensity

Fort Hills emissions performance has been outstanding to date

- **Recent analysis by IHS Markit shows 15% improvement in emissions intensity of mined dilbit PFT in 2018**
  - Includes emissions during Fort Hills ramp-up to full production where emissions are typically higher
  - Fort Hills total life cycle emissions 1.6% lower than the average crude oil refined in the US

- **Fort Hills performance in 2019 was 13% better than 2018 despite Alberta Government curtailment**

IHS Markit estimates of well-to-tank GHG emissions for mined dilbit (PFT)



Note: *The completion of the full life-cycle assessment for 2012 (IHS Markit 2014) is from the IHS Markit Strategic Report *IHS Oil Sands Dialogue: Comparing GHG Intensity of the Oil Sands and the Average US Crude Oil.* Upstream estimates for 2017 (IHS Markit 2018) are from the IHS Markit Strategic Report *Greenhouse gas intensity of oil sands production: Today and in the future.* Upstream estimate for 2018 (IHS Markit 2020) is published in this report. Estimates of downstream SAGD dilbit and SCO emissions for all estimates are derived from IHS Markit 2014.

Source: IHS Markit

Fort Hills emissions are decreasing year-over-year

Fort Hills GHG Emissions

Emissions Boundaries

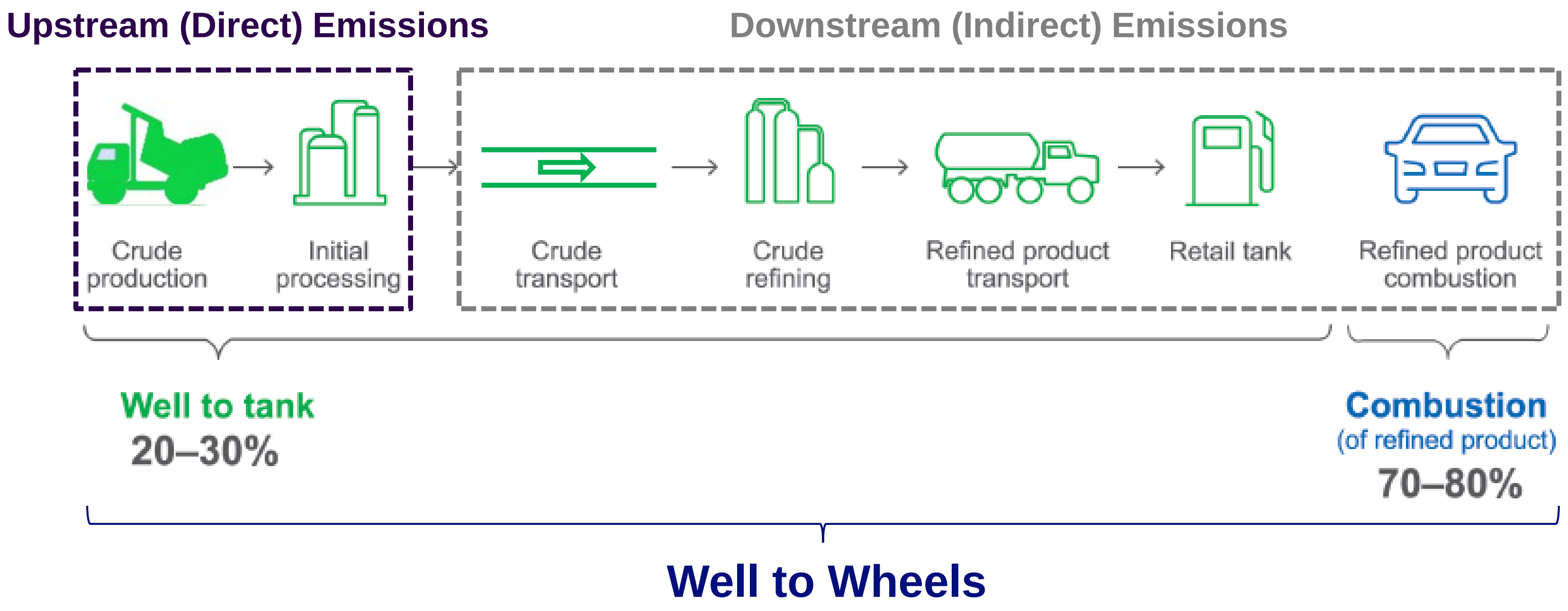


Image Source: IHS Markit; edited by Teck.

Fort Hills Blend Widely Accepted In Market

A preferred feedstock and supplier of choice

We produce a high quality refinery feedstock

- Low GHG intensity: <50% of US crude supply
- Including in-situ and upgraded synthetic

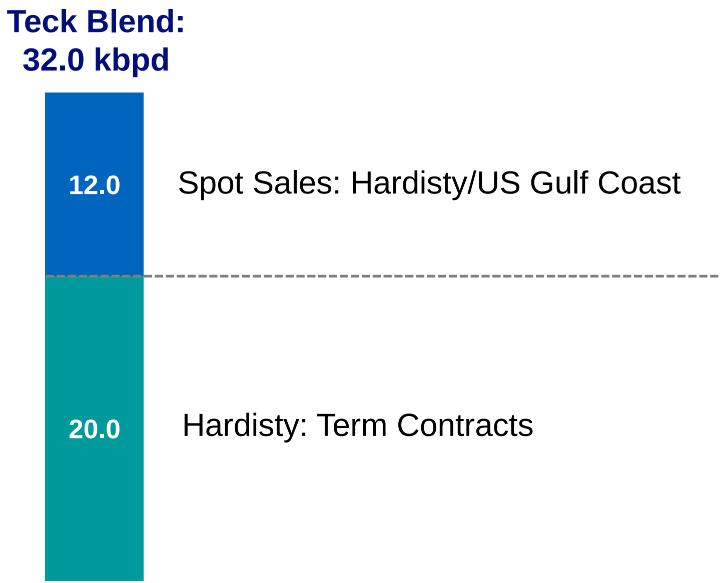
Our sales mix provides diverse market access

- Pipeline connected with rail loading as needed
- Hardisty and US Gulf Coast core markets

Teck's Expected Commercial Activities In 2020

Bitumen production	23.5 kbpd[1]
+ Diluent acquisition	8.5 kbpd
= Bitumen blend sales	**32.0 kbpd**

Teck's Delivery Location (kbpd)



We are well positioned for future opportunities

Pipeline Capacity Sufficient 2022-2023

Differentials forecast to improve, more reflective of global pricing

Near term:

- Rail shipments reduced in 2020 on shut-in production, increasing in 2021

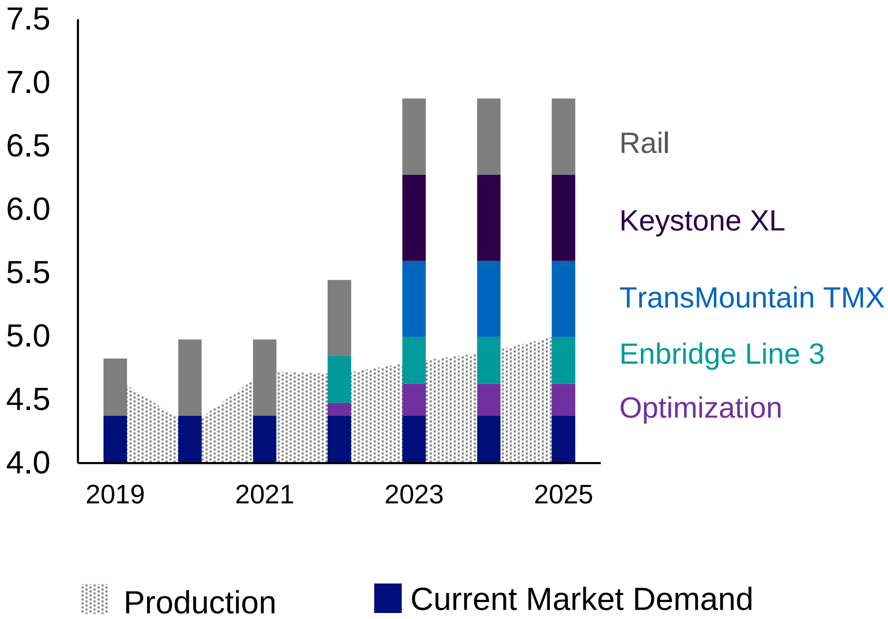
Pipeline development progressing:

- Enbridge: 370 kbpd (Late Q4 2021)
- TMX: 600 kbpd (Late Q4 2022)
- Keystone/Keystone XL:
  - 150 kbpd Keystone optimization (2022)
  - 680 kbpd Keystone XL (2023?)

Longer term:

- Global heavy refining capacity increase
- US, India and China largest heavy importers

Western Canada Supply & Logistics Capacity (M bpd)[1]



Notes: Appendix – Energy

Slide 130: Energy Benchmark Pricing

1. The WTI CMA is an average of the daily settle quoted price for WTI prices for future deliveries for the trading days during a calendar month. Source: CME Group. As at September 30, 2020.
2. WCS at Hardisty: an index value determined during the trading period, which is typically the first 9 to 11 business days of the month prior to the month of delivery and does not include trades done after this trading period or during the month of delivery. Sources: Net Energy and CalRock. As at September 30 2020.
3. Source: Link. A simple average of Link brokerage assessments for the month of delivery during the trading period, which is typically the 25th of two months prior to the month of delivery to the 25th of the month prior to the month of delivery. As at September 29, 2020.

Slide 132: Canada is a Leader in ESG

1. Sources: Transparency International Corruption Perceptions Index 2017 (y-axis). BP Statistical Review 2017 (x-axis).

Slide 136: Fort Hills Blend Widely Accepted In Market

1. Bitumen production assumes the mid-point of our 2020 production guidance range.

Slide 137: Pipeline Capacity Sufficient 2022-2023

1. Sources: IHSMarkit, Teck.

Non-GAAP Financial Measures

Teck

Non-GAAP Financial Measures

Our financial results are prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board. This document refers to a number of Non-GAAP Financial Measures which are not measures recognized under IFRS and do not have a standardized meaning prescribed by IFRS or Generally Accepted Accounting Principles (GAAP) in the United States.

The Non-GAAP Measures described below do not have standardized meanings under IFRS, may differ from those used by other issuers, and may not be comparable to such measures as reported by others. These measures have been derived from our financial statements and applied on a consistent basis as appropriate. We disclose these measures because we believe they assist readers in understanding the results of our operations and financial position and are meant to provide further information about our financial results to investors. These measures should not be considered in isolation or used in substitute for other measures of performance prepared in accordance with IFRS.

We have changed our calculations of adjusted profit attributable to shareholders and adjusted EBITDA to include additional items that we have not previously included in our adjustments and have also changed our debt ratios to compare debt and net debt to adjusted EBITDA rather than EBITDA. These changes were made from January 1, 2020 onwards and comparative figures have been restated to conform to the current period presentation. In addition to items previously adjusted, our adjusted profit attributable to shareholders and adjusted EBITDA now include adjustments for environmental costs, including changes relating to the remeasurement of decommissioning and restoration costs for our closed operations due to changes in discount rates, share-based compensation costs, inventory write-downs and reversals and commodity derivatives. We believe that by including these items, which reflect measurement changes on our balance sheet, in our adjustments, our adjusted profit attributable to shareholders and adjusted EBITDA will reflect the recurring results of our core operating activities. This revised presentation will help us and readers to analyze the rest of our results more clearly and to understand the ongoing cash generating potential of our business. With respect to our debt ratios, we believe that using adjusted EBITDA, will present a more meaningful basis for us and the reader to understand the debt service capacity of our core operating activities.

Adjusted profit attributable to shareholders – For adjusted profit, we adjust profit attributable to shareholders as reported to remove the after-tax effect of certain types of transactions that reflect measurement changes on our balance sheet or are not indicative of our normal operating activities. We believe adjusted profit helps us and readers better understand the results of our core operating activities and the ongoing cash generating potential of our business.

Adjusted basic earnings per share – Adjusted basic earnings per share is adjusted profit divided by average number of shares outstanding in the period.

Adjusted diluted earnings per share – Adjusted diluted earnings per share is adjusted profit divided by average number of fully diluted shares in a period.

EBITDA – EBITDA is profit before net finance expense, provision for income taxes, and depreciation and amortization.

Adjusted EBITDA – Adjusted EBITDA is EBITDA before the pre-tax effect of the adjustments that we make to adjusted profit attributable to shareholders as described above.

The adjustments described above to profit attributable to shareholders and EBITDA highlight items and allow us and readers to analyze the rest of our results more clearly. We believe that disclosing these measures assists readers in understanding the ongoing cash generating potential of our business in order to provide liquidity to fund working capital needs, service outstanding debt, fund future capital expenditures and investment opportunities, and pay dividends.

Gross profit before depreciation and amortization – Gross profit before depreciation and amortization is gross profit with the depreciation and amortization expense added back. We believe this measure assists us and readers to assess our ability to generate cash flow from our business units or operations.

Gross profit margins before depreciation – Gross profit margins before depreciation are gross profit before depreciation and amortization, divided by revenue for each respective business unit. We believe this measure assists us and readers to compare margins on a percentage basis among our business units.

Unit costs – Unit costs for our steelmaking coal operations are total cost of goods sold, divided by tonnes sold in the period, excluding depreciation and amortization charges. We include this information as it is frequently requested by investors and investment analysts who use it to assess our cost structure and margins and compare it to similar information provided by many companies in the industry.

Adjusted site cash cost of sales – Adjusted site cash cost of sales for our steelmaking coal operations is defined as the cost of the product as it leaves the mine excluding depreciation and amortization charges, out-bound transportation costs and any one-time collective agreement charges and inventory write-down provisions.

Total cash unit costs – Total cash unit costs for our copper and zinc operations includes adjusted cash costs of sales, as described above, plus the smelter and refining charges added back in determining adjusted revenue. This presentation allows a comparison of total cash unit costs, including smelter charges, to the underlying price of copper or zinc in order to assess the margin for the mine on a per unit basis.

Non-GAAP Financial Measures

Net cash unit costs – Net cash unit costs of principal product, after deducting co-product and by-product margins, are also a common industry measure. By deducting the co- and by-product margin per unit of the principal product, the margin for the mine on a per unit basis may be presented in a single metric for comparison to other operations. Readers should be aware that this metric, by excluding certain items and reclassifying cost and revenue items, distorts our actual production costs as determined under IFRS.

Adjusted cash cost of sales – Adjusted cash cost of sales for our copper and zinc operations is defined as the cost of the product delivered to the port of shipment, excluding depreciation and amortization charges, any one-time collective agreement charges or inventory write-down provisions and by-product cost of sales. It is common practice in the industry to exclude depreciation and amortization as these costs are non-cash and discounted cash flow valuation models used in the industry substitute expectations of future capital spending for these amounts.

Adjusted operating costs for our energy business unit is defined as the costs of product as it leaves the mine, excluding depreciation and amortization charges, cost of diluent for blending to transport our bitumen by pipeline, cost of non-proprietary product purchased and transportation costs of our product and non-proprietary product and any one-time collective agreement charges or inventory write-down provisions.

Cash margins for by-products – Cash margins for by-products is revenue from by- and co-products, less any associated cost of sales of the by and co-product. In addition, for our copper operations, by-product cost of sales also includes cost recoveries associated with our streaming transactions.

Adjusted revenue – Adjusted revenue for our copper and zinc operations excludes the revenue from co-products and by-products, but adds back the processing and refining charges to arrive at the value of the underlying payable pounds of copper and zinc. Readers may compare this on a per unit basis with the price of copper and zinc on the LME.

Adjusted revenue for our energy business unit excludes the cost of diluent for blending and non-proprietary product revenues, but adds back crown royalties to arrive at the value of the underlying bitumen.

Blended bitumen revenue – Blended bitumen revenue is revenue as reported for our energy business unit, but excludes non-proprietary product revenue, and adds back crown royalties that are deducted from revenue.

Blended bitumen price realized – Blended bitumen price realized is blended bitumen revenue divided by blended bitumen barrels sold in the period.

Operating netback – Operating netbacks per barrel in our energy business unit are calculated as blended bitumen sales revenue net of diluent expenses (also referred to as bitumen price realized), less crown royalties, transportation and operating expenses divided by barrels of bitumen sold. We include this information as investors and investment analysts use it to measure our profitability on a per barrel basis and compare it to similar information provided by other companies in the oil sands industry.

The debt-related measures outlined below are disclosed as we believe they provide readers with information that allows them to assess our credit capacity and the ability to meet our short and long-term financial obligations.

Net debt – Net debt is total debt, less cash and cash equivalents.

Debt to debt-plus-equity ratio – debt to debt-plus-equity ratio takes total debt as reported and divides that by the sum of total debt plus total equity, expressed as a percentage.

Net debt to net debt-plus-equity ratio – net debt to net debt-plus-equity ratio is net debt divided by the sum of net debt plus total equity, expressed as a percentage.

Debt to Adjusted EBITDA ratio – debt to adjusted EBITDA ratio takes total debt as reported and divides that by adjusted EBITDA for the twelve months ended at the reporting period, expressed as the number of times adjusted EBITDA needs to be earned to repay all of the outstanding debt.

Net debt to Adjusted EBITDA ratio – net debt to adjusted EBITDA ratio is the same calculation as the debt to adjusted EBITDA ratio, but using net debt as the numerator.

Net debt to capitalization ratio – net debt to capitalization ratio is net debt divided by the sum of total debt plus equity attributable to shareholders. The ratio is a financial covenant under our revolving credit facility.

Non-GAAP Financial Measures

Reconciliation of Profit (Loss) and Adjusted Profit

(C$ in millions)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Profit (loss) attributable to shareholders	**$ (149)**	**$ 231**	**$ (461)**	**$ 861**
Add (deduct):				
Asset impairment	-	109	474	109
COVID-19 costs	147	-	169	-
Environmental costs	69	25	(18)	54
Inventory write-downs (reversals)	38	9	65	1
Share-based compensation	17	7	(5)	19
Commodity derivative losses (gains)	(20)	8	(5)	(6)
Debt prepayment option gain	-	(26)	-	(77)
Loss on debt redemption or purchase	8	166	8	166
Taxes and other	(21)	(31)	(44)	(42))
Adjusted profit attributable to shareholders	**$ 89**	**$ 498**	**$ 183**	**$ 1,085**
Adjusted basic earnings per share	**$ 0.17**	**$ 0.88**	**$ 0.34**	**$ 1.92**
Adjusted diluted earnings per share	**$ 0.17**	**$ 0.87**	**$ 0.34**	**$ 1.90**

Non-GAAP Financial Measures

Reconciliation of Basic Earnings (Loss) Per Share to Adjusted Basic Earnings (Loss) Per Share

(Per share amounts)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Basic earnings (loss) per share	**$ (0.28)**	**$ 0.41**	**$ (0.86)**	**$ 1.52**
Add (deduct):				
Asset impairment	-	0.19	0.88	0.19
COVID-19 costs	0.28	-	0.31	-
Environmental costs	0.13	0.04	(0.03)	0.10
Inventory write-downs (reversals)	0.07	0.02	0.12	0.01
Share-based compensation	0.03	0.01	(0.01)	0.03
Commodity derivative losses (gains)	(0.04)	0.01	(0.01)	(0.01)
Debt prepayment option gain	-	(0.04)	-	(0.13)
Loss on debt redemption or purchase	0.01	0.29	0.01	0.29
Taxes and other	(0.03)	(0.05)	(0.07)	(0.08)
Adjusted basic earnings (loss) per share	**$ 0.17**	**$ 0.88**	**$ 0.34**	**$ 1.92**

Non-GAAP Financial Measures

Reconciliation of Diluted Earnings (Loss) Per Share to Adjusted Diluted Earnings Per Share

(Per share amounts)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Diluted earnings (loss) per share	**$ (0.28)**	**$ 0.41**	**$ (0.86)**	**$ 1.51**
Add (deduct):				
Asset impairment	-	0.19	0.88	0.19
COVID-19 costs	0.28	-	0.31	-
Environmental costs	0.13	0.04	(0.03)	0.10
Inventory write-downs (reversals)	0.07	0.02	0.12	-
Share-based compensation	0.03	0.01	(0.01)	0.03
Commodity derivative losses (gains)	(0.04)	0.01	(0.01)	(0.01)
Debt prepayment option gain	-	(0.04)	-	(0.13)
Loss on debt redemption or purchase	0.01	0.29	0.01	0.29
Taxes and other	(0.03)	(0.06)	(0.07)	(0.08)
Adjusted diluted earnings (loss) per share	**$ 0.17**	**$ 0.87**	**$ 0.34**	**$ 1.90**

Non-GAAP Financial Measures

Reconciliation of Net Debt to Adjusted EBITDA Ratio

(C$ in millions)	(A) Twelve months ended December 31, 2019	(B) Three months ended June 30, 2019	(C) Three months ended June 30, 2020	(A+B+C) Twelve months ended June 30, 2020
Profit (loss)	$ (588)	$ 894	$ (496)	$ (1,978)
Finance expense net of finance income	218	116	161	263
Provision for (recovery of) income taxes	120	459	(135)	(474)
Depreciation and amortization	1,619	768	692	1,543
EBITDA	$ 1,369	$ 2,237	$ 222	$ (646)
Add (deduct):				
Asset impairment	2,678	171	647	3,154
COVID-19 costs	-	-	229	229
Environmental costs	197	77	(25)	95
Inventory write-downs (reversals)	60	2	93	151
Share-based compensation	4	25	(7)	(28)
Commodity derivative losses (gains)	(17)	(8)	(7)	(16)
Debt prepayment option gain	(105)	(105)	-	-
Loss on debt redemption or purchase	224	224	11	11
Taxes and other	51	1	(70)	(20)
Adjusted EBITDA	**(D) $ 4,461**	**$ 2,624**	**$ 1,093**	**(E) $ 2,930**

Non-GAAP Financial Measures

Reconciliation of Net Debt to Adjusted EBITDA Ratio - Continued

(C$ in millions)		(A) Twelve months ended December 31, 2019	(B) Three months ended June 30, 2019	(C) Three months ended June 30, 2020		(A+B+C) Twelve months ended June 30, 2020
Total debt at period end	(F)	$ 4,834			(G)	$ 6,157
Less: cash and cash equivalents at period end		(1,026)				(336)
Net debt	**(H)**	**$ 3,808**			**(I)**	**$ 5,821**
Debt to adjusted EBITDA ratio	**(F/D)**	**1.1**			**(G/E)**	**2.1**
Net debt to adjusted EBITDA ratio	**(H/D)**	**0.9**			**(I/E)**	**2.0**
Equity attributable to shareholders of the company	(J)	21,304			(K)	20,814
Net debt to capitalization ratio	**(H/(F+J))**	**0.15**			**(I/(G+K))**	**0.22**

We include net debt measures as we believe they provide readers with information that allows them to assess our credit capacity and the ability to meet our short and long-term financial obligations, as well as providing a comparison to our peers.

Non-GAAP Financial Measures

Reconciliation of EBITDA and Adjusted EBITDA

(C$ in millions)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Profit (loss)	$ (185)	$ 250	$ (496)	$ 894
Finance expense net of finance income	114	62	161	116
Provision for (recovery of) income taxes	(66)	120	(135)	459
Depreciation and amortization	314	395	692	768
EBITDA	**$ 177**	**$ 827**	**$ 222**	**$ 2,237**
Add (deduct):				
Asset impairment	-	171	647	171
COVID-19 costs	185	-	229	-
Environmental costs	96	36	(25)	77
Inventory write-downs (reversals)	57	13	93	2
Share-based compensation	23	9	(7)	25
Commodity derivative losses (gains)	(28)	11	(7)	(8)
Debt prepayment option gain	-	(35)	-	(105)
Loss on debt redemption or purchase	11	224	11	224
Taxes and other	(36)	8	(70)	1
Adjusted EBITDA	**$ 485**	**$ 1,264**	**$ 1,093**	**$ 2,624**

Non-GAAP Financial Measures

Reconciliation of Gross Profit Before Depreciation and Amortization

(C$ in millions)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Gross profit	$ 139	$ 1,051	$ 537	$ 2,093
Depreciation and amortization	314	395	692	768
Gross profit before depreciation and amortization	**$ 453**	**$ 1,446**	**$ 1,229**	**$ 2,861**
Reported as:				
Steelmaking coal	$ 220	$ 919	$ 641	$ 1,828
Copper				
Highland Valley Copper	93	103	170	171
Antamina	60	157	183	314
Carmen de Andacollo	16	36	76	73
Quebrada Blanca	4	(6)	7	16
Other	1	(1)	-	(2)
	174	289	436	572
Zinc				
Trail Operations	13	(1)	24	8
Red Dog	116	165	274	343
Pend Oreille	-	(4)	-	(1)
Other	3	8	17	19
	132	168	315	369
Energy	(73)	70	(163)	92
Gross profit before depreciation and amortization	**$ 453**	**$ 1,446**	**$ 1,229**	**$ 2,861**

Non-GAAP Financial Measures

Reconciliation of Gross Profit (Loss) Margins Before Depreciation

(C$ in millions)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Revenues				
Steelmaking coal (E)	$ 792	$ 1,588	$ 1,815	$ 3,140
Copper (F)	405	646	975	1,276
Zinc (G)	479	609	1,087	1,321
Energy (H)	44	295	220	507
Total	**$ 1,720**	**$ 3,138**	**$ 4,097**	**$ 6,244**
Gross profit (loss) before depreciation and amortization				
Steelmaking coal (A)	$ 220	$ 919	$ 641	$ 1,828
Copper (B)	174	289	436	572
Zinc (C)	132	168	315	369
Energy (D)	(73)	70	(163)	92
Total	**$ 453**	**$ 1,446**	**$ 1,229**	**$ 2,861**
Gross profit margins before depreciation				
Steelmaking coal (A/E)	28%	58%	35%	58%
Copper (B/F)	43%	45%	45%	45%
Zinc (C/G)	28%	28%	29%	28%
Energy (D/H)	(166)%	24%	(74)%	18%

Non-GAAP Financial Measures

Steelmaking Coal Unit Cost Reconciliation

(C$ in millions, except where noted)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Cost of sales as reported	**$ 734**	**$ 868**	**$ 1,511**	**$ 1,694**
Less:				
Transportation costs	(197)	(250)	(439)	(490)
Depreciation and amortization	(162)	(199)	(337)	(382)
Inventory (write-down) reversal	(32)	-	(27)	-
Labour settlement	(4)	-	(4)	-
Adjusted site cash cost of sales	$ 339	$ 419	$ 704	$ 822
Tonnes sold (millions)	5.0	6.4	10.7	12.6
Per unit amounts (C$/t)				
Adjusted site cash cost of sales	$ 68	$ 66	$ 66	$ 65
Transportation costs	39	39	41	39
Inventory write-downs	6	-	3	-
Labour settlement	1	-	-	-
Unit costs (C$/t)	$ 114	$ 105	$ 110	$ 104
US$ AMOUNTS[1]				
Average exchange rate (C$/US$)	$ 1.39	$ 1.34	$ 1.37	$ 1.33
Per unit amounts (US$/t)				
Adjusted site cash cost of sales	$ 49	$ 49	$ 48	$ 49
Transportation costs	28	29	30	29
Inventory write-downs	5	-	2	-
Labour settlement	1	-	-	-
Unit costs (US$/t)	$ 83	$ 78	$ 80	$ 78

1. Average period exchange rates are used to convert to US$ per tonne equivalent.
We include unit cost information as it is frequently requested by investors and investment analysts who use it to assess our cost structure and margins and compare it to similar information provided by many companies in our industry.

Non-GAAP Financial Measures

Copper Unit Cost Reconciliation

(C$ in millions, except where noted)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Revenue as reported	$ 405	$ 646	$ 975	$ 1,276
By-product revenue (A)	(41)	(90)	(118)	(164)
Smelter processing charges (B)	27	42	64	85
Adjusted revenue	$ 391	$ 598	$ 921	$ 1,197
Cost of sales as reported	$ 302	$ 472	$ 716	$ 932
Less:				
Depreciation and amortization	(71)	(115)	(177)	(228)
Inventory (write-down) provision reversal	-	(8)	-	3
By-product cost of sales (C)	(5)	(16)	(25)	(27)
Adjusted cash cost of sales (D)	$ 226	$ 333	$ 514	$ 680
Payable pounds sold (millions) (E)	116.4	162.6	272.2	321.0
Per unit amounts (C$/lb)				
Adjusted cash cost of sales (D/E)	$ 1.94	$ 2.05	$ 1.89	$ 2.12
Smelter processing charges (B/E)	0.23	0.26	0.23	0.26
Total cash unit costs (C$/lb)	$ 2.17	$ 2.31	$ 2.12	$ 2.38
Cash margin for by-products (C$/lb) ((A-C)/E)	(0.31)	(0.46)	(0.34)	(0.43)
Net cash unit costs (C$/lb)	$ 1.86	$ 1.85	$ 1.78	$ 1.95
US$ AMOUNTS[1]				
Average exchange rate (C$/US$)	$ 1.39	$ 1.34	$ 1.37	$ 1.33
Per unit amounts (US$/lb)				
Adjusted cash cost of sales	$ 1.40	$ 1.53	$ 1.39	$ 1.59
Smelter processing charges	0.17	0.19	0.17	0.20
Total cash unit costs (US$/lb)	$ 1.57	$ 1.72	$ 1.56	$ 1.79
Cash margin for by-products (US$/lb)	(0.22)	(0.34)	(0.25)	(0.32)
Net cash unit costs (US$/lb)	$ 1.35	$ 1.38	$ 1.31	$ 1.47

1. Average period exchange rates are used to convert to US$ per pound equivalent.
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Non-GAAP Financial Measures

Zinc Unit Cost Reconciliation (Mining Operations)[1]

(C$ in millions, except where noted)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Revenue as reported	$ 479	$ 609	$ 1,087	$ 1,321
Less:				
Trail Operations revenues as reported	(395)	(496)	(847)	(967)
Other revenues as reported	(2)	(2)	(4)	(4)
Add back: Intra-segment revenues as reported	89	140	185	272
	$ 171	$ 251	$ 421	$ 622
By-product revenue (A)	(10)	(6)	(12)	(16)
Smelter processing charges (B)	53	47	130	104
Adjusted revenue	$ 214	$ 292	$ 539	$ 710
Cost of sales as reported	$ 406	$ 486	$ 895	$ 1,047
Less:				
Trail Operations cost of sales as reported	(405)	(518)	(868)	(1,000)
Other costs of sales as reported	1	6	13	15
Add back: Intra-segment as reported	89	140	185	272
	$ 91	$ 114	$ 225	$ 334
Less:				
Depreciation and amortization	(36)	(24)	(78)	(54)
Severance charge	-	(4)	-	(4)
Royalty costs	6	(10)	(7)	(94)
By-product cost of sales (C)	(2)	-	(2)	-
Adjusted cash cost of sales (D)	$ 59	$ 76	$ 138	$ 182

1. Red Dog and Pend Oreille (closed in July 2019).
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Non-GAAP Financial Measures

Zinc Unit Cost Reconciliation (Mining Operations)[1] - Continued

(C$ in millions, except where noted)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Payable pounds sold (millions) (E)	173.4	177.3	424.3	437.2
Per unit amounts (C$/lb)				
Adjusted cash cost of sales (D/E)	$ 0.34	$ 0.43	$ 0.32	$ 0.41
Smelter processing charges (B/E)	0.31	0.26	0.31	0.24
Total cash unit costs (C$/lb)	$ 0.65	$ 0.69	$ 0.63	$ 0.65
Cash margin for by-products (C$/lb) ((A-C)/B)	(0.05)	(0.03)	(0.02)	(0.03)
Net cash unit costs (C$/lb)	$ 0.60	$ 0.66	$ 0.61	$ 0.62
US$ AMOUNTS[2]				
Average exchange rate (C$/US$)	$ 1.39	$ 1.34	$ 1.37	$ 1.33
Per unit amounts (US$/lb)				
Adjusted cash cost of sales	$ 0.25	$ 0.32	$ 0.24	$ 0.31
Smelter processing charges	0.22	0.19	0.22	0.18
Total cash unit costs (US$/lb)	$ 0.47	$ 0.51	$ 0.46	$ 0.49
Cash margin for by-products (US$/lb)	(0.04)	(0.02)	(0.02)	(0.03)
Net cash unit costs (US$/lb)	$ 0.43	$ 0.49	$ 0.44	$ 0.46

1. Red Dog and Pend Oreille (closed in July 2019).
2. Average period exchange rates are used to convert to US$ per pound equivalent.
We include unit cost information as it is frequently requested by investors and investment analysts who use it to assess our cost structure and margins and compare it to similar information provided by many companies in our industry.

Non-GAAP Financial Measures

Energy Operating Netback, Bitumen & Blended Bitumen Price Realized Reconciliations

(C$ in millions, except where noted)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Revenue as reported	**$ 44**	**$ 295**	**$ 220**	**$ 507**
Less:				
Cost of diluent for blending	(33)	(90)	(130)	(163)
Non-proprietary product revenue	(1)	(9)	(8)	(17)
Add back: Crown royalties (D)	-	4	3	9
Adjusted revenue (A)	$ 10	$ 200	$ 85	$ 336
Cost of sales as reported	$ 140	$ 261	$ 438	$ 478
Less:				
Depreciation and amortization	(22)	(36)	(55)	(63)
Inventory write-downs	(23)	-	(46)	-
Cash cost of sales	$ 95	$ 225	$ 337	$ 415
Less:				
Cost of diluent for blending	(33)	(90)	(130)	(163)
Cost of non-proprietary product purchased	(1)	(10)	(4)	(19)
Transportation costs for non-proprietary product purchased[1]	(3)	(30)	(4)	(59)
Transportation costs for FRB (C)	(26)	(4)	(55)	(1)
Adjusted operating costs (E)	$ 32	$ 91	$ 144	$ 173
Blended bitumen barrels sold (000's)	2,226	4,221	6,645	7,946
Less: diluent barrels included in blended bitumen (000's)	(568)	(1,007)	(1,745)	(1,932)
Bitumen barrels sold (000's) (B)	1,658	3,214	4,900	6,014

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1. Reflects adjustments for costs not directly attributed to the production of Fort Hills bitumen, including transportation for non-proprietary product purchased.

Non-GAAP Financial Measures

Energy Operating Netback, Bitumen & Blended Bitumen Price Realized Reconciliations - Continued

(C$ in millions, except where noted)	Three months ended June 30, 2020	Three months ended June 30, 2019	Six months ended June 30, 2020	Six months ended June 30, 2019
Per barrel amounts (C$)				
Bitumen price realized[1] (A/B)	$ 6.03	$ 62.28	$ 17.34	$ 55.83
Crown royalties (D/B)	(0.10)	(1.19)	(0.64)	(1.45)
Transportation costs for FRB (C/B)	(16.01)	(9.41)	(11.24)	(9.83)
Adjusted operating costs (E/B)	(19.07)	(28.06)	(29.54)	(28.69)
Operating netback (C$/barrel)	**$ (29.15)**	**$ 23.62**	**$ (24.08)**	**$ 15.86**
Revenue as reported	**$ 44**	**$ 295**	**$ 220**	**$ 507**
Less: Non-proprietary product revenue	(1)	(9)	(8)	(17)
Add back: Crown royalties	-	4	3	9
Blended bitumen revenue (A)	$ 43	$ 290	$ 215	$ 499
Blended bitumen barrels sold (000s) (B)	2,226	4,221	6,645	7,946
Blended bitumen price realized[1] (C$) (A/B)=D	$ 19.30	$ 68.75	$ 32.32	$ 62.77
Average exchange rate (C$ per US$1) (C)	1.39	1.34	1.37	1.33
Blended bitumen price realized (US$/barrel) (D/C)	$ 13.93	$ 51.40	$ 23.67	$ 47.08

1. *Bitumen price realized represents the realized petroleum revenue (blended bitumen sales revenue) net of diluent expense, expressed on a per barrel basis. Blended bitumen sales revenue represents revenue from our share of the heavy crude oil blend known as Fort Hills Reduced Carbon Life Cycle Dilbit Blend (FRB), sold at the Hardisty and U.S. Gulf Coast market hubs. FRB is comprised of bitumen produced from Fort Hills blended with purchased diluent. The cost of blending is affected by the amount of diluent required and the cost of purchasing, transporting and blending the diluent. A portion of diluent expense is effectively recovered in the sales price of the blended product. Diluent expense is also affected by Canadian and U.S. benchmark pricing and changes in the value of the Canadian dollar relative to the U.S. dollar.*

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Non-GAAP Financial Measures

Reconciliation of Coal Business Unit Adjusted EBITDA

(C$ in millions)	October 1, 2008 to June 30, 2020
Gross Profit	**$ 19,463**
Add back: Depreciation and amortization	7,466
Gross profit, before depreciation and amortization	**$ 26,929**
Deduct: Other costs	(422)
Adjusted EBITDA	**$ 26,507**

Non-GAAP Financial Measures

Reconciliation of Free Cash Flow

(C$ in millions)	2003 to Q2 2020
Cash Flow from Operations	**$47,166**
Debt interest and finance charges paid	(5,652)
Capital expenditures, including capitalized stripping costs	(26,853)
Payments to non-controlling interests (NCI)	(642)
Free Cash Flow	**$14,019**
Dividends paid	$4,434
Payout ratio	32%

Jefferies
Copper & Base Metals Summit

October 7, 2020

Don Lindsay
President and Chief Executive Officer

Teck