Western Institutional Investor Conference

January 29, 2020
Don Lindsay
President and Chief Executive Officer
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 or 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 statements relating to management's expectations with respect to: the goals stated in "Key Priorities"; future value catalysts; Teck's capital priorities and objectives of its capital allocation framework, including with respect to its dividend policy (including a base $0.20 per share annual dividend), potential share repurchases and/or supplemental dividends, and maintenance of investment grade metrics; production, supply, demand and outlook regarding coal, copper, zinc and energy for Teck and global markets generally; expectations regarding the amount of cash returns to shareholders under our capital allocation framework and more generally; expected US$150 million of annualized EBITDA by end of 2019 and other benefits and value to be generated from our RACE2TM innovation-driven efficiency program and the associated implementation costs; timing of Neptune Facility upgrade and benefits of the project; projected and targeted operating and capital costs; expected margins and financial results at our operations and business units; future value from Q2B/Q3; Teck's share of remaining equity capital and timing of contributions relating to our Q2B project; targeted total reductions and timing related to the cost reduction program; all projections and expectations regarding Q2B and Q2B3, including, but not limited to, those set out in the "Q2B Value Creation" and "Quebrada Blanca" Appendix (including, but not limited to, statements that Q2B will be a world class, low cost copper opportunity, statements and expectations regarding the value and amount of contingent consideration, timing of first production, long-life and expansion potential, projected IRR, Q2B throughput, 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 and ownership of pipelines and port facilities, expansion and extension potential, Teck's expectations around how it will fund Q2B development costs, all economic and financial projections regarding the Q2B project and Teck's contributions thereto including expected EBITDA from the project); long-term strategy; anticipated capital allocation; our sustainability strategy and the targets, goals and expectations relating thereto; the long life of our projects and operations, their positioning on the cost curve and the low risk of the jurisdictions in which they are located; mine life estimates; commodity price leverage; our reserve and resource estimates; potential growth options; all guidance including but not limited to production guidance, sales and unit cost guidance and capital expenditures guidance; future commodity prices; the benefits of our innovation strategy and initiatives described under the "Technology and Innovation" Appendix and elsewhere, including regarding smart shovels, autonomous haul trucks and artificial intelligence, and the savings potential associated therewith; the coal market generally; 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 ratios; capital expenditures in coal; West Coast port capacity increases and access; capital costs for water treatment; the copper market generally; copper growth potential and expectations regarding the potential production profile of our various copper projects; our Highland Valley Copper 2040 Project; our Project Satellite projects including future spending and potential mine life; the zinc market generally; anticipated zinc production, capital investments and costs; our potential zinc projects, including but not limited to the Red Dog extension project; benefits and timing of the Red Dog VIP2 project; the energy market generally; the potential for significant EBITDA upside in our Energy unit and steady cash flow; anticipated Fort Hills production and cost estimates and debottlenecking opportunities; potential benefits and capacity increase from debottlenecking opportunities at Fort Hills and costs associated with debottlenecking; production estimates and NSGA approvals at Frontier; potential for longer term expansion opportunities at Fort Hills and costs increased associated with debottlenecking; production estimates and regulatory approvals at Frontier; energy and carbon intensity for Teck's operations; expected reduction in carbon intensity for our business and operations overall; dramatic and associated costs assume that the current projects are implemented in accordance with our plans and budget, and are based on current commodity price assumptions and forecast sale volumes. Payment of dividends is in the discretion of the board of directors. Q2B Project assumptions are based on current project plans. Assumptions are also included in the footnotes to the slides.

Teck
Caution Regarding Forward-Looking Statements

Statements regarding our 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 yet undeveloped projects and assumes resources are upgraded to reserves, permits are obtained for all proposed expansions and developments, and that all mineral and oil and gas reserves and resources could be mined. Management’s expectations of mine life are based on the current planned production rates and assume that all reserves and resources described in this presentation are developed. Assumptions regarding our potential reserve and resource life assume that all resources are upgraded to reserves and that all reserves and resources could be mined. Our estimated profit and EBITDA and EBITDA sensitivity estimates are based on the commodity price and assumptions stated on the relevant slide or footnote, as well as other assumptions including foreign exchange rates. Cost statements are based on assumptions noted in the relevant slide or footnote. Statements regarding future production are based on the assumption of project sanctions and mine production.

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 is basing 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” and is further discussed in our Annual Information Form filed under our profile on SEDAR (www.sedar.com) and on EDGAR (www.sec.gov).

The scientific and technical information regarding the QB2 project 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.
A Transformational Time for Teck

Milestones Achieved
- QB2 permit received, sanctioning announced, partnership closed and project financing closed
- Fort Hills ramp up
- Waneta sale closed
- Returned to investment grade credit rating

Solid Foundation
- Quality operating assets in stable jurisdictions
- Strong financial position
- Top-ranked for sustainability leadership

Future Value Catalysts
- QB2/QB3
- Transformation through innovation: RACE21™

Capital Allocation Framework
Key Priorities

RACE21™
- Accelerating our innovation-driven efficiency program
- Working towards $150 million improvement in annualized EBITDA\(^1\) by end of 2019

Neptune Facility Upgrade
- Secures a long term, low cost and reliable supply chain for our steelmaking coal business
- Ensures we deliver on our commitments to shareholders and customers

QB2
- Long-life, low-cost operation with major expansion potential
- QB3 has potential to become a top five global copper producer
- Rebalances our portfolio over time

Cost Reduction Program
- Company-wide program underway
- Targeting total reductions of ~$500 million through the end of 2020

Focus on health and safety and sustainability leadership
Accelerating Our RACE21™ Innovation-Driven Efficiency Program

RACE21™

- Looks across the full value chain, from mine to port
- Leverages existing, proven technology to improve productivity and lower costs
- Focused on delivering significant value by 2021
  - 2019: Expansion of programs such as predictive maintenance, use of mining analytics, and processing improvements
  - 2020: Expect full-year target to be announced with Q4 2019 results

Expect to generate an initial $150 million in annualized EBITDA¹ improvements by year end
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 in late 2021
• Very attractive IRR\(^1\)
  – At US$3.00/lb copper, unlevered IRR is 19% and levered IRR is 30%
• Vast, long life deposit with expansion potential (QB3)

Low Strip Ratio\(^2\)

\[
\begin{align*}
\text{QB2 (0.7:1)} \\
\text{Antamina (2.9:1)}^3 \\
\text{Collahuasi (3.4:1)}^3 \\
\text{Escondida (2.6:1)}^3
\end{align*}
\]

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.
Neptune Facility Upgrade

• Secures a long term, low cost and reliable supply chain for our steelmaking coal business
• Ensures we have the flexibility to deliver to our customers when prices are high
• Significant returns generated from lower operating costs and increased flexibility to respond to market opportunities
• Expected completion in Q1 2021
Implementing a company-wide cost reduction program in response to current global economic uncertainty

- Targeting total reductions of ~$500 million from previously planned spending through the end of 2020
- Expect to eliminate ~500 full-time equivalent positions
- Target cost reductions do not include initiatives that would result in a reduction in production volumes or that could adversely affect the environment or health and safety
Focus on Sustainability Leadership
Teck’s performance on top ESG ratings

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

MSCI
- “A” rating since 2013 (scale of CCC – AAA)
- Outperforming all 10 of our largest industry peers

ISS QualityScore
- Environment and Social Scores top 10% out of all industries

- Tied for 2nd in mining & metals category
- Ranked in the 100th percentile

FTSE4Good
- Listed on Index Series
- 91% percentile rank in mining and metals industry

2019 GLOBAL 100
- 2019 Global 100 Most Sustainable Corporations list — Corporate Knights
- Only mining company
Well positioned for **Low-Carbon Economy**

**Carbon pricing** already built into majority of business

Among world’s **lowest GHG intensities for steelmaking coal and copper** production

Fort Hills – one of the lowest **carbon intensities** among North American oil sands producers on a wells-to-wheels basis

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**GHG Emissions Intensity Ranges Among ICMM Members**

<table>
<thead>
<tr>
<th>Product</th>
<th>Intensity (kgCO₂e per tonne of product)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copper</td>
<td>1</td>
</tr>
<tr>
<td>Steelmaking</td>
<td>160</td>
</tr>
<tr>
<td>Coal</td>
<td>175</td>
</tr>
</tbody>
</table>

Teck in bottom quartile for miners
Low-Carbon Producer cont’d

Scope 1+2 emissions per copper equivalent ranking¹
(tCO₂e/t CuEq, 2017)

CO₂ emissions per unit of energy consumed¹
(CO₂t/GJ)

Teck has comprehensive systems and procedures in place based on six pillars:

1. Surveillance Technology
2. Staff Inspections
3. Annual External Inspections
4. Internal Review
5. Detailed Third-Party Reviews
6. Independent Review Boards

Full emergency preparedness plans are in place at relevant facilities.

Management and emergency response aligned with Mining Association of Canada *Towards Sustainable Mining Protocols*.

Dam Safety Inspection reports for Teck facilities available online

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**Further Tailings Governance Steps**

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 standard

3. **Enhanced transparency & disclosure**
   - Facilities inventory posted
   - Detailed response to Church of England’s tailings facility enquiry
Strong Financial Position

- \( \approx \)C$6.8 billion of liquidity\(^1\); including $1.6 billion in cash, $1.0 billion in Chile for QB2 development
- US$4.0 billion committed revolving credit facility; maturity extended to November 2024
- No significant note maturities until 2035
- Investment grade credit rating
- US$2.5 billion QB2 project finance facility closed in Q4 2019; first borrowing not expected until early 2020
- QB2 partnership and financing plan dramatically reduces Teck's capital requirements; Teck's share of funding before escalation is \( \approx \)US$700 million\(^2\), with no contributions required until early 2021\(^3\)

Note Maturity Profile\(^4\) (C$M)

Notes outstanding reduced from US$7.2 billion to US$3.2 billion
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.

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.
Supply Fundamentals Offsetting Weaker Demand In Copper and Zinc

Copper

- Cathode market balanced for next 2 years, with potential risks to supply
- Global macro concerns affected demand in 2019; potential upside in 2020 on improved trade outlook and lower US$
- Concentrate market tightness continues into 2020; lowest annual TC/RC since 2011
- Copper metal stocks continue to fall
- Mine growth to resume in 2021; peak in 2023
- Longer term mega-trends supportive of demand

Zinc

- Global concentrate market in surplus; smelter production returning to new normal
- Smelter bottleneck in China restricted metal production, drawing down stocks
- Metal inventories well below long term averages
- Physical metal market stable despite low inventories, consumers waiting for surplus
- High cost miners under pressure and closing due to low price and high treatment charges
Steelmaking Coal Market

- Chinese import quotas reset
- Growing demand, especially in Southeast Asia and India
  - Teck’s sales to India surpassed China from 2018
- Raw materials pricing under pressure due to weak steel margins
- Capital markets are rationing capital to coal, which is directed at thermal coal but impacts steelmaking coal; will constrain supply and increase the value of existing assets
- Investment remains modest; permitting is challenging
- Chinese safety checks restrict domestic production

The steelmaking coal price has averaged US$181 per tonne since January 1, 2008
Summary

Key Priorities

Transformation Through Innovation: RACE21™
Growth Through QB2/QB3 Execution
Neptune Facility Upgrade
Cost Reduction Program

Focus on health and safety and sustainability leadership
Notes

Slide 5: Key Priorities
1. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

Slide 6: Accelerating Our RACE21™ Innovation-Driven Efficiency Program
1. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

Slide 7: QB2 Value Creation
2. 1 truck = a strip ratio of 0.1.

Slide 11: Low Cost, Low Carbon Producer

Slide 12: Low Cost, Low Carbon Producer cont’d
1. Source: Barclays Research, Teck.

Slide 13: Responsible Tailings Management

Slide 14: Strong Financial Position
1. Liquidity is as at October 23, 2019.
2. On a go forward basis from January 1, 2019.
3. Assumes US$1.2 billion of Sumitomo contributions associated with purchase price spent before first draw of project finance facility. Thereafter, project finance facility used to fund all capital costs until target debt : capital ratio achieved on a cumulative basis, after which point project finance and equity contributions are made ratably based on this same debt : capital ratio.

Slide 17: Steelmaking Coal Market
Quebrada Blanca

*Photo*: SAG Mill Number 1
Concrete and Rebar Placement
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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)\(^1\)
✓ Will 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

Chile

Teck, SMM, SC, ENAMI

BHP

Collahuasi

Anglo American, Glencore, Mitsui

El Abra

Freeport-McMoRan, Codelco

Chuquicamata

Codelco

Centinela

Antofagasta, Marubeni

Gabriela Mistral

Codelco

Escondida

BHP, Rio Tinto, Mitsubishi

Sierra Gorda

KGHM, SMM, SC

Spence

BHP

Ministro Hales

Codelco

Cerro Colorado

BHP

Radomiro Tomic

Codelco

Arica y Parinacota Region

Arica

Antofagasta Region

Bolivia

Peru

Argentina

Teck
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 over time
- QB3 and other copper development projects could further increase copper exposure and diversification

Teck’s Annual Copper Production (kt Cu)

Based on Sanction Case (Including 199 Mt Inferred Resources)
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### QB2 is a World Class Copper Opportunity

#### Project Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$2.4-$4.2B</td>
<td>After-Tax NPV&lt;sub&gt;8%,2,3&lt;/sub&gt;</td>
</tr>
<tr>
<td>US$1.1-$1.4B</td>
<td>First 5 Full Years Annual EBITDA&lt;sup&gt;2&lt;/sup&gt;</td>
</tr>
<tr>
<td>US$1.28/lb</td>
<td>First 5 Full Years C1 Cash Cost (net of by-products)&lt;sup&gt;5&lt;/sup&gt;</td>
</tr>
<tr>
<td>US$1.38/lb</td>
<td>First 5 Full Years AISC (net of by-products)&lt;sup&gt;6&lt;/sup&gt;</td>
</tr>
<tr>
<td>316 kt</td>
<td>First 5 Full Years Annual CuEq Production&lt;sup&gt;4&lt;/sup&gt;</td>
</tr>
<tr>
<td>QB2 Uses &lt;25% of R&amp;R</td>
<td>Continuing to Grow</td>
</tr>
<tr>
<td>US$1.1-$1.4B</td>
<td>First 5 Full Years Annual EBITDA&lt;sup&gt;2&lt;/sup&gt;</td>
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<tr>
<td>US$1.38/lb</td>
<td>First 5 Full Years AISC (net of by-products)&lt;sup&gt;6&lt;/sup&gt;</td>
</tr>
<tr>
<td>US$4.7B</td>
<td>Capital Cost (100%)&lt;sup&gt;7&lt;/sup&gt;</td>
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#### Transaction Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>~US$3B</td>
<td>Implied Value of Teck’s 90% Ownership Prior to Sumitomo Transaction&lt;sup&gt;8&lt;/sup&gt;</td>
</tr>
<tr>
<td>30%-40%</td>
<td>Teck’s Levered After-Tax IRR Post Transaction&lt;sup&gt;2,3,9&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

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Based on Sanction Case (Including 199 Mt Inferred Resources)
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### Increasing Teck's Returns on QB2

#### Enhancing IRR
- Transaction with Sumitomo and US$2.5 billion project financing significantly enhances Teck's IRR

#### Reducing Teck's Equity Contributions
- Transaction proceeds and project financing reduce Teck's equity contributions to ~US$693 million³ with no contributions required post-closing until late 2020⁴

#### QB2 Funding Profile Before Escalation² (US$M)

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Levered</td>
<td>19%</td>
<td>21%</td>
<td>24%</td>
<td>30%</td>
<td>35%</td>
</tr>
<tr>
<td>Sumitomo true-up post closing</td>
<td>$138</td>
<td>$1,062</td>
<td>$2,052</td>
<td>$1,392</td>
<td>$95</td>
</tr>
<tr>
<td>Teck Contribution</td>
<td>$228</td>
<td>$1,782</td>
<td>$392</td>
<td>$473</td>
<td></td>
</tr>
<tr>
<td>Sumitomo Contribution</td>
<td>$683</td>
<td>$236</td>
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<td></td>
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</tr>
<tr>
<td>Project Finance</td>
<td>$473</td>
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</tr>
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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
  - Major benefit to sustaining capital since it reduces mobile fleet size and replacement costs
- Capital intensity of ~US$15k/tpa copper equivalent is in line or lower than recent comparably sized projects with the ability to amortize these costs over a very long mine life

**Low Cash Cost Position**

*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.
Vast, Long Life Deposit at QB

QB2 Uses Less than 25% of R&R

- Resource exclusive of Reserve increased 40% since 2017
- Initial 28 year mine life processes <25% of the currently defined Reserve and Resource Tonnage
- 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 with drilling ongoing

Extension Potential

Reserve and Resource Tonnage (Mt)

<table>
<thead>
<tr>
<th>Sanction Case Mine Plan Tonnage</th>
<th>2017 Annual Information Form</th>
<th>2018 Updated Resource Tonnage</th>
</tr>
</thead>
<tbody>
<tr>
<td>199</td>
<td>2,141</td>
<td>3,393</td>
</tr>
<tr>
<td>1,202</td>
<td>1,325</td>
<td>1,472</td>
</tr>
<tr>
<td>1,259</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Inferred
- M&I (Exclusive)
- P&P
QB3 – Long-Term Growth
Expansion potential to realize full potential of the orebody

- QB2 utilizes less than 25% of resource
- QB3 evaluating options to exploit the full value of the resource through mill expansion and/or mine life extension
- Ongoing work includes:
  - ~18 km of drilling in 2018
  - 60 km of drilling planned for 2019
  - Scoping Study underway to be followed by a Prefeasibility Study

Key Valuation Drivers
- Defining the full size of the deposit through drilling
- Proactive evaluation of long-term options for production
- Maximizing the performance of the QB2 plant
- Leveraging the QB2 infrastructure to target production increases at a lower capital intensity

Copper Mineralization from 2018 Drilling
- 2018 drilling returned long intervals of +0.5% Cu, with predictable sulfide zonation patterns
Clear Path to Production at QB2

Construction Approach

- Key project elements are segregated by area and can be managed more efficiently reducing risk:
  - Open pit mine (120 Mtpa peak);
  - Concentrator (143 ktpd);
  - Tailings storage facility (1.4 Bt capacity);
  - Concentrate and water supply pipelines (165 km); and
  - Port facility (including a desalination plant and concentrate filtration plant)
- QB will own and operate its pipelines and port facilities

Operational Readiness

- Early focus on operational readiness and commissioning to ensure a seamless transition to operations
- Organizational design incorporating Integrated Operations and Business Partner Model
  - Driving value by linking process, people and workplace design
- Engagement of experienced consultants to support detailed plan development and execution, integrated operations design and systems, and commissioning planning
# Execution Readiness at QB2

Experienced project team including Bechtel, a leading EPCM company

## Teck Owner's Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Years of Experience</th>
<th>Major Project Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karl Hroza</td>
<td>Project Director</td>
<td>25+</td>
<td>Sturgeon Refinery, El Morro, Koniambo, Fort Hills, Ravensthorpe</td>
</tr>
<tr>
<td>Sergio Vives</td>
<td>Director, Environment and Permitting</td>
<td>20+</td>
<td>Pascua Lama, Los Pelambres, Chuquicamata and Codelco Smelting</td>
</tr>
<tr>
<td>Grant McLaren</td>
<td>Site Manager</td>
<td>35+</td>
<td>Escondida (Phase IV, North satellite), Cerrejon P40 Expansion, Olympic Dam</td>
</tr>
<tr>
<td>Carlos Opazo</td>
<td>Concentrator Manager</td>
<td>25+</td>
<td>Fort Hills, Carmen de Andacollo, Los Pelambres, El Abra, Escondida, Chuquicamata, CAP Iron Ore, MCC, Millennium Coker Unit – U and O</td>
</tr>
<tr>
<td>Francisco Raynaud</td>
<td>Port Area Manager</td>
<td>25+</td>
<td>Escondida, To-2 – Codelco</td>
</tr>
<tr>
<td>Andrés Corbalan</td>
<td>Engineering Manager</td>
<td>25+</td>
<td>El Abra, Los Pelambres</td>
</tr>
<tr>
<td>Dale Webb</td>
<td>Operations Readiness General Manager</td>
<td>20+</td>
<td>QB1, Trail Operations</td>
</tr>
</tbody>
</table>

## Bechtel Management Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Years of Experience</th>
<th>Major Project Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim McCloud</td>
<td>Project Manager</td>
<td>25+</td>
<td>El Abra, Radomiro Tomic, Collahuasi, Escondida (EWS), Los Pelambres, Yanacocha, Antamina, Antapaccay</td>
</tr>
<tr>
<td>Carlos Ruiz</td>
<td>Deputy Project Manager</td>
<td>25+</td>
<td>Escondida (EWS, OGP1, OLAP, Laguna Seca Debottlenecking), Los Bronces</td>
</tr>
<tr>
<td>Sergio Baldini</td>
<td>Senior Site Manager</td>
<td>20+</td>
<td>Escondida (EWS, OGP1), Antapaccay</td>
</tr>
<tr>
<td>Eduardo Rochna</td>
<td>Project Controls Manager</td>
<td>18+</td>
<td>Los Pelambres Repower I and II projects, Antapaccay</td>
</tr>
<tr>
<td>Jorge Kettlun</td>
<td>Contracts Manager</td>
<td>25+</td>
<td>Escondida (EWS, OGP1), Los Bronces, Los Pelambres Repower II projects</td>
</tr>
<tr>
<td>Edgar Gomez</td>
<td>Engineering Manager</td>
<td>25+</td>
<td>Escondida (OGP1), Andina Development Project (PDA) Phase I, Codelco PTMP, Los Pelambres Repower I, Collahuasi Ujina Rosario, Antamina, Goro Nickel</td>
</tr>
</tbody>
</table>
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.

### Changes Since Feasibility Study

<table>
<thead>
<tr>
<th>Operating Metrics (Annual Avg.)</th>
<th>2016 FS (Reserves)</th>
<th>Reserve Case</th>
<th>Sanction Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mine Life</td>
<td>25</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>Throughput</td>
<td>140</td>
<td>143</td>
<td>143</td>
</tr>
<tr>
<td>LOM Mill Feed</td>
<td>1,259</td>
<td>1,400</td>
<td>1,400</td>
</tr>
<tr>
<td><strong>Strip Ratio</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 5 Full Years</td>
<td>0.40</td>
<td>0.16</td>
<td>0.44</td>
</tr>
<tr>
<td>LOM²</td>
<td>0.52</td>
<td>0.41</td>
<td>0.70</td>
</tr>
<tr>
<td><strong>Copper Production</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 5 Full Years</td>
<td>275</td>
<td>286</td>
<td>290</td>
</tr>
<tr>
<td>LOM²</td>
<td>238</td>
<td>228</td>
<td>247</td>
</tr>
<tr>
<td><strong>Copper Equivalent Production</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 5 Full Years</td>
<td>301</td>
<td>313</td>
<td>316</td>
</tr>
<tr>
<td>LOM²</td>
<td>262</td>
<td>256</td>
<td>279</td>
</tr>
<tr>
<td><strong>C1 Cash Cost</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 5 Full Years</td>
<td>US$/lb $1.28</td>
<td>$1.29</td>
<td>$1.28</td>
</tr>
<tr>
<td>LOM²</td>
<td>US$/lb $1.39</td>
<td>$1.47</td>
<td>$1.37</td>
</tr>
<tr>
<td><strong>AISC</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 5 Full Years</td>
<td>US$/lb $1.34</td>
<td>$1.40</td>
<td>$1.38</td>
</tr>
<tr>
<td>LOM²</td>
<td>US$/lb $1.43</td>
<td>$1.53</td>
<td>$1.42</td>
</tr>
<tr>
<td><strong>Annual EBITDA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 5 Full Years</td>
<td>US$B $1.0</td>
<td>$1.0</td>
<td>$1.1</td>
</tr>
<tr>
<td>LOM²</td>
<td>US$B $0.8</td>
<td>$0.7</td>
<td>$0.9</td>
</tr>
<tr>
<td><strong>NPV @ 8%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>12%</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>Payback Period</td>
<td>years 5.8</td>
<td>5.7</td>
<td>5.6</td>
</tr>
<tr>
<td>Mine Life / Payback</td>
<td>4.3</td>
<td>4.9</td>
<td>5.0</td>
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### Sensitivity Analysis

<table>
<thead>
<tr>
<th></th>
<th>RESERVE CASE</th>
<th>Sanction Case</th>
<th>Sanction Case</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual EBITDA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 5 Full Years</td>
<td>$1.0</td>
<td>$1.2</td>
<td>$1.3</td>
</tr>
<tr>
<td>First 10 Full Years</td>
<td>$1.0</td>
<td>$1.1</td>
<td>$1.3</td>
</tr>
<tr>
<td>Payback Period</td>
<td>5.7</td>
<td>5.0</td>
<td>4.4</td>
</tr>
<tr>
<td>NPV at 8% (US$B)</td>
<td>$2.0</td>
<td>$2.9</td>
<td>$3.7</td>
</tr>
<tr>
<td>Project Unlevered IRR (%)</td>
<td>13%</td>
<td>16%</td>
<td>17%</td>
</tr>
<tr>
<td>Teck’s Unlevered IRR (%)</td>
<td>18%</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>Teck’s Levered IRR (%)</td>
<td>29%</td>
<td>35%</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Sanction Case</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual EBITDA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 5 Full Years</td>
<td>$1.1</td>
<td>$1.2</td>
<td>$1.4</td>
</tr>
<tr>
<td>First 10 Full Years</td>
<td>$1.0</td>
<td>$1.1</td>
<td>$1.3</td>
</tr>
<tr>
<td>Payback Period</td>
<td>5.6</td>
<td>4.9</td>
<td>4.4</td>
</tr>
<tr>
<td>NPV at 8% (US$B)</td>
<td>$2.4</td>
<td>$3.3</td>
<td>$4.2</td>
</tr>
<tr>
<td>Project Unlevered IRR (%)</td>
<td>14%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Teck’s Unlevered IRR (%)</td>
<td>19%</td>
<td>21%</td>
<td>24%</td>
</tr>
<tr>
<td>Teck’s Levered IRR (%)</td>
<td>30%</td>
<td>35%</td>
<td>40%</td>
</tr>
</tbody>
</table>
## QB2 Reserves and Resources Comparison

### Reserve Case (as at Nov. 30, 2018)\(^1,2\)

<table>
<thead>
<tr>
<th>RESERVES</th>
<th>Mt</th>
<th>Cu Grade %</th>
<th>Mo Grade %</th>
<th>Silver Grade ppm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proven</td>
<td>476</td>
<td>0.51</td>
<td>0.018</td>
<td>1.40</td>
</tr>
<tr>
<td>Probable</td>
<td>924</td>
<td>0.47</td>
<td>0.019</td>
<td>1.25</td>
</tr>
<tr>
<td>Reserves</td>
<td>1,400</td>
<td>0.48</td>
<td>0.018</td>
<td>1.30</td>
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### RESOURCES (EXCLUSIVE OF RESERVES)\(^3\)

<table>
<thead>
<tr>
<th>RESOURCES (EXCLUSIVE OF RESERVES)(^3)</th>
<th>Mt</th>
<th>Cu Grade %</th>
<th>Mo Grade %</th>
<th>Silver Grade ppm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measured</td>
<td>36</td>
<td>0.42</td>
<td>0.014</td>
<td>1.23</td>
</tr>
<tr>
<td>Indicated</td>
<td>1,558</td>
<td>0.40</td>
<td>0.016</td>
<td>1.14</td>
</tr>
<tr>
<td>M&amp;I (Exclusive)</td>
<td>1,594</td>
<td>0.40</td>
<td>0.016</td>
<td>1.14</td>
</tr>
<tr>
<td>Inferred</td>
<td>3,125</td>
<td>0.38</td>
<td>0.018</td>
<td>1.15</td>
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</tbody>
</table>

### Sanction Case (as at Nov. 30, 2018)\(^2,4\)

<table>
<thead>
<tr>
<th>RESERVES</th>
<th>Mt</th>
<th>Cu Grade %</th>
<th>Mo Grade %</th>
<th>Silver Grade ppm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proven</td>
<td>409</td>
<td>0.54</td>
<td>0.019</td>
<td>1.47</td>
</tr>
<tr>
<td>Probable</td>
<td>793</td>
<td>0.51</td>
<td>0.021</td>
<td>1.34</td>
</tr>
<tr>
<td>Reserves</td>
<td>1,202</td>
<td>0.52</td>
<td>0.020</td>
<td>1.38</td>
</tr>
</tbody>
</table>

### RESOURCES (EXCLUSIVE OF RESERVES)\(^2\)

<table>
<thead>
<tr>
<th>RESOURCES (EXCLUSIVE OF RESERVES)(^2)</th>
<th>Mt</th>
<th>Cu Grade %</th>
<th>Mo Grade %</th>
<th>Silver Grade ppm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measured</td>
<td>36</td>
<td>0.42</td>
<td>0.014</td>
<td>1.23</td>
</tr>
<tr>
<td>Indicated</td>
<td>1,436</td>
<td>0.40</td>
<td>0.016</td>
<td>1.13</td>
</tr>
<tr>
<td>M&amp;I (Exclusive)</td>
<td>1,472</td>
<td>0.40</td>
<td>0.016</td>
<td>1.14</td>
</tr>
<tr>
<td>Inferred</td>
<td>3,194</td>
<td>0.37</td>
<td>0.017</td>
<td>1.13</td>
</tr>
<tr>
<td>+ Inferred in SC pit</td>
<td>199</td>
<td>0.53</td>
<td>0.022</td>
<td>1.21</td>
</tr>
</tbody>
</table>
ENAMI Interest in QB

- 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
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

Cash Flow
• 100% of project spending included in capital expenditures
• In 2019, Sumitomo\(^1\) contribution will 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

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

\(\text{Teck}\)}
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.

2. Copper equivalent production calculated assuming US$3.00/lb copper, 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.

3. As at January 1, 2019. Assumptions optimized funding structure.

4. Based on QB2 Sanction Case first five full years of copper production.

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.

Slide 24: QB2 is a World Class Copper Opportunity

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. See “Non-GAAP Financial Measures” slides.

2. Range based on US$3.00-$3.50/lb copper price. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

3. As at January 1, 2019. Assumptions optimized funding structure.

4. Based on QB2 Sanction Case first five full years of copper production.

Notes - Appendix: Quebrada Blanca

Teck’s 90% interest in the Quebrada Blanca 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. See “Non-GAAP Financial Measures” slides.

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.

3. As at January 1, 2019. Assumptions optimized funding structure.

4. Copper equivalent production calculated assuming US$3.00/lb copper, 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.

5. Copper equivalent production calculated assuming US$3.00/lb copper, 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.

6. The valuation of approximately ~US$3 billion for Teck’s 90% interest prior to the Sumitomo transaction is based on a transaction value of US$1 billion comprising an earn-in contribution of US$800 million and assumed contingent consideration proceeds with a present value of approximately US$200 million. The undiscounted contingent consideration is estimated at US$300 million and comprises: (a) US$50 million relating to achieving the mill throughput optimization target, assumed to be received in 2024; and (b) 8% of the net present value of the QB3 expansion at sanction, assuming an expansion sanctioned in 2024 which doubles QB2 throughput with further tailings facility construction deferred. At a real copper price of US$3.00/lb, the payment is estimated at approximately US$250 million. Using a real discount rate of 8%, the present value of the contingent consideration, based on the above assumptions is estimated at approximately US$200 million. This estimate is based on a number of significant assumptions in addition to those described above. There can be no assurance that the contingent consideration will approximate the amounts outlined above, or that it will be received at all.

7. The valuation of approximately ~US$3 billion for Teck’s 90% interest prior to the Sumitomo transaction is based on a transaction value of US$1 billion comprising an earn-in contribution of US$800 million and assumed contingent consideration proceeds with a present value of approximately US$200 million. The undiscounted contingent consideration is estimated at US$300 million and comprises: (a) US$50 million relating to achieving the mill throughput optimization target, assumed to be received in 2024; and (b) 8% of the net present value of the QB3 expansion at sanction, assuming an expansion sanctioned in 2024 which doubles QB2 throughput with further tailings facility construction deferred. At a real copper price of US$3.00/lb, the payment is estimated at approximately US$250 million. Using a real discount rate of 8%, the present value of the contingent consideration, based on the above assumptions is estimated at approximately US$200 million. This estimate is based on a number of significant assumptions in addition to those described above. There can be no assurance that the contingent consideration will approximate the amounts outlined above, or that it will be received at all.

8. Does not include contingent consideration.

9. Assumes US$2.5 billion in project finance loans without deduction of fees and interest during construction, and US$1.2 billion contribution from Sumitomo. Does not include contingent consideration.

Slide 25: Increasing Teck’s Returns on QB2


2. On a 100% go forward basis from January 1, 2019 in constant Q2 2017 dollars and a CLP:USD exchange rate of 625, not including escalation (estimated at US$300 - $470 million based on 2 - 3% per annum inflation), working capital or interest during construction. Includes approximately US$500 million in contingency. At a spot CLP:USD rate of approximately 675 capital would be reduced by approximately US$270 million.

3. On a go forward basis from January 1, 2019.

4. Assumes US$1.2 billion of Sumitomo contributions associated with purchase price spent before first draw of project finance facility. Thereafter, project finance facility used to fund all capital costs until target debt : capital ratio achieved on a cumulative basis, after which point project finance and equity contributions are made ratably based on this same debt : capital ratio.
Slide 26: QB2's Competitive Cost Position
2. Based on first five full years of copper equivalent production. Copper equivalent production calculated assuming US$3.00/lb copper, US$10.00/lb molybdenum and US$18.00/oz silver without adjusting for payability.
3. 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.
4. 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 27: Vast, Long Life Deposit at QB
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.

Slide 28: QB3 – Long-Term Growth
1. DDH-756 @176.6m, Field of view 2cm.

Slide 31: QB2 Project Economics Comparison
1. All metrics on 100% basis and assume US$3.00/lb copper, US$10.00/lb molybdenum and US$18.00/oz silver unless otherwise stated. NPV, IRR and payback on after-tax basis.
2. Life of Mine annual average figures exclude the first and last partial years of operations.
3. Copper equivalent production calculated assuming US$3.00/lb copper, US$10.00/lb molybdenum and US$18.00/oz silver without adjusting for payability.
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.
6. Payback from first production.
7. Based on go-forward cash flow from January 1, 2017. Based on all equity funding structure.
8. Based on go-forward cash flow from January 1, 2019. Based on optimized funding structure.
10. Includes impact of US$2.5 billion project financing. Does not consider contingent consideration.

Slide 32: 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 30–44°, 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 reserves are reported using a NSR cut-off of US$11.00/tonne 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 34: Quebrada Blanca Accounting Treatment
1. Sumitomo Metal Mining Co. Ltd. and Sumitomo Corporation are collectively referred to as Sumitomo.
Strategy and Overview
Consistent Long-Term Strategy

- Diversification
- Long life assets
- Low cost
- Appropriate scale
- Low risk jurisdictions
Attractive Portfolio of Long-Life Assets
Low risk jurisdictions
Global Customer Base
Revenue contribution from diverse markets (2018)
Diverse Pipeline of Growth Options

<table>
<thead>
<tr>
<th>In Construction</th>
<th>Medium-Term Growth Options</th>
<th>Future Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>QB2</td>
<td>QB3</td>
<td>Galore Creek</td>
</tr>
<tr>
<td>Zafranal</td>
<td>Schaff Creek</td>
<td></td>
</tr>
<tr>
<td>HVC Brownfield</td>
<td>Mesaba</td>
<td></td>
</tr>
<tr>
<td>NuevaUnión</td>
<td></td>
<td></td>
</tr>
<tr>
<td>San Nicolás (Cu-Zn)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Dog VIP2 Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Antamina Brownfield</td>
<td></td>
<td>Teena</td>
</tr>
<tr>
<td>Red Dog Satellite Deposits</td>
<td></td>
<td>Cirque</td>
</tr>
<tr>
<td>Elk Valley Replacement Brownfield</td>
<td></td>
<td>Quintette/Mt. Duke</td>
</tr>
<tr>
<td>Neptune Terminals Expansion</td>
<td></td>
<td>Coal Mountain 2</td>
</tr>
<tr>
<td>Galore Creek</td>
<td></td>
<td>Elk Valley Brownfield</td>
</tr>
<tr>
<td>Frontier</td>
<td></td>
<td>Lease 421</td>
</tr>
<tr>
<td>Teena</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cirque</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Copper**
Strong platform with substantial growth options

**Zinc**
Premier resource with integrated assets

**Coal**
Well established with capital efficient value options

**Energy**
Building a new business through partnership
Disciplined Approach to M&A

Recent Transaction History

Total net proceeds of C$3.1B:

- Balance sheet strengthened by divestment of non-core assets at high EBITDA 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
## Production Guidance

<table>
<thead>
<tr>
<th>Product</th>
<th>2018 Results</th>
<th>2019 Guidance¹</th>
<th>3-Year Guidance¹ (2020-2022)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Steelmaking Coal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>26.2 Mt</td>
<td>25.5-26.0 Mt</td>
<td>26.5-27.5 Mt</td>
</tr>
<tr>
<td><strong>Copper</strong>²,³,⁴,⁶</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highland Valley</td>
<td>Concentrate</td>
<td>100.8 kt</td>
<td>115-120 kt</td>
</tr>
<tr>
<td>Antamina</td>
<td>Concentrate</td>
<td>100.4 kt</td>
<td>95-100 kt</td>
</tr>
<tr>
<td>Carmen de Andecollo</td>
<td>Concentrate + Cathode</td>
<td>67.2 kt</td>
<td>62-67 kt</td>
</tr>
<tr>
<td>Quebrada Blanca</td>
<td>Cathode</td>
<td>25.5 kt</td>
<td>20-23 kt</td>
</tr>
<tr>
<td>Total Copper</td>
<td>Concentrate + Cathode</td>
<td>293.9 kt</td>
<td>290-310 kt</td>
</tr>
<tr>
<td><strong>Copper</strong>²,³,⁴,⁶</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highland Valley</td>
<td>Concentrate</td>
<td>583.2 kt</td>
<td>535-560 kt</td>
</tr>
<tr>
<td>Antamina</td>
<td>Concentrate</td>
<td>92.1 kt</td>
<td>65-70 kt</td>
</tr>
<tr>
<td>Pend Oreille</td>
<td>Concentrate</td>
<td>29.7 kt</td>
<td>19 kt</td>
</tr>
<tr>
<td>Total Zinc</td>
<td>Concentrate</td>
<td>705 kt</td>
<td>620-650 kt</td>
</tr>
<tr>
<td><strong>Zinc</strong>²,³,⁵</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Dog</td>
<td>Concentrate</td>
<td>302.9 kt</td>
<td>275-285 kt</td>
</tr>
<tr>
<td>Antamina</td>
<td>Concentrate</td>
<td>98.4 kt</td>
<td>90-95 kt</td>
</tr>
<tr>
<td>Pend Oreille</td>
<td>Concentrate</td>
<td>61 kt</td>
<td>70-75 kt</td>
</tr>
<tr>
<td><strong>Molybdenum</strong>²,³</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highland Valley</td>
<td>Concentrate</td>
<td>8.7 Mlbs</td>
<td>8.0 Mlbs</td>
</tr>
<tr>
<td>Antamina</td>
<td>Concentrate</td>
<td>2.3 Mlbs</td>
<td>1.5 Mlbs</td>
</tr>
<tr>
<td>Total Molybdenum</td>
<td>Concentrate</td>
<td>11.0 Mlbs</td>
<td>9.5 Mlbs</td>
</tr>
<tr>
<td><strong>Refined Silver</strong></td>
<td>Refined</td>
<td>11.6 Moz</td>
<td>13-14 Moz</td>
</tr>
</tbody>
</table>

¹ Figures are based on current metal prices and are an initial assessment only. 2019 Guidance and 3-Year Guidance (2020-2022) are subject to commodity price fluctuations and market conditions.

² Additional steps may be required to create cathodes from concentrate.

³ Copper and zinc from concentrates include appropriate credit for recovery from smelting.

⁴ Copper and zinc cathode recoveries have been reduced by approximately 8%. Additional smelting, concentration, and refining will be required.

⁵ Zinc cathode recovery will be improved to approximately 85%.

⁶ Antamina copper cathode recovery is assumed to be 55%.

⁷ Lead and zinc concentrate recoveries including Pend Oreille are assumed to be 65%.

⁸ Bitumen from Fort Hills includes all associated products.
## Sales and Unit Cost Guidance

### Sales

<table>
<thead>
<tr>
<th></th>
<th>Q3 2019 RESULTS</th>
<th>Q4 2019 GUIDANCE¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Steelmaking Coal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.1 Mt</td>
<td>6.2-6.4 Mt</td>
</tr>
<tr>
<td><strong>Zinc - Red Dog Zinc in Concentrate</strong></td>
<td>171 kt</td>
<td>160-165 kt</td>
</tr>
</tbody>
</table>

### Unit Costs

<table>
<thead>
<tr>
<th></th>
<th>2018 RESULTS</th>
<th>2019 GUIDANCE¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Steelmaking Coal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted site cost of sales²</td>
<td>C$62/t</td>
<td>C$62-65/t</td>
</tr>
<tr>
<td>Transportation costs²</td>
<td>C$37/t</td>
<td>C$37-39/t</td>
</tr>
<tr>
<td>Unit costs²</td>
<td>C$99/t</td>
<td>C$99-104/t</td>
</tr>
<tr>
<td><strong>Copper</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total cash unit costs³</td>
<td>US$1.74/lb</td>
<td>US$1.70-1.80/lb</td>
</tr>
<tr>
<td>Net cash unit costs³</td>
<td>US$1.23/lb</td>
<td>US$1.40-1.50/lb</td>
</tr>
<tr>
<td><strong>Zinc</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total cash unit costs⁴</td>
<td>US$0.49/lb</td>
<td>US$0.50-0.55/lb</td>
</tr>
<tr>
<td>Net cash unit costs⁴</td>
<td>US$0.31/lb</td>
<td>US$0.30-0.35/lb</td>
</tr>
<tr>
<td><strong>Bitumen</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted operating costs⁵</td>
<td>C$32.89/bbl</td>
<td>C$26-29/bbl</td>
</tr>
</tbody>
</table>
## Capital Expenditures Guidance

### Teck’s Share (in CAD$ Millions) - 2018 vs. 2019

#### Sustaining, Major Enhancement, New Mine Development

<table>
<thead>
<tr>
<th>(Teck’s Share in CAD$ Millions)</th>
<th>2018</th>
<th>2019 Guidance¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sustaining</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steelmaking coal²</td>
<td>$232</td>
<td>$455</td>
</tr>
<tr>
<td>Copper</td>
<td>157</td>
<td>180</td>
</tr>
<tr>
<td>Zinc</td>
<td>225</td>
<td>145</td>
</tr>
<tr>
<td>Energy</td>
<td>21</td>
<td>55</td>
</tr>
<tr>
<td>Corporate</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total capex, before SMM/SC contribution</strong></td>
<td>$1,906</td>
<td>$3,040</td>
</tr>
<tr>
<td>Estimated SMM/SC contributions⁴</td>
<td>-</td>
<td>(1,265)</td>
</tr>
<tr>
<td><strong>Total Teck spend</strong></td>
<td>$1,906</td>
<td>$1,775</td>
</tr>
</tbody>
</table>

#### Major Enhancement

<table>
<thead>
<tr>
<th>(Teck’s Share in CAD$ Millions)</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steelmaking coal²</td>
<td>$230</td>
<td>$375</td>
</tr>
<tr>
<td>Copper</td>
<td>62</td>
<td>45</td>
</tr>
<tr>
<td>Zinc</td>
<td>107</td>
<td>75</td>
</tr>
<tr>
<td>Energy</td>
<td>69</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$468</td>
<td>$595</td>
</tr>
</tbody>
</table>

#### New Mine Development

<table>
<thead>
<tr>
<th>(Teck’s Share in CAD$ Millions)</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copper</td>
<td>56</td>
<td>90</td>
</tr>
<tr>
<td>Zinc</td>
<td>38</td>
<td>25</td>
</tr>
<tr>
<td>Energy</td>
<td>285</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$379</td>
<td>$150</td>
</tr>
</tbody>
</table>

**Sub-total**

<table>
<thead>
<tr>
<th>(Teck’s Share in CAD$ Millions)</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steelmaking coal²</td>
<td>$462</td>
<td>$830</td>
</tr>
<tr>
<td>Copper</td>
<td>275</td>
<td>315</td>
</tr>
<tr>
<td>Zinc</td>
<td>370</td>
<td>245</td>
</tr>
<tr>
<td>Energy</td>
<td>375</td>
<td>190</td>
</tr>
<tr>
<td>Corporate</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,492</td>
<td>$1,590</td>
</tr>
</tbody>
</table>

### Quebrada Blanca 2

<table>
<thead>
<tr>
<th>(Teck’s Share in CAD$ Millions)</th>
<th>2018</th>
<th>2019 Guidance¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>QB2 Capital Expenditures</td>
<td>$414</td>
<td>$1,450</td>
</tr>
<tr>
<td>Total capex, before SMM/SC contribution</td>
<td>$1,906</td>
<td>$3,040</td>
</tr>
<tr>
<td>Estimated SMM/SC contributions⁴</td>
<td>-</td>
<td>(1,265)</td>
</tr>
<tr>
<td><strong>Total Teck spend</strong></td>
<td>$1,906</td>
<td>$1,775</td>
</tr>
</tbody>
</table>

#### Capitalized Stripping

<table>
<thead>
<tr>
<th>(Teck’s Share in CAD$ Millions)</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steelmaking coal</td>
<td>$507</td>
<td>$445</td>
</tr>
<tr>
<td>Copper</td>
<td>161</td>
<td>175</td>
</tr>
<tr>
<td>Zinc</td>
<td>39</td>
<td>45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$707</td>
<td>$665</td>
</tr>
</tbody>
</table>

¹ Guidance includes estimated SMM/SC contributions and is subject to change.
### Commodity Price Leverage

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Mid-Point of 2019 Production Guidance</th>
<th>Change</th>
<th>Estimated Effect on Annualized Profit</th>
<th>Estimated Effect on Annualized EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>$C/$US</td>
<td>C$0.01</td>
<td>$0.01Δ</td>
<td>C$38M</td>
<td>C$60M</td>
</tr>
<tr>
<td>Coal</td>
<td>25.75 Mt</td>
<td>US$1/tonne</td>
<td>C$19M</td>
<td>C$30M</td>
</tr>
<tr>
<td>Copper</td>
<td>300 kt</td>
<td>US$0.01/lb</td>
<td>C$5M</td>
<td>C$8M</td>
</tr>
<tr>
<td>Zinc</td>
<td>915 kt</td>
<td>US$0.01/lb</td>
<td>C$10M</td>
<td>C$13M</td>
</tr>
<tr>
<td>WCS</td>
<td>13 Mbbl</td>
<td>US$1/bbl</td>
<td>C$12M</td>
<td>C$17M</td>
</tr>
<tr>
<td>WTI</td>
<td>-</td>
<td>US$1/bbl</td>
<td>C$9M</td>
<td>C$12M</td>
</tr>
</tbody>
</table>
Strong Track Record of Returning Cash to Shareholders
~$6.3 billion returned from January 1, 2003 to September 30, 2019

Dividends
• $4.3 billion since 2003, representing ~27% of free cash flow\(^1\)

Share Buybacks
• $2.0 billion since 2003, representing ~12% of free cash flow\(^1\)
Tax-Efficient Earnings in Canada

~C$3.8 billion in available tax pools¹
• Includes:
  – $2.9 billion in net operating loss carryforwards
  – $0.7 billion in Canadian Development Expenses (30% declining balance p.a.)
  – $0.2 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

¹ Source: Teck
Teck Resources Limited

<table>
<thead>
<tr>
<th>Shareholder</th>
<th>Class A Shareholdings</th>
<th>Class B Shareholdings</th>
<th>Total Shareholdings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SHARES HELD</td>
<td>PERCENT</td>
<td>VOTING RIGHTS</td>
</tr>
<tr>
<td>Temagami Mining Company Limited</td>
<td>4,300,000</td>
<td>55.4%</td>
<td>32.1%</td>
</tr>
<tr>
<td>SMM Resources Inc (Sumitomo)</td>
<td>1,469,000</td>
<td>18.9%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Other</td>
<td>1,999,304</td>
<td>25.7%</td>
<td>14.9%</td>
</tr>
<tr>
<td></td>
<td>7,768,304</td>
<td>100.0%</td>
<td>58.0%</td>
</tr>
</tbody>
</table>

1. Shareholdings and voting rights as of the latest available date.
Slide 41: Global Customer Base

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

Slide 43: 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$810 million.
4. Teena transaction occurred in AUD at A$10.6 million.
5. San Nicolas 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 44: Production Guidance

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 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 copper business unit.
7. Production results are included from June 1, 2018.
8. The 2020–2022 bitumen production guidance does not include potential near-term debottlenecking opportunities. See energy business unit in quarterly press releases for more information.

Slide 45: Sales and Unit Cost Guidance

2. Steelmaking coal unit costs are reported in Canadian dollars per tonne. Adjusted site cost of sales includes site costs, transport costs, and other and does not include deferred stripping or capital expenditures. Adjusted site cost of sales is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.
3. Copper unit costs are reported in U.S. dollars per payable pound of metal contained in concentrate. Total cash unit costs are before by-product and by-product margins. Copper net cash unit costs are after by-product and by-product margins and include adjusted cash cost of sales, smelter processing charges and cash margin for by-products including co-products. Assumes a zinc price of US$1.15 per pound, a molybdenum price of US$12 per pound, a silver price of US$16.00 per ounce, a gold price of US$1,350 per ounce and a Canadian/U.S. dollar exchange rate of $1.32. See “Non-GAAP Financial Measures” slides.
4. Zinc unit costs are reported in U.S. dollars per payable pound of metal contained in concentrate. Total cash unit costs are before by-product and by-product margins. Zinc net cash unit costs are after by-product and by-product margins and are mine costs including adjusted cash cost of sales, smelter processing charges and cash margin for by-products. Assumes a lead price of US$0.90 per pound, a silver price of US$16.00 per ounce and a Canadian/U.S. dollar exchange rate of $1.32. By-products include both by-products and co-products. See “Non-GAAP Financial Measures” slides.
5. Bitumen unit costs are reported in Canadian dollars per barrel. Adjusted operating costs represent costs for the Fort Hills mining and processing operations and do not include the cost of diluent, transportation, storage and blending. See “Non-GAAP Financial Measures” slides.

Slide 46: Capital Expenditures Guidance

2. For steelmaking coal, sustaining capital includes Teck’s share of water treatment charges of $57 million in 2018. Sustaining capital guidance includes Teck’s share of water treatment charges related to the Elk Valley Water Quality Plan, which are approximately $175 million in 2019. Major enhancement capital guidance includes $210 million relating to the facility upgrade at Neptune Bulk Terminals that will be funded by Teck.
3. For copper, new mine development guidance for 2019 includes early scoping studies for QB3, Zafranal, San Nicolás and Galore Creek.
4. Total SMM and SC contributions were $1.7 billion. The difference will be in cash at December 31, 2019.

2. All production estimates are 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. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

4. Zinc includes 280,000 tonnes of refined zinc and 635,000 tonnes of zinc contained in concentrate.

5. Bitumen volumes from our energy business unit.

6. Our WTI oil price sensitivity takes into account our interest in Fort Hills for respective change in revenue, partially offset by the effect of the change in diluent purchase costs as well as the effect on the change in operating costs across our business units, as our operations use a significant amount of diesel fuel.

Slide 48: Strong Track Record of Returning Cash to Shareholders


Slide 49: Tax-Efficient Earnings In Canada

1. As at December 31, 2018.

Slide 50: Share Structure & Principal Shareholders

1. As at December 31, 2018.
Sustainability
Focus on Sustainability Leadership
Sustainability strategy

• Sustainability reporting for **19 years**

• **Established** ambitious sustainability strategy and goals **in 2010**

• Strategy focused on developing **opportunities** and managing **risks**

• Implementing a sustainability strategy with **short-term, five-year goals and long-term goals** stretching out to 2030

• New goals to be **launched in 2020**
Why Sustainability Matters

• Reduced risk of operations disruption
• Efficient project and permit approvals
• Meet rising supply chain and societal expectations
• Employee retention and recruitment
• Increased access to capital at a lower cost
• Increased cost savings and productivity
• Higher financial returns
• Brand value and reputation

Driving Growth and Managing Risk
Health and Safety Performance

• Safety performance in 2018
  - 28% reduction in High-Potential Incidents
  - 21% decrease in Lost-Time Injury Frequency
• Conducted Courageous Safety Leadership training with 97% of employees
• Two fatalities in 2018: one at Fording River Operations and one at Elkview Operations. Carried out in-depth investigations into the incidents to learn as much as possible and implement measures to prevent a reoccurrence

Incident Frequency (per 200,000 hours worked)

62% reduction in High-Potential Incident Frequency rate over past four years
Reducing Freshwater Use
Teck top of 50+ companies ranked by DJSI

- Water recycled average of 3 times at mining operations in 2018
- Target to reduce freshwater use at Chilean operations by 15% by 2020
- Desalinated seawater for Quebrada Blanca 2 project in place of freshwater; 26.5 million m³ per year

DJSI Water Related Risk Assessment 2019 Percentile Rankings²

Teck (100th percentile)

Related SASB¹ Metric: EM-MM-140a.1 | Link to Data
Taking Action on Climate Change
Teck in top 3 of 50+ companies ranked by DJSI

• Goal to reduce GHG emissions by 450,000 tonnes by 2030 and have already reduced 289,000 tonnes of emissions as a result of projects implemented since 2011

• Advocating for climate action – member of Carbon Pricing Leadership Coalition

• Released second Climate Action and Portfolio Resilience report in 2019, which is structured to align with the recommendations from the Task Force on Climate Related Financial Disclosure

Related SASB Metric: EM-MM-110a.2 | Link to Data
Lower-Risk Jurisdictions, Comprehensive Assessments
Teck in top 3 of 50+ companies ranked by DJSI

- All operations in countries with well-developed mining industries: Canada, United States, Chile, Peru
- Robust regulatory regimes and rule of law in place
- Strong foundation for protection of human rights
- Human rights assessments conducted at all operations in 2018

DJSI Human Rights Assessment 2019 Percentile Rankings

Related SASB1 Metric: EM-MM-210b.1 | Link to Data
Strengthening Relationships with Indigenous Peoples

- Agreements in place at all mining operations within or adjacent to Indigenous Peoples’ territories
- Achieved agreements with all Indigenous communities near the QB2 project
  - 8 of 8 agreements with Indigenous communities; 7 of 7 agreements with fishermen’s unions
- Achieved agreements with 14 out of 14 potentially affected Indigenous groups near our Frontier project
- Working with UN Women in Chile to advance economic opportunities for Indigenous women

Related SASB¹ Metric: EM-MM-210a.3 | Link to Data
Employee Relations and Diversity

• 57% of our employees are unionized

• Focused on strengthening diversity, with women making up 31% of new hires in 2018

• In 2018, 9% of total hires self-identified as Indigenous from our Red Dog, Highland Valley Copper and steelmaking coal operations in the Elk Valley

Related SASB Metrics: EM-MM-310a.1 | Link to Data
## Collective Agreements

<table>
<thead>
<tr>
<th>OPERATION</th>
<th>EXPIRY DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line Creek</td>
<td>May 31, 2019</td>
</tr>
<tr>
<td>Elkview</td>
<td>October 31, 2020</td>
</tr>
<tr>
<td>Fording River</td>
<td>April 30, 2021</td>
</tr>
<tr>
<td>Antamina</td>
<td>July 31, 2021</td>
</tr>
<tr>
<td>Highland Valley Copper</td>
<td>September 30, 2021</td>
</tr>
<tr>
<td>Trail Operations</td>
<td>May 31, 2022</td>
</tr>
<tr>
<td>Cardinal River</td>
<td>June 30, 2022</td>
</tr>
<tr>
<td>Quebrada Blanca</td>
<td>January 31, 2022</td>
</tr>
<tr>
<td></td>
<td>March 31, 2022</td>
</tr>
<tr>
<td></td>
<td>November 20, 2022</td>
</tr>
<tr>
<td>Carmen de Andacollo</td>
<td>September 30, 2022</td>
</tr>
<tr>
<td></td>
<td>December 31, 2022</td>
</tr>
</tbody>
</table>
Notes: Sustainability

Slide 57: Reducing Freshwater Use
2. SAM Corporate Sustainability Assessment 2018.

Slide 58: Taking Action on Climate Change
2. SAM Corporate Sustainability Assessment 2018.

Slide 59: Lower-Risk Jurisdictions, Comprehensive Assessments
2. SAM Corporate Sustainability Assessment 2018.

Slide 60: Strengthening Relationships with Indigenous Peoples

Slide 61: Employee Relations and Diversity
Technology and Innovation
Teck is Actively Pursuing a Transformation Of Our Business Through Technology

RACE21™

**RENEW**
Modernize Teck’s technology foundation

**AUTOMATE**
Accelerate and scale autonomy program

**CONNECT**
Develop digital platform for sensing and analytics

**EMPOWER**
Design future operating model to empower our employees
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
• **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**

• 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
Transformational safety impact with fewer people in high risk environments

PROFITABILITY
Step-change impact to profitability

PRODUCTIVITY
Increased productivity through new technologies and internal innovation

COST
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
$150M Plan Announced in our Q2 2019 Results

“RACE21™ is about taking a company-wide approach to renewing our technology infrastructure, looking at opportunities for automation and robotics, connecting our data systems to enable broad application of advanced analytics and artificial intelligence, and empowering our employees, with a focus on making real progress between now and 2021.”

“Implementing our RACE21™ innovation-driven efficiency program to generate an initial $150 million in annualized EBITDA¹ improvements by the end of 2019.”

EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” Appendix slide.
Specific Opportunities Are Targeted For 2019

**Processing Analytics**
- Wash plant optimization
- Mill optimization

**Mining Analytics**
- Haul cycle analytics
- Fuel dashboard
- Drill & blast optimization

**Predictive Maintenance**
- Maintenance analytics
Electrification of Mining

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

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
RACE21™ - Transforming Our Business

Today
- Innovation
- Operational excellence

RACE21™ – Teck transforming to be a leader in extracting value from technology
- Renewed digital infrastructure
- Autonomous haul
- Connected data platform
- Empowered workforce

RACE21™ – Teck’s future operation
- Analytics throughout value chain
- Broad application of autonomy
- Electrification, alternate truck size
- Reduced energy & water footprint
Steelmaking Coal
Business Unit & Markets
Steelmaking Coal Facts

Global Coal Production\(^1\):
~7.8 billion tonnes

Steelmaking Coal Production\(^2\):
~1,150 million tonnes

Export Steelmaking Coal\(^2\):
~355 million tonnes

Seaborne Steelmaking Coal\(^2\):
~315 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\(^4\)
Steelmaking Coal Demand Growth Forecast
Growth drivers: Southeast Asia and India

Seaborne Steelmaking Coal Imports¹ (Mt)
Change 2020 vs. 2019

Includes:
• Southeast Asia: Growth from Indonesia and Vietnam
• India: Driven by secular demand and government growth targets
• Brazil: Steel production recovery
• JKT: Weaker hot metal production
• Europe: Analyst views range from +2 Mt to +8 Mt²
Indian Steelmaking Coal Imports
Imports supported by secular demand and government growth targets

**Indian Crude Steel Production¹ (Mt)**

**Indian Seaborne Coking Coal Imports² (Mt)**
Chinese Steelmaking Coal Imports
2019 seaborne imports forecast: up by +6 Mt

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

Chinese Coking Coal Imports² (Mt)

---

1. CSP (LHS) - Crude Steel Production (LHS), HMP (LHS) - Hot Metal Production (LHS), Coking Coal Production (RHS)
2. Mongolian Coking Coal Imports, Seaborne Coking Coal Imports
Large Users in China Increasing Imports
~2/3 of China crude steel produced on coast; projects support imports

Seaborne Coking Coal Imports¹ (Mt)

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

LIUSTEEL FANGCHENG PROJECT
- Greenfield project
- Capacity: Phase 1 crude steel ~10 Mt
- Status: Construction started in 2017; 1 of 4 BFs completed in Dec 2019

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

¹ Seaborne coking coal imports data from Teck Resources Ltd.

Note: All projects are part of China's efforts to increase imports of steel and related products.
Chinese Steel Margins
Margins have declined but remain positive

China Hot Rolled Coil (HRC) Margins and Steelmaking Coal (HCC) Prices\(^1\)
(US$/t)
Chinese Scrap Use to Increase Slowly
EAF share in crude steel production to recover only to 2012’s level

China’s Scrap Ratio was ~1/2 of World Average in 2017 (%)

<table>
<thead>
<tr>
<th>Country</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>78%</td>
</tr>
<tr>
<td>US</td>
<td>72%</td>
</tr>
<tr>
<td>EU</td>
<td>55%</td>
</tr>
<tr>
<td>Korea</td>
<td>40%</td>
</tr>
<tr>
<td>Russia</td>
<td>39%</td>
</tr>
<tr>
<td>Brazil</td>
<td>35%</td>
</tr>
<tr>
<td>Japan</td>
<td>32%</td>
</tr>
<tr>
<td>India</td>
<td>23%</td>
</tr>
<tr>
<td>World average</td>
<td>37%</td>
</tr>
<tr>
<td>China</td>
<td>18%</td>
</tr>
</tbody>
</table>

China Steel Use By Sector (2000-2018)

- Construction: 50-60%
- Auto: 5-10%
- Machinery: 15-20%
- Others: 15-25%

Crude Steel and Electric Arc Furnace Production (Mt)

- Crude Steel
- Hot Metal
- Electric Arc Furnace

Teck
Steelmaking Coal Supply Growth Forecast
Growth comes mostly from Australia

Seaborne Steelmaking Coal Exports¹ (Mt)
Change 2020 vs. 2019

Includes:
- Colombia: Growth from existing mines
- Indonesia: Ramp up of Bumi Barito Mineral (BBM) mine
- USA: Lower production from existing mines
- Australia: Analyst views range from +2 Mt to +13 Mt²
- Mozambique: Analyst views range from flat to +1 Mt²
- Russia: Analyst views range from -1 Mt to +1 Mt²
US Coal Producers are Swing Suppliers

Australian Steelmaking Coal Exports\(^1\) (Mt)

US Steelmaking Coal Exports\(^2\) (Mt)
2nd Largest Seaborne Steelmaking Coal Supplier

Competitively positioned to supply steel producers worldwide

Sales Distribution

China
2013: ~30%
2017: ~15%
2018: ~10%

India
2013: ~5%
2017: ~10%
2018: ~15%

Asia ex. China & India
2013: ~40%
2017: ~45%
2018: ~50%

North America
~5%

Europe
2013: ~15%
2017: ~20%
2018: ~15%

Latin America
~5%

Sales to India Exceeded China from 2018
An Integrated Long Life Coal Business

- 940 million tonnes¹ of reserves support ~27 Mt of production for many years
- Geographically concentrated in the Elk Valley
- Established infrastructure and capacity with mines, railways and terminals
Long Life with Growth Potential

27+ million tonnes in 2021 and beyond

- Investment in plant throughput capacity at Elkview to capitalize on lower strip ratio beginning in 2020

Investing in low capital intensity production capacity to maximize near term profit and generate production capacity
Maximizing Cash Flow in Any Steelmaking Coal Market

High Price Environment
• Production focus to capture high margins and maximize free cash flow\(^1\)
  – Utilize higher cost equipment, contractor labour, internal overtime, & intersite processing to increase production

Low Price Environment
• Cost focus to protect margins and maximize free cash flow\(^1\)
  – Parking higher cost equipment, reduced contractor trades and mining reliance, hiring freeze, lower material movement
  – Emphasis on cost reduction initiatives
Setting Up for Strong Long-Term Cash Flows In Steelmaking Coal

Strip ratio increase planned in 2019 to advance clean coal expansion
• Future strip ratio on par with historical average

Elkview Operations driving the increase in clean coal strip ratio to advance ability to produce at 9 million tonne rate by 2021
• Elkview strip ratio drops from 10.9 in 2019 to 7.5 by 2023
  – 2018-2029 average of 9.0

Clean Strip Ratio

6 Year Average

5 Year Average

Reinvesting to Maintain Productivities And Manage Costs in Steelmaking Coal

Maintaining historical dollar per tonne sustaining investment levels

2010-2016: Average spend of ~$6 per tonne¹
• Reinvestment in 5 shovels, 50+ haul trucks

Long term Average spend of ~$6 per tonne¹
• Reinvestment in equipment fleets and technology to increase mining productivity and processing capacity

Long term run rate for sustaining capital is ~$6 per tonne

¹ Sustaining Capital, Excluding Water Treatment ($/t)
Major enhancement projects increasing long-term production capacity:
- SWIFT at Fording River Operations
- Baldy Ridge Extension at Elkview Operations
- 9 Million project at Elkview Operations

2010-2016: Average spend of ~$160 million² per year
- Increased production capacity by ~3.5 million tonnes

2017-2023: Average spend of ~$149 million² per year
- Increasing capacity for 2020-2026 production by ~1.5 million tonnes per year
  - Increasing plant capacity at Elkview Operations (EVO 9M)
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

Teck’s Pricing Mechanisms

Coal sales book generally moves with the market

Pricing Mechanisms (%)

- 80% Index Linked
- 20% Fixed Price

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 Spread¹ (US$/t)

HCC FOB / CFR Prices and Spread² (US$/t)
~75 Mtpa of West Coast Port Capacity Planned
Teck port capacity exceeds current production plans

WESTSHORE TERMINALS
- Current capacity 35 Mtpa
- ~$275 million upgrade completed
- Teck is largest customer at 19 Mtpa
- Contract expires March 31, 2021

NEPTUNE COAL TERMINAL
- Teck / Canpotex Joint Venture
- Current coal capacity 12.5 Mtpa
- Significant investment to upgrade and rejuvenate
- Planned growth to >18.5 Mtpa

RIDLEY TERMINALS
- Current capacity 18 Mtpa
- Teck contract:
  - 3 Mtpa until December 2020
  - 6 Mtpa with option to extend up to 9 Mtpa from January 2021 to December 2027
- Planned growth to >20 Mtpa

West Coast Port Capacity (Nominal Mt)
Notes: Appendix – Steelmaking Coal

Slide 74: Steelmaking Coal Facts
1. Source: IEA.
4. Source: The Coal Alliance. Assumes all of the steel required is produced by blast furnace-basic oxygen furnace route.

Slide 75: Steelmaking Coal Demand Growth Forecast
1. Source: Data compiled by Teck based on information from Wood Mackenzie (Short Term Outlook December 2019).
2. Source: Data compiled by Teck based on information from Wood Mackenzie (Short Term Outlook December 2019) and CRU (Coal Market Outlook November 2019).

Slide 76: Indian Steelmaking Coal Imports
1. Source: Data compiled by Teck based on information from WSA and Wood Mackenzie. 2019 is November year-to-date annualized. 2020 is based on information from Wood Mackenzie (Long Term Outlook H2 2019).
2. Source: Data compiled by Teck based on information from Global Trade Atlas and Wood Mackenzie. 2019 and 2020 is based on information from Wood Mackenzie (Short Term Outlook December 2019).

Slide 77: Chinese Steelmaking Coal Imports
1. Source: Data compiled by Teck based on information from NBS, Wood Mackenzie and Fenwei. 2019 is November year-to-date annualized for crude steel production, hot metal production and coking coal production. 2020 is based on information from Wood Mackenzie (Long Term Outlook H2 2019) 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. 2019 is November year-to-date annualized for Mongolia imports and is based on information from Wood Mackenzie (Short Term Outlook December 2019) for seaborne imports. 2020 is based on information from Wood Mackenzie (Short Term Outlook December 2019) for Mongolia and seaborne imports.

Slide 78: Chinese Steel Margins
1. Source: Data compiled by Teck based on information from China Customs, Fenwei and internal sources.

Slide 79: Chinese Steel Margins

Slide 80: Chinese Scrap Use to Increase Slowly
1. Source: Data compiled by Teck based on information from Wood Mackenzie (Short Term Outlook December 2019).
2. Source: Data compiled by Teck based on information from Wood Mackenzie (Short Term Outlook December 2019) and CRU (Coal Market Outlook November 2019).

Slide 81: Steelmaking Coal Supply Growth Forecast
1. Source: Data compiled by Teck based on information from Wood Mackenzie (Short Term Outlook October 2019).
2. Source: Data compiled by Teck based on information from Wood Mackenzie (Short Term Outlook October 2019) and T.Parker (difference between September 2019 year-to-date annualized and 2018 exports).

Slide 82: US Coal Producers are Swing Suppliers
1. Source: Data compiled by Teck based on information from Global Trade Atlas, Wood Mackenzie and CRU. 2019 is October year-to-date annualized. 2020 is based on information from Wood Mackenzie (Short Term Outlook December 2019) and CRU (Coal Market Outlook November 2019).
2. Source: Data compiled by Teck based on information from Global Trade Atlas and Wood Mackenzie. 2019 is October year-to-date annualized. 2020 is based on information from Wood Mackenzie (Short Term Outlook December 2019).

Slide 83: Canadian & Mozambique Steelmaking Coal Exports
1. Source: Data compiled by Teck based on information from Global Trade Atlas and Wood Mackenzie. 2019 is October year-to-date annualized. 2020 is based on information from Wood Mackenzie (Short Term Outlook December 2019).
2. Source: Data compiled by Teck based on information from Wood Mackenzie and CRU. 2010-2019 is based on information from Wood Mackenzie (Long Term Outlook H2 2019). 2020 is based on information from Wood Mackenzie (Short Term Outlook December 2019) and CRU (Coal Market Outlook November 2019).
Notes: Appendix – Steelmaking Coal

Slide 85: An Integrated Long Life Coal Business
1. Sites at 100% tonnes as at January 1, 2019. Source: Teck AIF.

Slide 86: Long Life with Growth Potential in Steelmaking Coal
1. Subject to market conditions and obtaining relevant permits.

Slide 87: Maximizing Cash Flow in Any Steelmaking Coal Market
1. Free cash flow is a non-GAAP measure. See “Non-GAAP Financial Measures” slides.
2. Adjusted cash cost of sales is a non-GAAP measure. See “Non-GAAP Financial Measures” slides.
3. Assumes cost of sales of $63/tonne for 2019. Effective January 1, 2019, the IFRS 16 accounting standard change required the capitalization of equipment leases historically included in cost of sales. This policy change is expected to decrease cost of sales by ~$2/tonne, therefore a cost of sales figure of $65/tonne should be used for comparison to historical figures.

Slide 88: Setting Up for Strong Long-Term Cash Flows in Steelmaking Coal
1. Reflects weighted average strip ratio of all coal operations.

Slide 89: Reinvesting to Maintain Productivities and Manage Costs in Steelmaking Coal
1. Historical spend has not been adjusted for inflation or foreign exchange. 2019-2023 assumes annualized average production of 26.9 million tonnes and excludes the impact of the change in accounting for leases under IFRS 16. 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 and Neptune Terminal.

Slide 90: Investing In Production Capacity in Steelmaking Coal
1. Historical spend has not been adjusted for inflation or foreign exchange. 2019-2023 excludes the impact of the change in accounting for leases under IFRS 16.
2. All dollars referenced are Teck’s portion net of POSCAN credits for Greenhills Operations at 80% and excludes the portion of major enhancement capital relating to the Neptune Facility Upgrade.
3. Swift, Baldy Ridge Extension, and Elkview 9M project spending in 2019 is noted to illustrate the peak in major enhancement spending. All projects have spending prior and subsequent to 2019.

Slide 92: 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 January 7, 2020.
Copper Business Unit & Markets
Global Copper Mine Production Increasing Slowly

Mine Production Set To Increase 1.7 Mt By 2023\(^1\)

Includes:

<table>
<thead>
<tr>
<th>Mine</th>
<th>kmt</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT – Freeport (vs 2019)</td>
<td>450</td>
</tr>
<tr>
<td>Kamoa – Kakula</td>
<td>350</td>
</tr>
<tr>
<td>Quebrada Blanca</td>
<td>300</td>
</tr>
<tr>
<td>Quellaveco</td>
<td>300</td>
</tr>
<tr>
<td>Cobre Panama (vs 2019)</td>
<td>272</td>
</tr>
<tr>
<td>China to 2023</td>
<td>300</td>
</tr>
<tr>
<td>All others (Spence, Chuqui UG, Escondida)</td>
<td>1,480</td>
</tr>
<tr>
<td>SXEW Reductions to 2023</td>
<td>(290)</td>
</tr>
<tr>
<td>Reductions &amp; Closures</td>
<td>(1,460)</td>
</tr>
</tbody>
</table>

- Chinese mine production growth flat at 100 kmt/yr
- Total probable projects: 950 kmt

Global Copper Mine Production\(^2\) (kt contained)

- Other
- PT Freeport
- Quellaveco
- Kamoa-Kakula
- Cobre Panama
- China
- Quebrada Blanca
- New Mines
Copper Disruptions Return To Impact Mines

TC/RCs Spot and BM Falling¹ (US$/lb)

Disruptions (kt)²;

-200 -100 0 100 200 300 400 500 600 700 800 900 1000 1100


2.8% 3.6% 6.8% 4.6% YTD

¹ TC/RCs Spot and BM Falling
² Disruptions (kt)
Rapid Growth in Chinese Copper Smelter Capacity

Limited domestic mine projects and lots of delays

**Chinese Copper Mine Growth**

- **2019**: 49 kt
- **2020**: 61 kt
- **2020 – 2023**: 240 kt

**+3.0 Mt of Smelting Projects in the Pipeline**

- **2018/2019**: 2,030 kt
- **2020**: 520 kt
- **2020 – 2023**: 480 kt
Copper Supply

Mine production rising and scrap availability falling

Sanctioned Projects Since 2017\(^1\) (kt)

New mines commissioned will add 2.5 Mt from 2017-2025

Chinese Scrap/Blister Imports Fall\(^2\)

(Copper content, kt)

Chinese Imports Shift to Concentrates\(^3\)

(Copper content, kt)
Copper Metal Stocks
Better than expected demand; smelter disruptions

- Production cuts at Asian smelters combined with lower scrap availability contributed to a drawdown in cathode stocks
- Exchange stocks have fallen 585,000 tonnes since March 2018, now equivalent to 4.9 days of global consumption
- Since March 2019 total visible stocks have fallen 465,000 tonnes or 45%
- Prices strengthened towards the end of 2019 rising above $6,000/mt in December on improved demand and trade prospects
- Prices remain below the incentive price to bring on new additional production
Copper Supply / Demand Balance
Projects available to fill low demand scenario gap

Existing and Fully Committed Supply\(^1\) (kt)

<table>
<thead>
<tr>
<th>Year</th>
<th>Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>21,000</td>
</tr>
<tr>
<td>2020</td>
<td>22,000</td>
</tr>
<tr>
<td>2021</td>
<td>23,000</td>
</tr>
<tr>
<td>2022</td>
<td>24,000</td>
</tr>
<tr>
<td>2023</td>
<td>25,000</td>
</tr>
<tr>
<td>2024</td>
<td>26,000</td>
</tr>
<tr>
<td>2025</td>
<td>27,000</td>
</tr>
</tbody>
</table>

Probable Projects Sufficient Only To Fill Low Gap Scenario\(^2\) (kt)

Assumed Average Growth to 2024:
- High Demand (2.7%): 3.1 million tonne gap
- Base Demand (1.6%): 2.0 million tonne gap

2019 2020 2021 2022 2023 2024 2025

Gap to High
Greenfield Probable
SXEW Projects

Teck
Copper production through end of Q3 of 76,000 tonnes, guidance maintained at 95,000 to 100,000 tonnes in 2019

Lower zinc in 2019, increasing in 2020

New 3-year collective agreement

Higher recoveries driving increased copper production

Technology focus with autonomous haulage, shovel-based ore sorting, and advanced analytics

D3 mill project complete in Q2 2019, ahead of schedule and under budget

June thickener failure impacted Q2 2019 copper production, no impact to annual guidance

Improved sizer availability and mill throughput in H2 2019

Labour action in Q4 2019

Copper production on track with leaching operations

Mine fleet supporting QB2 earthworks

QB2 operations readiness well advanced
Cost Discipline and Improvement Focus in Copper

Operating Expenses & Productivity

• Cross site sharing in asset management continues to improve availabilities and reduce costs

• Robust continuous improvement pipeline is a key driver of margins

Supply Management at Teck

• Leveraging Teck-wide spending

• 7 primary categories started in 2010 with >$50 million in sustained annual savings

• 6 more categories added in 2018
  - Additional $30 million in annual savings

• China sourcing initiative

Focused Investment Priorities

• Numerous projects finishing in 2019 and early 2020
  - D3 Ball Mill at HVC, QB1 water management

• Near term spending driven by tailings facility cost at Antamina – declining in 2022

• Long-term sustaining capex in copper expected at $125 million, excluding QB2

Copper Sustaining Capital Profile (C$M)
Major Growth and Life Extension Projects in Copper
Setting up for long-term success

Quebrada Blanca
- 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 in progress
  - Mineral resource supports up to 3 times milling rate, with low strip ratio and low anticipated AISC\(^2\)
  - Capitally efficient, leveraging QB2 infrastructure

NuevaUnión
- Feasibility Study (FS) completion in Q1 2020

Life Extension Projects
- HVC 2040 FS completion expected H1 2020
  - Targeting ~13 year extension
- Antamina advancing extension and debottlenecking studies
- Red Dog resource definition drilling ongoing on Aktigiruq and Anarraaq deposits
Notes: Appendix – Copper

Slide 97: 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: 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 98: 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 99: Rapid Growth in Chinese Copper Smelter Capacity
1. Includes mine projects with copper capacity >10 ktpa. Source: BGRIMM.
2. Source: BGRIMM, SMM, Teck.

Slide 100: Copper Supply
2. Source: Wood Mackenzie, GTIS, SMM.

Slide 101: Copper Metal Stocks
1. Source: LME, Comex, SHFE, SMM

Slide 102: Copper Supply / Demand Balance
1. Source: Wood Mackenzie, ICA, Yale, Teck. Low Demand based on Wood Mackenzie forecast demand outlook. Base Case Demand based on Teck copper demand model. High Demand based on combination of ICA study done for long term Copper Demand and a Yale University study done based on IEA forecasts for 2DS on Climate reduction goals.
2. Source: Wood Mackenzie, ICA, Yale, Teck. Forecasts based on projects from Wood Mackenzie Probable list of projects from Q3 2019 flexed at their historic rates of probable projects entering production (70% of Probable Brownfields, 50% of Probable Greenfield projects and an allowance for unidentified mine extensions based on historic precedent that 20% of capacity projected to close will stay open through such extensions).

Slide 105: 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
Refined Production Recovered from Environmental Policy Constraints

Chinese Mine Production Flat in 2019¹
(kt Contained)

Chinese Refined Production Up 9% in 2019²
(kt Contained)
Despite Increased Production, Increased Demand from ROW Continues

**De-stocking Continues**
Chinese Stocks at Record Lows\(^1,2\) (kt)

**Additional Zinc Metal**
Required to Fill the Gap\(^3\) (kt)

**Smelter cutbacks led to drawdown of warehouse inventories – now record low; If China does import 1.7 Mt of concentrates, still requires 1.4 Mt of additional metal**
Zinc Supply
Mine production remains at risk of missing expectations in 2020

- Global mine production missed forecast in both 2018 and 2019
  - 8.1% increase in mine production originally expected for 2019; now only 4.9%
  - Slow or delayed start-ups of ROW mines and Chinese mine production continues to underperform

- Mines remain under pressure from poor profitability
  - Since beginning of 2019 three mines have closed, with multiple mines currently at risk

- Chinese government maintains focus on environmental inspections at domestic mines
  - 2.7% increase expected in 2020, but likely to come in below this as it has in the previous five years
Chinese Zinc Mine Projects Delayed
Impacted by inspections and low zinc ore grades

Estimated Chinese Zinc Mine Growth Rarely Achieved\(^1\) (Kmt Contained)

Chinese Mine Growth 2019-2021 Heavily Dependent On Single Project\(^2\) (kt contained)

Zinc Ore Grades Falling at Chinese Mines\(^3\)

(Ore grade, zinc %)
Zinc Concentrate Treatment Charges

Treatment Charges¹ (USD/dmt)

Spot TC  Benchmark TC

Jan-10  Jan-11  Jan-12  Jan-13  Jan-14  Jan-15  Jan-16  Jan-17  Jan-18  Jan-19
Zinc Metal Stocks
Consecutive deficits decreasing zinc inventories

- Deficits in past 5 years have driven down stocks
- LME refined zinc stocks decreased almost 80,000 tonnes in 2019
- Only 50,000 tonnes of refined zinc remaining on LME
- Chinese refined production has recovered, surpassing subdued levels from 2018
- Despite growing domestic production, SHFE stocks continue to decrease - down 96,000 from 2019 peak
Zinc Supply / Demand Balance
Zinc refined production peaks in 2022

Assumed Average Growth to 2024:
- High Demand (2.0%): 1.7 million tonne gap
- Base Demand (1.2%): 1.3 million tonne gap
- Low Demand (0.7%): 0.7 million tonne gap
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

- Strong Q2 & Q3 2019 production offset difficult Q1 winter weather conditions
- Raised lead guidance, and lowered unit costs in Q2
- Shipping season progressing well
- VIP2 project advancing to commissioning in 2020 and expected to improve throughput by ~15%

- Zinc production impacted by recent electrical equipment failure in refinery, reducing production by ~25,000 tonnes
- Acid Plant #2 project completed ahead of schedule and under budget
- Focus on margin improvement including automation in melting plant
- Improving outlook for TC’s and profitability in 2020

- Care and maintenance started in August
- Decision on path forward anticipated end 2019
Cost Discipline and Improvement Focus in Zinc

Operating Expenses & Productivity
- Cross site sharing in asset management continues to improve availabilities and reduce costs
- Robust continuous improvement pipeline is a key driver of margins

Supply Management at Teck
- Leveraging Teck-wide spending
- 7 primary categories started in 2010 with >$50 million in sustained annual savings
- 6 more categories added in 2018
  - Additional $30 million in annual savings
- China sourcing initiative

Focused Investment Priorities
- Numerous projects finishing in 2019 and early 2020
  - VIP2 at Red Dog, Acid Plant #2 at Trail
- Near term spending driven by tailings facility cost at Red Dog
- Long-term sustaining capex in zinc expected at $150 million

Zinc Sustaining Capital Profile (C$M)
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
Red Dog Net Cash Unit Cost Seasonality

Significant quarterly variation

- Seasonality of Red Dog unit costs largely due to lead sales during the shipping season
- Zinc is a by-product credit at Antamina and accounted for in the Copper Business Unit
Red Dog in Bottom Quartile of Zinc Cost Curves

Total Cash + Capex Cost Curve 2020\(^1\) (US¢/lb)

- 2020 Costs Based on Current Prices
- Current Spot LME Price

RED DOG
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

Path to Value Realization
• 2001: Initial drill hole
• 2017: Exploration target announced
• Next 18 months: Advancing delineation
Building a Quality Zinc Inventory

Potential New GIANT System
(Contained Zn+Pb in Mt and Grade Zn+Pb in %)

Aktigiruq Exploration Target
80-150 Mt
16-18% Zn+Pb
Global Context of Teck’s Zinc Resources
Well positioned; world class

Teck’s Zinc Resources
(Resoure in Mt and Grade Zn+Pb in %)

Aktigiruq Exploration Target
80-150 Mt
16-18% Zn+Pb

GIANT ZINC DEPOSITS (+6 Mt Zn+Pb)
Notes: Appendix – Zinc

Slide 108: Environmental Policy Decreasing Chinese Production
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 109: Increasing Demand for Zinc Metal Imports
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 110: Zinc Supply
1. Source: Data compiled by Teck based on information from BGRIMM, CNIA, Antaike and Teck analysis

Slide 111: Chinese Zinc Mine Projects Delayed
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 112: Zinc Concentrate Treatment Charges

Slide 113: 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 114: Zinc Supply / Demand Balance
1. Source: Data compiled by Teck from information from Wood Mackenzie, SMM. Base Case Demand based on Teck Zinc demand model. High Demand based long term historical averages and view on improved Trade Outlook flexed into Base Demand Model.
2. Source: Data compiled by Teck from information from Wood Mackenzie, AME. Forecasts based on projects from Wood Mackenzie Probable list of projects from Q3 2019 flexed at their historic rates of probable projects entering production (only 50-60% of probable zinc projects and zinc mine life extensions historically are brought to market).
Notes: Appendix – Zinc

Slide 115: 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 118: Red Dog Sales Seasonality
1. Average sales from 2014 to 2018.

Slide 119: Red Dog Net Cash Unit Cost Seasonality

Slide 120: 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 121: 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 2018 Annual Information Form.

Slide 122: Building a Quality Zinc Inventory
1. Sources: S&P Global Market Intelligence, SNL Metals & Mining Database, Teck Public Disclosures. 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.

Slide 123: Global Context of Teck’s Zinc Resources
1. Sources: S&P Global Market Intelligence, SNL Metals & Mining Database, Teck Public Disclosures. 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.
US Midwest and US Gulf Coast are Key Markets

Blended Bitumen Pipelines

- Edmonton
- Hardisty
- Superior
- Vancouver
- Steele City
- Flanagan
- Montreal
- Cushing
- Asia
- Asia / Europe
- California
- California
- Market Hub
- Deep Water Port
- TransCanada Keystone, Keystone XL
- Enbridge/Line 3
- TransMountain/TMX
- In Service Pipeline
- Proposed Pipeline

The US Gulf Coast Market Has The Greatest Opportunity For Growth In Canadian Heavy Blend Sales.
Export Capacity Needed To Meet Global Demand

Near term (2019-2021):
- Canadian export capacity lagging
- Reliant on rail (400-500 Kbpd)

Pipeline development progressing:
- Enbridge: 370 Kbpd (2020-2021)
- Keystone XL: 800 Kbpd (2022-2023)
- TMX: 600 Kbpd (2022-2023)

Longer term:
- Global heavy refining capacity increase
- US, India and China largest markets

Western Canada Supply & Markets\(^1\) (Mbpd)

Reliant on rail 2019-2022

<table>
<thead>
<tr>
<th>Year</th>
<th>Production</th>
<th>Current Market Demand</th>
<th>Portfolio Optimization</th>
<th>Rail</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>4.0</td>
<td>4.5</td>
<td>4.5</td>
<td>4.0</td>
</tr>
<tr>
<td>2020</td>
<td>4.5</td>
<td>5.0</td>
<td>5.0</td>
<td>4.5</td>
</tr>
<tr>
<td>2021</td>
<td>5.0</td>
<td>5.5</td>
<td>5.5</td>
<td>5.0</td>
</tr>
<tr>
<td>2022</td>
<td>5.5</td>
<td>6.0</td>
<td>6.0</td>
<td>5.5</td>
</tr>
<tr>
<td>2023</td>
<td>6.0</td>
<td>6.5</td>
<td>6.5</td>
<td>6.0</td>
</tr>
</tbody>
</table>

Existing Pipeline/Rail Sufficient to Meet Takeaway Capacity Through 2023
GHG Emissions Intensity of Oil Sands Facilities

Comparing GHG intensity by oil sands facility¹
(kg CO₂e/bbl)

Source: Bloomberg, BMO Capital Markets

¹Table includes production and emissions for the full life cycle of the extraction process.
Best In Class Low Carbon Intensity Production
Our blend will displace carbon intensive crudes

Estimated Improvements Since 2012
Production & Refining
End-User Fuel Consumption
U.S. Refined Average

Total Life Cycle Emissions Intensity (kg CO$_2$e/bbl refined product – gasoline/diesel)

GHG Emissions Intensity (kg CO$_2$e/bbl)

- Fort Hills
- Lower carbon intensity than 50% of the US refined barrels of oil
Best In Class Low Carbon Intensity Production cont’d

Our blend will displace carbon intensive crudes

- A superior global refinery feedstock
- Improves operating efficiencies at complex refineries
- **Best in-class Canadian oil sands carbon intensity, including in-situ**
- Pushing technology for continuous improvement
Fort Hills Blend Widely Accepted In Market

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
- 80% pipeline connected and 20% rail loading
- 10 Kbpd to US Gulf Coast and 39.5 Kbpd at Hardisty

Teck’s Commercial Activities¹
- Bitumen production 38.5 kbpd
- + Diluent acquisition 11.0 kbpd
= Bitumen blend sales 49.5 kbpd

Delivery Location (Kbpd)

<table>
<thead>
<tr>
<th>Delivery Location</th>
<th>Kbpd</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Gulf Coast: monthly basis</td>
<td>10.0</td>
</tr>
<tr>
<td>Hardisty rail: long term contract</td>
<td>10.0</td>
</tr>
<tr>
<td>Hardisty pipeline: long term contract</td>
<td>10.0</td>
</tr>
<tr>
<td>Hardisty pipeline: monthly basis</td>
<td>19.5</td>
</tr>
</tbody>
</table>

We are Well-Positioned for Future Opportunities
Diverse Portfolio of Sales in Energy

Blend Sales By Delivery Point (%)

- 60% (Pipeline)
- 20% (Pipeline)
- 20% (Rail)

Revenue (US$/bbl)

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>NYMEX WTI</th>
<th>WESTERN CANADIAN SELECT DIFFERENTIAL BASIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Gulf Coast (Pipeline)</td>
<td>Calendar average monthly WTI</td>
<td>Monthly contracted spot differential at US Gulf Coast</td>
</tr>
<tr>
<td>Hardisty: Pipeline &amp; Rail Transfers</td>
<td>Calendar average monthly WTI</td>
<td>Weighted average WTI/WCS indexed differential at Hardisty</td>
</tr>
</tbody>
</table>

Fort Hills blend sales subject to crude quality differential vs Western Canadian Select:
- Estimated at minus US$3.50/bbl for 2020
Quality Barrels in a Progressive Jurisdiction
4\textsuperscript{th} largest oil sands mining portfolio

Fort Hills in operation
• Teck 21.3\% = 0.6 billion barrels\textsuperscript{1}

Frontier in the regulatory phase
• Teck 100\% = 3.2 billion barrels\textsuperscript{2}

Lease 421: future growth
• Teck 50\%
• High quality lease: high grade, high recovery, low fines

Strong Strategic Fit: Long Life Mining Assets and Low Operating Costs
Our Energy Strategy

Maximizing value of Fort Hills

- Start-up complete, increase production volumes, lower costs

De-risking Frontier & Lease 421

- Frontier regulatory hearing completed in 2018, decision in early 2020

Driving business results through technology & innovation

- Safe & reliable production, cost and footprint

Focus on Maximizing Shareholder Value and Positioning Teck as a Partner of Choice
**Fort Hills is a Modern Mine**
*Built for low cost operations*

- **201,000 bpd**
  - December 2018

- **< $23/bbl**
  - Adjusted operating costs¹
  - December 2018

- **PFT Product**
  - Low GHG emissions

**High Quality Barrels with Significant Debottlenecking Potential**

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**Fort Hills 2018 Production @100% (Barrels per day)**

- **Exit 2018 @ 201,000 bpd**

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¹ Adjusted operating costs are net of production fees and exclude certain charges.
Attractive Debottlenecking Opportunities at Fort Hills
To be implemented in two phases

Potential capacity increase of 20 kbpd to 40 kbpd

- Teck’s share of annual production could increase from 14.0 Mbpa to 15.5-17.0 Mbpa
- Near term opportunities require little to no capital (phase 1)
- Longer term opportunities may require modest capital (phase 2)
Significant EBITDA Upside Potential in Energy
Providing the basis for strong and steady cash flow for decades

**Assumptions**

<table>
<thead>
<tr>
<th>ASSUMPTIONS</th>
<th>WTI @ US$70/BBL</th>
<th>WTI @ US$60/BBL</th>
</tr>
</thead>
<tbody>
<tr>
<td>WTI-WCS differential</td>
<td>US$10.00</td>
<td>US$14.75</td>
</tr>
<tr>
<td>C$/US$ exchange rate</td>
<td>1.30</td>
<td>1.32</td>
</tr>
<tr>
<td>Adjusted operating costs²</td>
<td>C$20/bbl</td>
<td>C$20/bbl</td>
</tr>
</tbody>
</table>

**EBITDA¹ Potential – Teck’s share ($ millions)**

- **+$150M**
- **+$100M**

<table>
<thead>
<tr>
<th>Potential Annual EBITDA (in millions)</th>
<th>194,000 bpd (nameplate)</th>
<th>214,000 bpd (phase 1)</th>
<th>234,000 bpd (phase 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA (@$60 WTI)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA (@$70 WTI)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**Potential Annual EBITDA of $400 Million to $700 Million with Debottlenecking**
## Teck’s Energy Outlook

$141 million in EBITDA\(^1\) generated at Fort Hills in the first nine months of 2019

- Government of Alberta curtailments effective January 1, 2019
- Fort Hills:

<table>
<thead>
<tr>
<th></th>
<th>PRODUCTION</th>
<th>ADJUSTED OPERATING COSTS(^2)</th>
<th>CAPITAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>• Expect to be at the low end of our annual bitumen production guidance of 33,000-38,000 barrels per day due to extended curtailment</td>
<td>• With the lower production, we expect unit operating costs to be near the high end of our guidance range of C$26-29 per barrel(^1)</td>
<td>• C$11.50-$13.50 per barrel • Higher in 2019 due to tailings and equipment ramp-up spending (as previously disclosed in 2017 &amp; 2018)</td>
</tr>
<tr>
<td>Life of Mine</td>
<td>• Nameplate 194,000 bpd • ~38,500(^3) bpd Teck’s share</td>
<td>• C$22-23/bbl(^4) • Long term target below C$20/bbl</td>
<td>• C$3-5/bbl(^5)</td>
</tr>
</tbody>
</table>

\(\)\(^1\): Message from Teck

\(\)\(^2\): Message from Teck

\(\)\(^3\): Includes production impacts of government curtailments

\(\)\(^4\): Includes spending on tailings and equipment ramp-up (as previously disclosed in 2017 & 2018)

\(\)\(^5\): Includes spending on tailings and equipment ramp-up (as previously disclosed in 2017 & 2018)
Slide 127: 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 January 6, 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 January 6, 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 January 6, 2020.

Slide 129: Export Capacity Needed to Meet Global Demand

Slide 130: GHG Emissions Intensity of Oil Sands Facilities

Slide 135: Quality Barrels in a Progressive Jurisdiction
1. Proved and probable reserves as at December 31, 2018. See Teck’s 2018 Annual Information Form available under our profile on SEDAR (www.sedar.com) and on EDGAR (www.sec.gov) for further information regarding Fort Hills reserves.
2. Best estimate of unrisked contingent resources as at December 31, 2018, prepared by an independent qualified resources evaluator. Further information about these resource estimates, and the related risks and uncertainties and contingencies that prevent the classification of resources as reserves, is set out in Teck’s management discussion and analysis dated February 12, 2019 available under our profile on SEDAR (www.sedar.com) and on EDGAR (www.sec.gov). There is no certainty that the Frontier project will produce any portion of the volumes currently classified as contingent resources.

Slide 137: Fort Hills is a Modern Mine
1. Adjusted operating costs is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

Slide 138: Attractive Debottlenecking Opportunities at Fort Hills
1. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

Slide 139: Significant EBITDA Upside Potential in Energy
1. EBITDA assumes production is ~90% of stated amounts to account for planned outages. Includes Crown royalties assuming pre-payout phase. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.
2. Adjusted operating costs is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

Slide 140: Teck’s Energy Outlook
1. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides, including Energy Business Unit EBITDA by entity.
2. Adjusted operating costs is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.
3. Teck’s share of production assumes ~90% of nameplate capacity to account for planned outages.
4. Life of mine operating cost estimate represents the Operator’s estimate of costs for the Fort Hills mining and processing operations and do not include the cost of diluent, transportation, storage or blending. Estimates of Fort Hills operating costs could be negatively affected by delays in or unexpected events involving the ramp up of production. Steady state operations assumes full production of ~90% of nameplate capacity of 194,000 barrels per day.
5. Sustaining cost estimates represent the Operator’s estimate of sustaining costs for the Fort Hills mining and processing operations. Estimates of Fort Hills sustaining costs could be negatively affected by delays in or unexpected events involving the ramp up of production. Fort Hills has a >40 year mine life.
Non-GAAP Financial Measures
Our financial results are prepared in accordance with International Financial Reporting Standards (IFRS). This document refers to a number of Non-GAAP Financial Measures, which are not measures recognized under IFRS in Canada 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. Free cash flow is presented to provide a means to evaluate shareholder returns. These measures should not be considered in isolation or used in substitute for other measures of performance prepared in accordance with IFRS.

EBITDA is profit attributable to shareholders before net finance expense, income and resource taxes, and depreciation and amortization. EBITDA margin for our operations as business units is EBITDA (as described above) for those operations and business units, divided by the revenue for the relevant operation or business unit for the year-to-date. 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. 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. 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 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, outbound transportation costs and any one-time collective agreement charges and inventory write-down provisions. Total cash unit costs for our copper and zinc operations include 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. 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. Cash margins for by-products is revenue from by-products and coproducts, less any associated cost of sales of the by-product and co-product. In addition, for our copper operations, by-product cost of sales also includes cost recoveries associated with our streaming transactions. Adjusted operating costs for our energy business unit are 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. 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.
### Reconciliation of Profit and Adjusted Profit

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit attributable to shareholders</td>
<td>$ 369</td>
<td>$ 1,281</td>
</tr>
<tr>
<td>Add (deduct):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt redemption losses</td>
<td>-</td>
<td>19</td>
</tr>
<tr>
<td>Debt prepayment option (gain) loss</td>
<td>-</td>
<td>(17)</td>
</tr>
<tr>
<td>Gain on sale of Waneta Dam</td>
<td>-</td>
<td>(812)</td>
</tr>
<tr>
<td>Taxes and other</td>
<td>34</td>
<td>(5)</td>
</tr>
<tr>
<td>Adjusted profit attributable to shareholders</td>
<td>$ 403</td>
<td>$ 466</td>
</tr>
<tr>
<td>Adjusted basic earnings per share</td>
<td>$ 0.72</td>
<td>$ 0.81</td>
</tr>
<tr>
<td>Adjusted diluted earnings per share</td>
<td>$ 0.72</td>
<td>$ 0.80</td>
</tr>
</tbody>
</table>
## Non-GAAP Financial Measures

### Reconciliation of Basic Earnings Per Share to Adjusted Basic Earnings Per Share

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic earnings per share</strong></td>
<td>$ 0.66</td>
<td>$ 2.23</td>
</tr>
<tr>
<td>Add (deduct):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt prepayment option loss (gain)</td>
<td>-</td>
<td>(0.03)</td>
</tr>
<tr>
<td>Debt redemption loss</td>
<td>-</td>
<td>0.03</td>
</tr>
<tr>
<td>Gain on sale of Waneta Dam</td>
<td>-</td>
<td>(1.41)</td>
</tr>
<tr>
<td>Taxes and other</td>
<td>0.06</td>
<td>(0.01)</td>
</tr>
<tr>
<td><strong>Adjusted basic earnings per share</strong></td>
<td>$ 0.72</td>
<td>$ 0.81</td>
</tr>
</tbody>
</table>

### Reconciliation of Diluted Earnings Per Share to Adjusted Diluted Earnings Per Share

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Diluted earnings per share</strong></td>
<td>$ 0.66</td>
<td>$ 2.20</td>
</tr>
<tr>
<td>Add (deduct):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt prepayment option loss (gain)</td>
<td>-</td>
<td>(0.03)</td>
</tr>
<tr>
<td>Debt redemption loss</td>
<td>-</td>
<td>0.03</td>
</tr>
<tr>
<td>Gain on sale of Waneta Dam</td>
<td>-</td>
<td>(1.39)</td>
</tr>
<tr>
<td>Taxes and other</td>
<td>0.06</td>
<td>(0.01)</td>
</tr>
<tr>
<td><strong>Adjusted diluted earnings per share</strong></td>
<td>$ 0.72</td>
<td>$ 0.80</td>
</tr>
</tbody>
</table>
Reconciliation of Net Debt-to-Adjusted EBITDA Ratio & Net Debt-to-Debt-Plus-Equity Ratio

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>Twelve months ended December 31, 2018</th>
<th>Nine months ended September 30, 2018</th>
<th>Nine months ended September 30, 2019</th>
<th>Twelve months ended September 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>$ 6,174</td>
<td>$ 5,022</td>
<td>$ 3,236</td>
<td>$(A-B+C) $ 4,388</td>
</tr>
<tr>
<td>Total debt at period end</td>
<td>$ 5,519</td>
<td>$(E) $ 4,929</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: cash and cash equivalents at period end</td>
<td>(1,734)</td>
<td>(1,619)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net debt</td>
<td>$ 3,785</td>
<td>$(F) $ 3,310</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td>$ 24,216</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Debt to EBITDA ratio (E/D) 1.1
Net debt to EBITDA ratio (F/D) 0.8

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.
Reconciliation of EBITDA and Adjusted EBITDA

(C$ in millions)

<table>
<thead>
<tr>
<th></th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit attributable to shareholders</td>
<td>$369</td>
<td>$1,281</td>
</tr>
<tr>
<td>Finance expense net of finance income</td>
<td>56</td>
<td>74</td>
</tr>
<tr>
<td>Provision for income taxes</td>
<td>171</td>
<td>329</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>436</td>
<td>380</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>$1,032</td>
<td>$2,064</td>
</tr>
<tr>
<td>Add (deduct):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt prepayment option loss (gain)</td>
<td>-</td>
<td>(23)</td>
</tr>
<tr>
<td>Debt redemption loss</td>
<td>-</td>
<td>26</td>
</tr>
<tr>
<td>Gain on sale of Waneta Dam</td>
<td>-</td>
<td>(888)</td>
</tr>
<tr>
<td>Taxes and other</td>
<td>48</td>
<td>(15)</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>$1,080</td>
<td>$1,164</td>
</tr>
</tbody>
</table>
## Energy Business EBITDA by Entity

(C$ in millions)

<table>
<thead>
<tr>
<th></th>
<th>Three months ended September 30, 2019</th>
<th>Reported as:</th>
<th>Three months ended September 30, 2018</th>
<th>Reported as:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Energy</td>
<td>Fort Hills</td>
<td>Other</td>
<td>Energy</td>
</tr>
<tr>
<td>Profit (loss) before taxes</td>
<td>$ (2)</td>
<td>$ 7</td>
<td>$ (9)</td>
<td>$ (24)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>37</td>
<td>37</td>
<td>-</td>
<td>21</td>
</tr>
<tr>
<td>Finance expense net of finance income</td>
<td>5</td>
<td>5</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td><strong>$ 40</strong></td>
<td><strong>$ 49</strong></td>
<td><strong>$ (9)</strong></td>
<td><strong>$ 4</strong></td>
</tr>
</tbody>
</table>
## Non-GAAP Financial Measures

### Reconciliation of Gross Profit Before Depreciation and Amortization

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
<td>$787</td>
<td>$1,009</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>436</td>
<td>380</td>
</tr>
<tr>
<td><strong>Gross profit before depreciation and amortization</strong></td>
<td><strong>$1,223</strong></td>
<td><strong>$1,389</strong></td>
</tr>
</tbody>
</table>

Reported as:
- Steelmaking coal (A) $628 $810
- Copper (B) 269 291
- Zinc (C) 277 281
- Energy (D) 49 7

**Gross profit before depreciation and amortization** $1,223 $1,389
## Non-GAAP Financial Measures

### Reconciliation of Gross Profit Margins Before Depreciation

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steelmaking coal (E)</td>
<td>$1,277</td>
<td>$1,505</td>
</tr>
<tr>
<td>Copper (F)</td>
<td>601</td>
<td>611</td>
</tr>
<tr>
<td>Zinc (G)</td>
<td>902</td>
<td>884</td>
</tr>
<tr>
<td>Energy (H)</td>
<td>255</td>
<td>209</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,035</td>
<td>$3,209</td>
</tr>
<tr>
<td><strong>Gross profit before depreciation and amortization</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steelmaking coal (A)</td>
<td>$628</td>
<td>$810</td>
</tr>
<tr>
<td>Copper (B)</td>
<td>269</td>
<td>291</td>
</tr>
<tr>
<td>Zinc (C)</td>
<td>277</td>
<td>281</td>
</tr>
<tr>
<td>Energy (D)</td>
<td>49</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,223</td>
<td>$1,389</td>
</tr>
<tr>
<td><strong>Gross profit margins before depreciation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steelmaking coal (A/E)</td>
<td>49%</td>
<td>54%</td>
</tr>
<tr>
<td>Copper (B/F)</td>
<td>45%</td>
<td>48%</td>
</tr>
<tr>
<td>Zinc (C/G)</td>
<td>31%</td>
<td>32%</td>
</tr>
<tr>
<td>Energy (D/H)</td>
<td>19%</td>
<td>3%</td>
</tr>
</tbody>
</table>
Non-GAAP Financial Measures

### Steelmaking Coal Unit Cost Reconciliation

<table>
<thead>
<tr>
<th>(C$ in millions, except where noted)</th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of sales as reported</td>
<td>$ 852</td>
<td>$ 871</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>(237)</td>
<td>(250)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>(203)</td>
<td>(176)</td>
</tr>
<tr>
<td>Inventory write-down</td>
<td>(4)</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted cash cost of sales</td>
<td>$ 408</td>
<td>$ 445</td>
</tr>
<tr>
<td>Tonnes sold (millions)</td>
<td>6.1</td>
<td>6.7</td>
</tr>
</tbody>
</table>

**Per unit amounts (C$/t)**

<table>
<thead>
<tr>
<th></th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted cash cost of sales</td>
<td>$ 67</td>
<td>$ 67</td>
</tr>
<tr>
<td>Transportation</td>
<td>39</td>
<td>37</td>
</tr>
<tr>
<td>Inventory write-down</td>
<td>(1)</td>
<td>-</td>
</tr>
<tr>
<td>Cash unit costs (C$/t)</td>
<td>$ 107</td>
<td>$ 104</td>
</tr>
</tbody>
</table>

**US$ AMOUNTS**

<table>
<thead>
<tr>
<th></th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average exchange rate (C$/US$)</td>
<td>$ 1.32</td>
<td>$ 1.31</td>
</tr>
<tr>
<td>Per unit amounts (US$/t)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted cash cost of sales</td>
<td>$ 51</td>
<td>$ 51</td>
</tr>
<tr>
<td>Transportation</td>
<td>29</td>
<td>28</td>
</tr>
<tr>
<td>Inventory write-down</td>
<td>(1)</td>
<td>-</td>
</tr>
<tr>
<td>Unit costs (US$/t)</td>
<td>$ 81</td>
<td>$ 79</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue as reported</strong></td>
<td>$ 601</td>
<td>$ 611</td>
<td><strong>US$ AMOUNTS</strong></td>
<td></td>
</tr>
<tr>
<td>By-product revenue (A)</td>
<td>(79)</td>
<td>(104)</td>
<td>Average exchange rate (C$/US$)</td>
<td>$ 1.32</td>
</tr>
<tr>
<td>Smelter processing charges (B)</td>
<td>41</td>
<td>36</td>
<td>Adjusted cash cost of sales</td>
<td>$ 1.43</td>
</tr>
<tr>
<td>Adjusted revenue</td>
<td>$ 563</td>
<td>$ 543</td>
<td>Smelter processing charges</td>
<td>0.19</td>
</tr>
<tr>
<td><strong>Cost of sales as reported</strong></td>
<td>$ 458</td>
<td>$ 440</td>
<td>Total cash unit costs (US$/lb)</td>
<td>$ 1.62</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td>Cash margin for by-products (US$/lb)</td>
<td>(0.31)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>(126)</td>
<td>(120)</td>
<td>Net cash unit costs (US$/lb)</td>
<td>$ 1.31</td>
</tr>
<tr>
<td>Inventory (write-downs) provision reversal</td>
<td>(7)</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labour settlement</td>
<td>(8)</td>
<td>(1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>By-product cost of sales (C)</td>
<td>(12)</td>
<td>(15)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted cash cost of sales (D)</td>
<td>$ 305</td>
<td>$ 304</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payable pounds sold (millions) (E)</td>
<td>162.2</td>
<td>148.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per unit amounts (C$/lb)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted cash cost of sales (D/E)</td>
<td>$ 1.88</td>
<td>$ 2.04</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Smelter processing charges (B/E)</td>
<td>0.25</td>
<td>0.24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total cash unit costs (C$/lb)</td>
<td>$ 2.13</td>
<td>$ 2.28</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash margin for by-products (C$/lb) ((A-C)/E)</td>
<td>(0.41)</td>
<td>(0.60)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash unit costs (C$/lb)</td>
<td>$ 1.72</td>
<td>$ 1.68</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. 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.
## Zinc Unit Cost Reconciliation (Mining Operations)

<table>
<thead>
<tr>
<th>(C$ in millions, except where noted)</th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
<th>(C$ in millions, except where noted)</th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue as reported</strong></td>
<td>$ 902</td>
<td>$ 884</td>
<td><strong>Payable pounds sold (millions) (E)</strong></td>
<td>332.0</td>
<td>298.2</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td><strong>Per unit amounts (C$/lb)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trail Operations revenues as reported</td>
<td>(456)</td>
<td>(443)</td>
<td>Adjusted cash cost of sales (D/E)</td>
<td>$ 0.39</td>
<td>$ 0.43</td>
</tr>
<tr>
<td>Other revenues as reported</td>
<td>(2)</td>
<td>(2)</td>
<td>Smelter processing charges (B/E)</td>
<td>0.32</td>
<td>0.20</td>
</tr>
<tr>
<td>Add back: Intra-segment revenues as reported</td>
<td>136</td>
<td>154</td>
<td>Total cash unit costs (C$/lb)</td>
<td>$ 0.71</td>
<td>$ 0.63</td>
</tr>
<tr>
<td>By-product revenue (A)</td>
<td>(215)</td>
<td>(209)</td>
<td>Cash margin for by-products (C$/lb) ((A-C)/B)</td>
<td>(0.49)</td>
<td>(0.53)</td>
</tr>
<tr>
<td>Smelter processing charges (B)</td>
<td>105</td>
<td>59</td>
<td>Net cash unit costs (C$/lb)³</td>
<td>$ 0.22</td>
<td>$ 0.10</td>
</tr>
<tr>
<td>Adjusted revenue</td>
<td>$ 470</td>
<td>$ 443</td>
<td><strong>US$ AMOUNTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cost of sales as reported</strong></td>
<td>$ 695</td>
<td>$ 666</td>
<td>Average exchange rate (C$/US$)</td>
<td>$ 1.32</td>
<td>$ 1.31</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td>Per unit amounts (US$/lb)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trail Operations cost of sales as reported</td>
<td>(476)</td>
<td>(479)</td>
<td>Adjusted cash cost of sales</td>
<td>$ 0.30</td>
<td>$ 0.33</td>
</tr>
<tr>
<td>Other costs of sales as reported</td>
<td>(8)</td>
<td>(1)</td>
<td>Smelter processing charges</td>
<td>0.24</td>
<td>0.15</td>
</tr>
<tr>
<td>Add back: Intra-segment as reported</td>
<td>136</td>
<td>154</td>
<td>Total cash unit costs (US$/lb)</td>
<td>$ 0.54</td>
<td>$ 0.48</td>
</tr>
<tr>
<td></td>
<td>$ 347</td>
<td>$ 340</td>
<td>Cash margin for by-products (US$/lb)</td>
<td>(0.37)</td>
<td>(0.41)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Net cash unit costs (US$/lb)</td>
<td>$0.17</td>
<td>$0.07</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>(48)</td>
<td>(44)</td>
<td><strong>Net cash unit costs (US$/lb)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Royalty costs</strong></td>
<td>(117)</td>
<td>(119)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>By-product cost of sales (C)</strong></td>
<td>(51)</td>
<td>(50)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted cash cost of sales (D)</strong></td>
<td>$ 131</td>
<td>$ 127</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Red Dog and Pend Oreille.
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.
Energy Operating Netback\(^1\)

<table>
<thead>
<tr>
<th>(C$ in millions, except where noted)</th>
<th>Three months ended</th>
<th>Three months ended</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>September 30, 2019</td>
<td>September 30, 2018</td>
</tr>
<tr>
<td>Revenue as reported</td>
<td>$ 255</td>
<td>$ 209</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of diluent for blending</td>
<td>(79)</td>
<td>(66)</td>
</tr>
<tr>
<td>Non-proprietary product revenue</td>
<td>(7)</td>
<td>(18)</td>
</tr>
<tr>
<td>Add back: Crown royalties (D)</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Adjusted revenue (A)</td>
<td>$ 175</td>
<td>$ 132</td>
</tr>
<tr>
<td>Cost of sales as reported</td>
<td>$ 243</td>
<td>$ 223</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>(37)</td>
<td>(21)</td>
</tr>
<tr>
<td>Cash cost of sales</td>
<td>$ 206</td>
<td>$ 202</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of diluent for blending</td>
<td>(79)</td>
<td>(66)</td>
</tr>
<tr>
<td>Cost of non-proprietary product purchased</td>
<td>(5)</td>
<td>(12)</td>
</tr>
<tr>
<td>Transportation costs for FRB (C)</td>
<td>(30)</td>
<td>(24)</td>
</tr>
<tr>
<td>Operating cost adjustment(^2)</td>
<td>(1)</td>
<td>(3)</td>
</tr>
<tr>
<td>Adjusted operating costs (E)</td>
<td>$ 91</td>
<td>$ 97</td>
</tr>
</tbody>
</table>

1. Fort Hills financial results included from June 1, 2018.
2. Reflects adjustments for costs not directly attributed to the production of Fort Hills bitumen, including transportation for non-proprietary product purchased.

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

### Bitumen Price Realized Reconciliation

<table>
<thead>
<tr>
<th></th>
<th>Three months ended September 30, 2019</th>
<th>Three months ended September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blended bitumen barrels sold (000’s)</td>
<td>4,240</td>
<td>3,105</td>
</tr>
<tr>
<td>Less: diluent barrels included in blended bitumen (000’s)</td>
<td>(932)</td>
<td>(621)</td>
</tr>
<tr>
<td>Bitumen barrels sold (000’s) (B)</td>
<td>3,308</td>
<td>2,484</td>
</tr>
<tr>
<td><strong>Per barrel amounts (C$)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bitumen price realized² (A/B)</td>
<td>$ 52.61</td>
<td>$ 53.41</td>
</tr>
<tr>
<td>Crown royalties (D/B)</td>
<td>(1.81)</td>
<td>(2.90)</td>
</tr>
<tr>
<td>Transportation costs for FRB (C/B)</td>
<td>(9.16)</td>
<td>(9.58)</td>
</tr>
<tr>
<td>Adjusted operating costs (E/B)</td>
<td>(27.31)</td>
<td>(39.04)</td>
</tr>
<tr>
<td><strong>Operating netback (C$/barrel)</strong></td>
<td>$ 14.33</td>
<td>$ 1.89</td>
</tr>
</tbody>
</table>

1. Fort Hills financial results included from June 1, 2018.
2. 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.
### Blended Bitumen Price Realized Reconciliation

<table>
<thead>
<tr>
<th>(C$ in millions, except where noted)</th>
<th>Three months ended</th>
<th>Three months ended</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue as reported</strong></td>
<td>$255</td>
<td>$209</td>
</tr>
<tr>
<td>Less: Non-proprietary product revenue</td>
<td>(7)</td>
<td>(18)</td>
</tr>
<tr>
<td>Add back: Crown royalties</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td><strong>Blended bitumen revenue (A)</strong></td>
<td>$254</td>
<td>$198</td>
</tr>
<tr>
<td>Blended bitumen barrels sold (000s) (B)</td>
<td>4,240</td>
<td>3,105</td>
</tr>
<tr>
<td>Blended bitumen price realized (C$/barrel) (A/B)=D¹</td>
<td>$59.78</td>
<td>$63.96</td>
</tr>
<tr>
<td>Average exchange rate (C$ per US$1) (C)</td>
<td>1.32</td>
<td>1.31</td>
</tr>
<tr>
<td>Blended bitumen price realized (US$/barrel) (D/C) ¹</td>
<td>$45.26</td>
<td>$48.94</td>
</tr>
</tbody>
</table>

1. Fort Hills financial results included from June 1, 2018.
## Non-GAAP Financial Measures

### Reconciliation of Free Cash Flow

<table>
<thead>
<tr>
<th>Description</th>
<th>2003 to Q3 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Flow from Operations</td>
<td>$45,805</td>
</tr>
<tr>
<td>Debt interest and finance charges paid</td>
<td>(5,394)</td>
</tr>
<tr>
<td>Capital expenditures, including capitalized stripping costs</td>
<td>(23,939)</td>
</tr>
<tr>
<td>Payments to non-controlling interests (NCI)</td>
<td>(637)</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td><strong>$15,835</strong></td>
</tr>
<tr>
<td>Dividends paid</td>
<td>$4,354</td>
</tr>
<tr>
<td>Payout ratio</td>
<td>27%</td>
</tr>
</tbody>
</table>