Elk Valley Resources

EVR
ELK VALLEY RESOURCES

Investor & Analyst Presentation
and Modelling Workshop

March 30, 2023

Caution Regarding Forward-Looking Statements

Both these slides and the accompanying presentation contain certain forward-looking information and forward-looking statements as defined in applicable securities laws (collectively referred to as forward-looking statements). These statements relate to future events or future EVR performance. All statements other than statements of historical fact are forward-looking statements. The use of any of the words "anticipate", "plan", "continue", "estimate", "expect", "may", "will", "project", "predict", "potential", "should", "believe" and similar expressions is intended to identify forward-looking statements. These statements involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements. These statements speak only as of the date of this presentation and, accordingly, are subject to change after this date.

These forward-looking statements include, but are not limited to, statements relating to the proposed separation (the "Separation") of Teck into two independent, publicly-listed companies: Teck Metals Corp. and Elk Valley Resources Ltd. ("EVR"); expectation that the Separation will be completed, and will be completed on the expected timing and terms; expectation of continued operating excellence; expectation of continued value creation for shareholders, potential for strong cash returns to shareholders and potential for significant equity accretion; expected future management, governance, assets, attributes, capitalization, financial condition and performance of EVR, including but not limited to statements concerning EVR forecast production, EVR forecast operating costs, unit costs, capital costs and other costs; plans, strategies and initiatives for EVR; expected mine lives of EVR's operations and reserve basis and the possibility of extending mine lives through the development of new areas or otherwise; expectations regarding stock exchange listings for EVR; the transactions with each of NSC and POSCO, including the terms and conditions thereof and the benefits thereof; the expected tax and accounting treatment for the Transition Capital Structure; anticipated cash returns to EVR shareholders; expectation of amount of, timing and frequency of base dividend and any supplemental shareholder return payments; EVR's ability to refinance the preferred equity and accelerate separation after the royalty is paid; goals of EVR's operating strategy; forecast increases in truck productivity and other optimization initiatives and goals; commitment to net-zero greenhouse gas emissions at operations by 2050; expectations regarding ESG performance and future milestones on the "Pathway to Net Zero Emissions by 2050" slide; water quality targets and timing of water treatment facilities and benefits of those facilities; the Environmental Stewardship Trust, including the terms, conditions and expected benefits thereof; expected future supply and demand for steelmaking coal and the steelmaking coal market outlook; forecast commodity prices; expected impact of the low-carbon transition on steelmaking coal markets; all guidance, including but not limited to, unit cost, production, capital expenditures, capitalized stripping and sustaining capital; ability to build flexibility to increase throughput; ability to operate in all price environments.

Although we believe that the forward-looking statements in these slides and the accompanying presentation are based on information and assumptions that are current, reasonable and complete, these statements are by their nature subject to a number of factors that could cause actual results to differ materially from management's expectations and plans as set forth in such forward-looking statements, including, without limitation, the following factors, many of which are beyond EVR's control and the effects of which can be difficult to predict: the possibility that the Separation or the transactions with NSC and POSCO will not be completed on the terms and conditions, or on the timing, currently contemplated, or that the transactions may not be completed at all, due to a failure to obtain or satisfy, in a timely manner or otherwise, required shareholder and regulatory approvals and other conditions necessary to complete the transactions, or for other reasons; the possibility of adverse reactions or changes in business relationships resulting from the announcement or completion of the Separation; risks relating to tax, legal and regulatory matters; credit, market, currency, operational, commodity and liquidity risks generally, including changes in economic conditions, interest rates or tax rates; risks generally encountered in the permitting and development of coal properties; risks associated with volatility in financial and commodities markets and global uncertainty; risks associated with fluctuations in the market prices of steelmaking coal commodities, which are cyclical and subject to substantial price fluctuations; risks related to inflation; risks relating to development and expansion projects; risks associated with climate change, environmental compliance, changes in environmental legislation and regulation or changes to reclamation obligations; and risks associated with coal mineral reserve and resource estimates. Declaration and payment of dividends and supplemental distributions are generally the discretion of the Board, and the EVR dividend policy may change. Such statements are based on a number of assumptions that may prove to be incorrect, including, but not limited to, assumptions regarding: general business and economic conditions; commodity and power prices; the supply and demand for, and prices of steelmaking coal; the timing of receipt of permits and other regulatory and governmental approvals for development projects and operations; costs of production, and production and productivity levels; the impact of changes in foreign exchange rates on EVR costs and results; the accuracy of steelmaking coal reserve and resource estimates; and tax rates. Statements concerning future production costs or volumes are based on numerous assumptions of management regarding operating matters and on assumptions that demand for products develops as anticipated; and that there are no material unanticipated variations in the cost of energy or supplies. Sustainability goals are based on a number of additional assumptions, including regarding the availability and effectiveness of technologies needed to achieve EVR's sustainability goals and priorities; the availability of clean energy sources and zero-emissions alternatives for transportation on reasonable terms; ability to implement new source control or mine design strategies on commercially reasonable terms without impacting production objectives; and the performance of new technologies in accordance with expectations. In addition to the above, statements regarding the Separation are based on assumptions that the Separation will be completed on the terms and conditions, and within the timeframes, currently contemplated; that we will obtain or satisfy, in a timely manner, all required shareholder and regulatory approvals and other conditions necessary to complete the Separation. Assumptions regarding water quality management in the Elk Valley include assumptions that additional treatment will be effective at scale, that the technology and facilities operate as expected and that required permits will be obtained.

The foregoing list of important factors and assumptions is not exhaustive. Teck cautions that the foregoing list of important factors and assumptions is not exhaustive and other factors could also adversely affect its results. Further information concerning risks and uncertainties associated with these forward-looking statements and the steelmaking coal business that EVR will operate can be found in Teck's Annual Information Form for the year ended December 31, 2022, filed under our profile on SEDAR (www.sedar.com) and on EDGAR (www.sec.gov) under cover of Form 40-F, as well as subsequent filings that can also be found under Teck's profile. The forward-looking statements contained in these slides and accompanying presentation describe Teck's expectations at the date hereof and are subject to change after such date. Except as may be required by applicable securities laws, Teck does not undertake any obligation to update or revise any forward-looking statements contained in these slides or the accompanying presentation, whether as a result of new information, future events or otherwise. Readers are cautioned not to place undue reliance on these forward-looking statements.

Agenda

EVR Overview

Operational Resilience

Marketing and Logistics

Financial Overview

Valuation and Modelling

Closing Remarks and Q&A

EVR
Overview

Robin Sheremeta / President & Chief Executive Officer

Management Team

Robin Sheremeta
President &
Chief Executive Officer

- Appointed Teck SVP, Coal in May 2016
- 35 years of experience in the Elk Valley, held numerous senior leadership roles including General Manager, Health & Safety, Engineering and Operations

Jeff Hanman
Chief Operating Officer

- Appointed Teck SVP, Sustainability & External Affairs in 2022, previously held position of VP, Sustainable Development, Coal
- More than 20 years of diverse experience in public and private sectors

Ryan Podrasky
Chief Financial Officer

- Appointed General Manager Finance and Operating Excellence in January 2022, led finance for the coal business for more than 5 years
- Appointed to the Board of Directors of Neptune
- More than 20 years of finance, investor relations, corporate development and accounting / audit experience in both mining and oil & gas industries

Réal Foley
Chief Commercial Officer

- Appointed Teck SVP, Marketing and Logistics at Teck in 2019
- More than 30 years of marketing and logistics experience in the mining industry, including global marketing of manganese ore and met coal for BHP

Glen Campbell
Chief Human Resources Officer

- Appointed Teck General Manager, Human Resources, North American Operations in May 2022, previously held the position of Director HR for the coal business unit
- More than 25 years of experience at Teck in all facets of HR, including attraction, employee relations, labor relations and leadership development

EVR will retain existing management at the operational level to ensure continuity of operating excellence and responsible mining practices in the Elk Valley

Elk Valley Resources

Planned dual-listing on the TSX and NYSE under symbol "ELK"

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Pure-play, responsible Canadian steelmaking coal producer
focused on long-term cash generation and cash returns to shareholders

A World-Class Resource Company

- #2 Global exporter of seaborne steelmaking coal
- Premium, low-emission HCC essential to steelmakers' carbon neutral strategies
- 30+ years of reserves and ~3.4Bt of measured and indicated resources

Robust Cash Flows Underpin Value Creation for Shareholders

- Top-tier margins and demonstrated through-the-cycle FCF generation
- Strong cash returns to shareholders
- Significant equity accretion potential

Commitment to Environmental Stewardship and Responsibility to Local Communities

- Proven management team ensures continuity of operational excellence
- Industry-leading water management, commitments to nature positive and net-zero by 2050
- Environment Stewardship Trust fully funds long-term obligations

World-Class Steelmaking Coal Assets

Critical mineral necessary to support steel production and transition to low-carbon economy

#2 Global Exporter of Seaborne Steelmaking Coal

2023 market share[1]

17% BMA[2]

8% EVR

6% Anglo

53% Top 10

30+ Years Reserve Life

2022 data (Mt)[3]

860
Proven and Probable

1,451
Inferred

3,386
Measured and Indicated

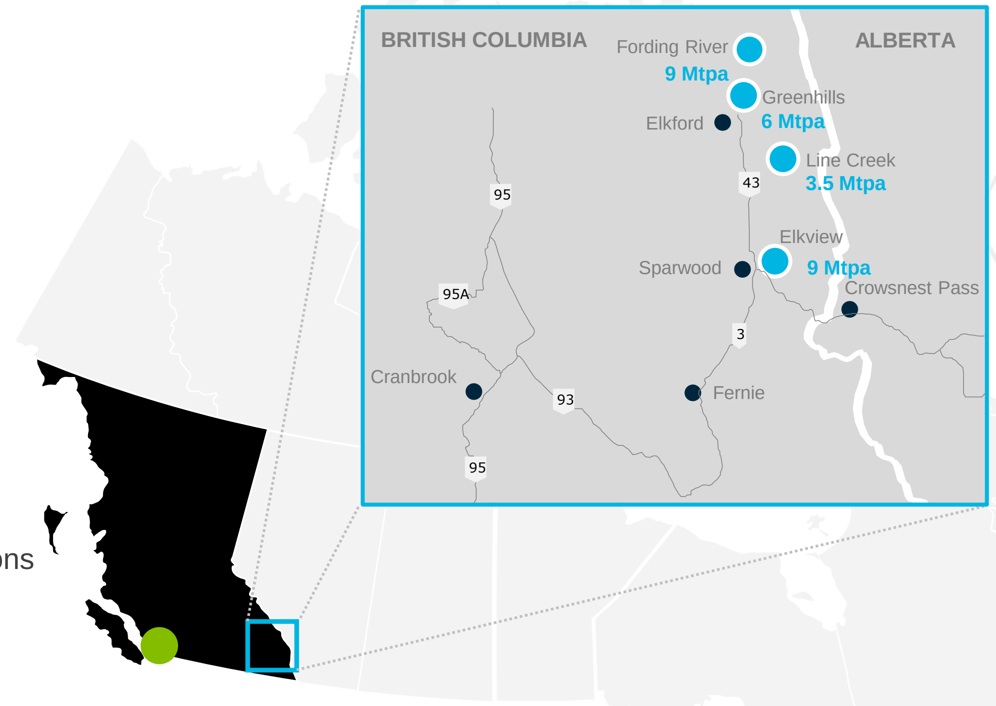
Production Guidance[4]

25–27Mtpa

2024–2026

- Local Communities
- Steelmaking Coal Operations
- Neptune Bulk Terminals (100% of coal operations)

Plant Capacity of 27-28Mtpa



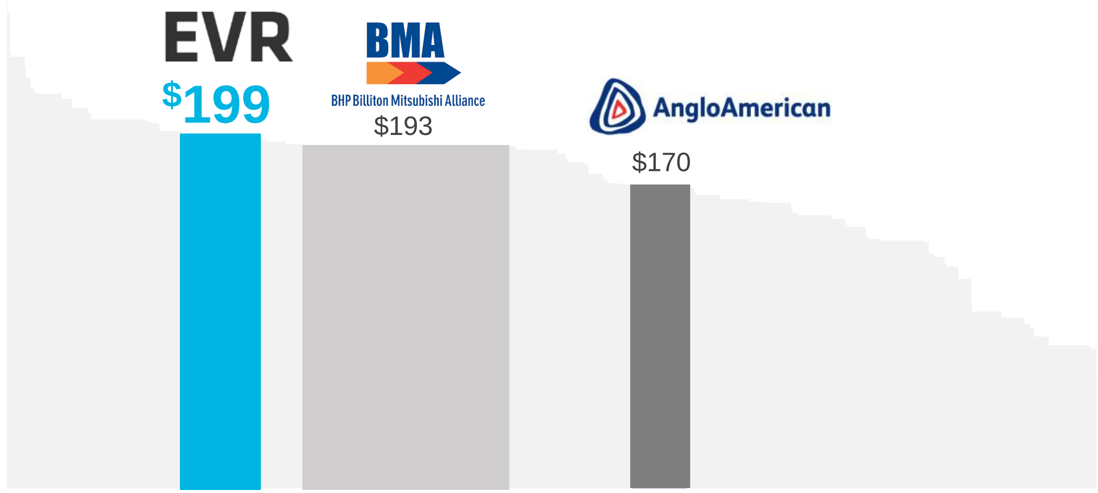
1. Wood Mackenzie, March 2023 Seaborne Met Coal Dataset for 2023 seaborne steelmaking coal.
2. BMA is a joint venture that is owned by BHP (50%) and Mitsubishi Corporation (50%)
3. Teck 2022 AIF. Amounts show reserves and resources at 100% ownership after consolidation of POSCO/NSC minority interests.
4. 2024-2026 includes impact from consolidation of minority interests

High-Margin Steelmaking Coal Producer

Demonstrated through-the-cycle cash flow generation

Top Quartile Delivered Margins

2022 WoodMac Margin Curve[1]



Track Record of Profitability

10 Year Average[2]

$2.7B

Impairment Adj. EBITDA

47%

Impairment Adj. EBITDA Margin

Managing Core Business Drivers to Optimize Margins

Stable long-term strip ratio

Best-in-class truck productivity

Integrated operations and dedicated market access through Neptune Bulk Terminals lower costs, increase logistics chain flexibility and reduce volatility

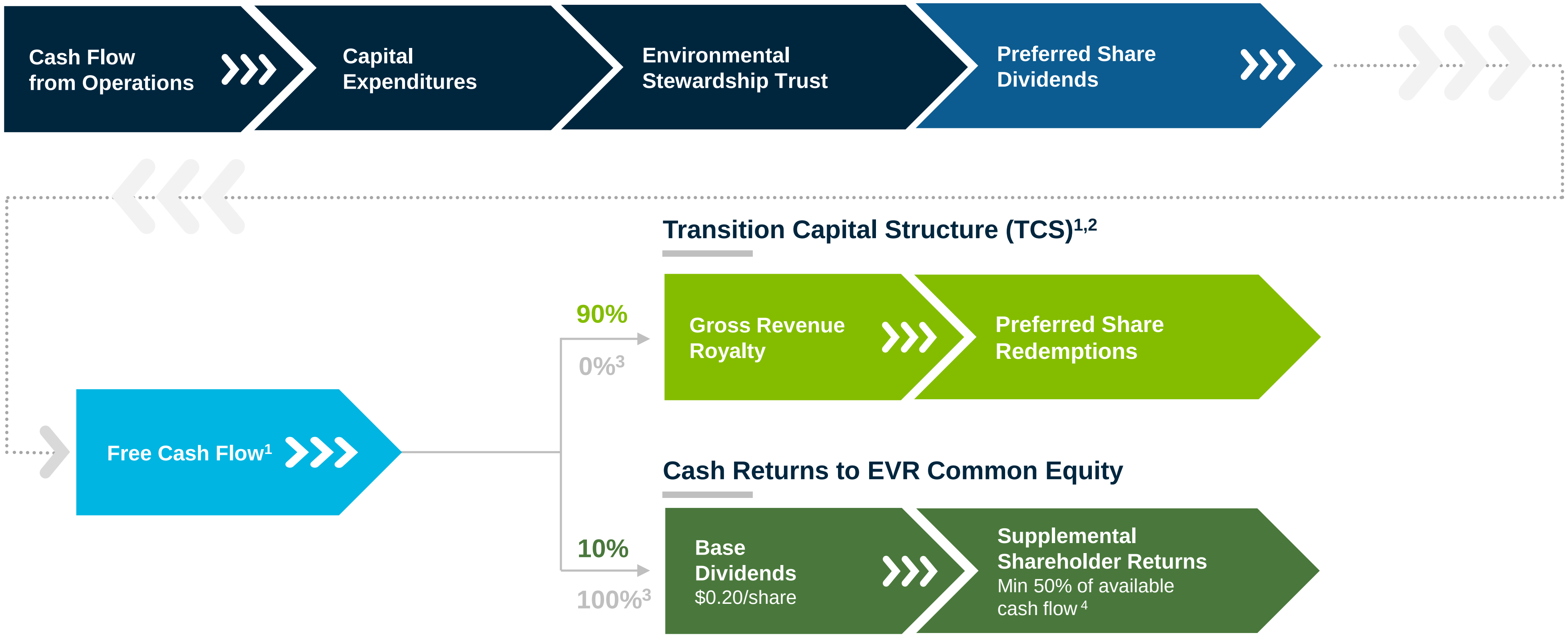
Continued technology and innovation to lower operating costs, mitigate inflation, and drive improved margins

1. Wood Mackenzie Seaborne Metallurgical Coal Cost Curve March 2023 dataset for 2022 full year seaborne steelmaking coal in US$/t. EVR data reflects 2022 results. EVR's delivered operating margin was normalized to the 2022 average FOB Australia benchmark price of US$366 per tonne by using EVR's realized price premium to benchmark and adjusting for mineral tax impacts. EVR unnormalized operating margin is US$204/t. EVR costs and margins were converted based on a Canadian/U.S. dollar exchange rate of ~$1.29. Delivered operating margin is a non-GAAP metric and does not have a standardized meaning under IFRS and might not be comparable to similar financial measures.
2. Teck 10 Year historical average steelmaking coal annual Impairment Adjusted EBITDA and Impairment Adjusted EBITDA Margin for the period from 2013 to 2022. Impairment adjusted EBITDA is a non-GAAP financial measure. Impairment Adjusted EBITDA Margin is a non-GAAP ratio. See Non-GAAP Financial Measures and Ratios.

Cash Flow Waterfall

Transition Capital Structure supports resilience and returns to shareholders

Resiliency of EVR



1. EVR is not required to make TCS payments if cash balance is below $250M; ensures resiliency during periods of low steelmaking coal prices.
2. Teck Metals retains 87.5% of the TCS. Nippon Steel and POSCO own the remaining 12.5% of the TCS.
3. EVR retains 100% of free cash flow upon full payment of the TCS.
4. Available cash flow is after base dividend payments

Transition Capital Structure to Full Separation

Significant value accretion to common equity upon payment of the royalty and preferreds

Transitional Capital Structure

Gross Revenue Royalty ("Royalty")
$7.0B

6.5% Cumulative Preferred Equity
$4.4B

87.5% → **Teck Metals**

12.5% → NIPPON STEEL 10%, posco 2.5%

Quarterly royalty payments based on revenue, equal to 90% of free cash flow

Mandatory quarterly redemption of preferred equity *after* the Royalty is paid, equal to 90% of free cash flow

Royalty Terms

Payable until the later of…

$7.0B

or

December **2028**

The 5.5 year minimum term of the royalty is triggered at benchmark HCC prices >US$210/t

Ability to refinance preferred equity and accelerate separation after the royalty is paid

Nippon Steel and POSCO Interests Affirm EVR's Value

High-quality steelmaking coal a key input to steel and the low-carbon transition

Nippon Steel (NSC) and POSCO to receive **interests in EVR** for their minority interests in Elkview and Greenhills

NSC to pay $1.025B in cash for an additional 9% interest in EVR common shares and the TCS[1,2], **implies $11.5B enterprise value**

NSC to enter into a long-term coal offtake agreement at market terms linked to HCC index prices, **consistent with long-standing commercial arrangements**

> **"High-quality steelmaking coal is essential in pursuing our carbon neutral strategy."**
>
> **Eiji Hashimoto**
> Representative Director and President of Nippon Steel

Cornerstone investments from the world's largest steelmakers highlight robust demand and critical importance of high-quality steelmaking coal to emissions reduction and steel infrastructure

1. Payable to Teck.
2. Nippon Steel (NSC) is permitted to acquire up to an aggregate of 17.5% of EVR common shares in the public market.

Operational
Resilience

Jeff Hanman / Chief Operating Officer

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Operating Strategy Focused on Resilience

Clear strategy to maintain competitiveness, maximize cash flows, and lead in sustainability

Maintain Competitive Position

- **Health & safety** is a core value
- Production of **25–27 Mt** per year[1]
- **Stable long-term strip ratio** of 10:1
- **Integrated supply chain** with four operations to maximize efficiency from pit to port

Maximize Cash Flows

- **Maintain and improve top-quartile margins** by leveraging technology
- **Enhancing plant** availability, yield and throughput
- Ability to **flex cost structure** based on market conditions

Sustainability Leadership

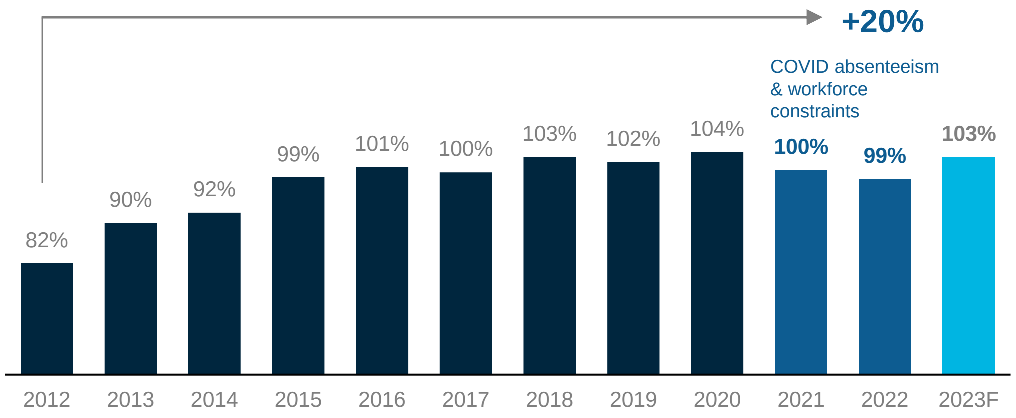
- Pathway to **Net-Zero emissions**
- Achieving **water quality improvements**
- Long-term **environmental stewardship**
- Committed to **Indigenous engagement**

1. Production of 25-27 Mt from 2024-2026 includes impacts from consolidation of minority interests.

Optimization Drives Productivity and Margins

Truck Productivity

Standard Haulage Model[1] %



Plant Improvements

20%
increase

in haul truck productivity delivers $150M in potential savings

- Continuous operator productivity benchmarking and supervisor engagement
- Optimized operating procedures:
  - Improved dumping and payloads
  - Improved dispatching
- Focused training on spot times and speed
- Structured performance reviews and feedback
- Preventative maintenance and asset health systems

5%
increase

in plant throughput and 2% increase in plant yield at Greenhills

- Targeting bottlenecks with technology:
  - Advanced analytics enable decision making in real time to improve yield, availability and plant throughput
  - Advanced process control to reduce variability and enhance performance
- Opportunity to scale improvements across EVR plants

1. Standard Haulage Model (SHM) is an internal haulage baseline model which anticipates an expected rate of material movement per equipment operating hour taking into account size of truck fleet, haul distance, grade and other road design elements. 2023 is based on budget

Pathway to Net Zero Emissions by 2050

Focusing on material drivers; on track with key milestones

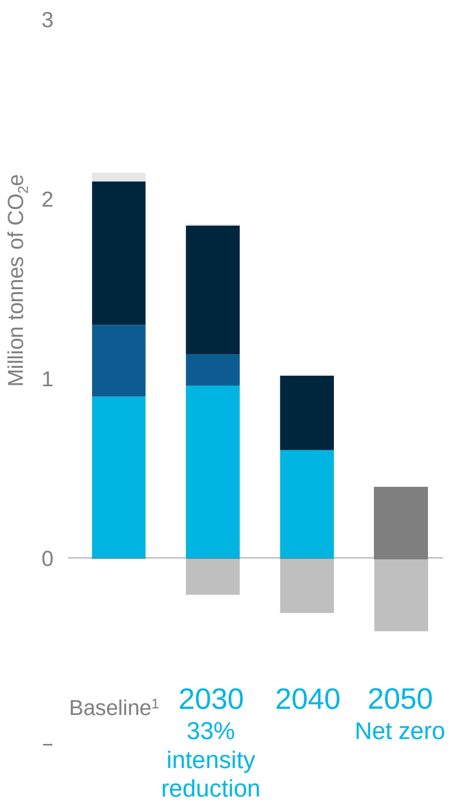
Carbon Reduction Pathways Overview

Core Activities

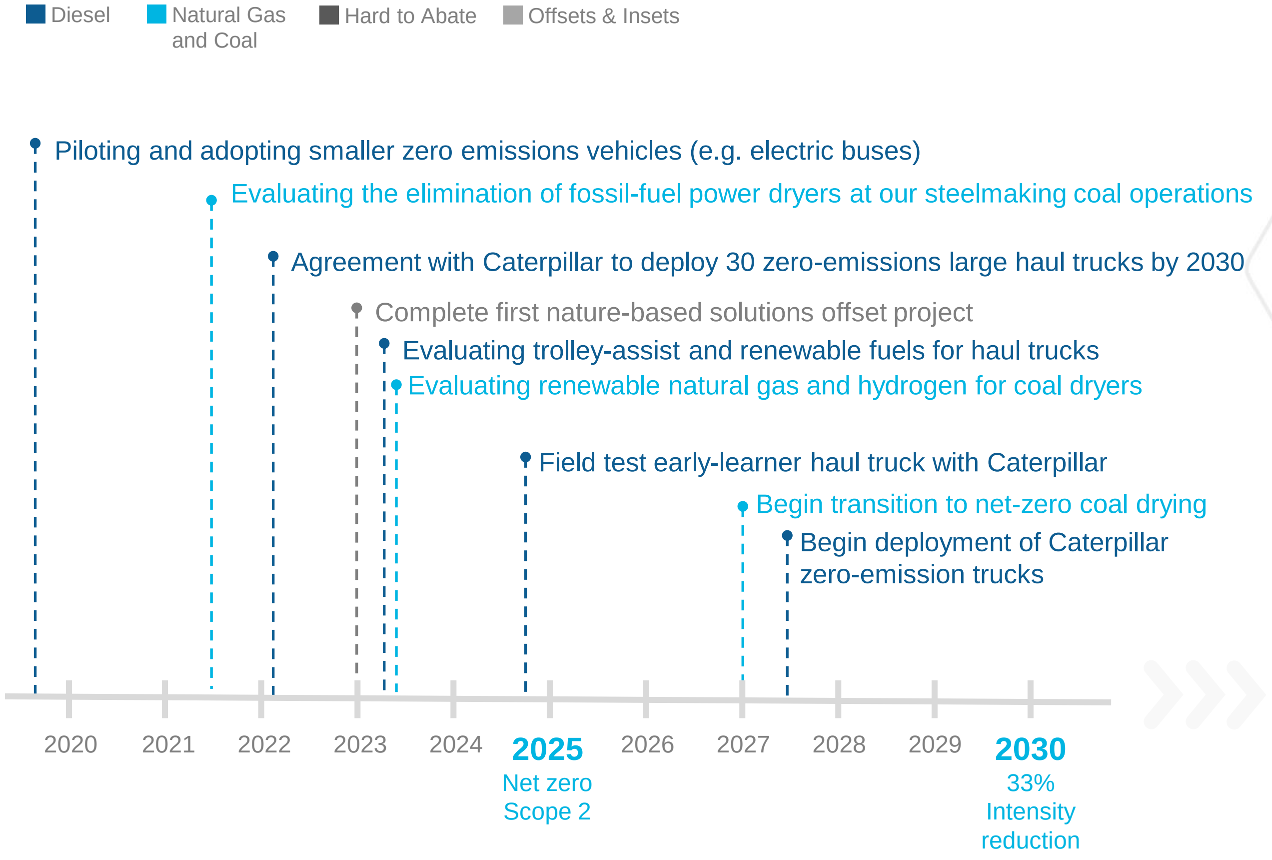
Electricity
Renewable grid power at all steelmaking coal operations

Diesel
Trolley-assist / renewable diesel / zero emission haul trucks

Natural Gas and Coal
Renewable NG / coal drying



Detailed Carbon Reduction Pathways



1. Baseline reflects average emissions from 2016-2019.

Achieving Water Quality Improvements

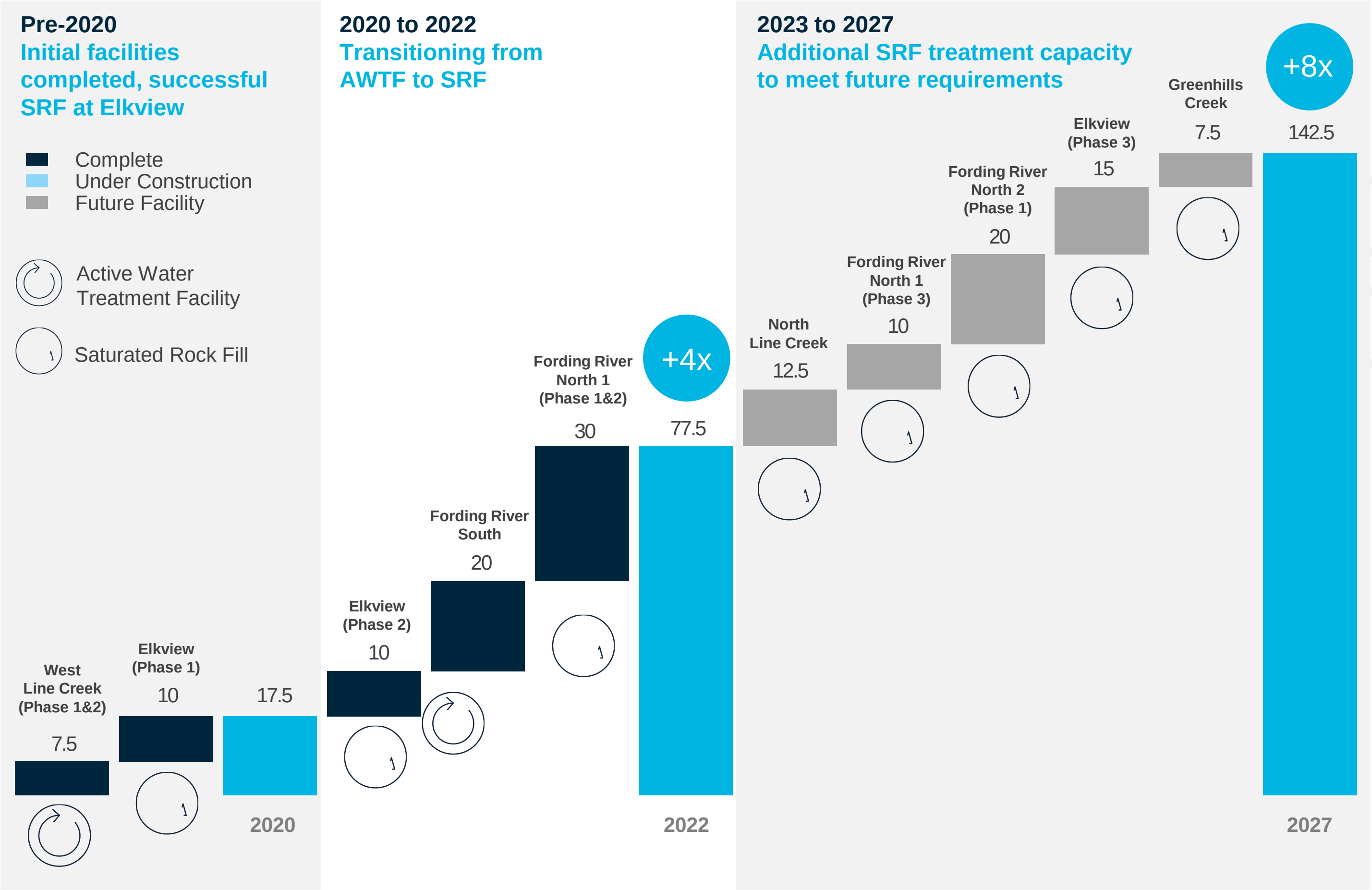
Stabilizing and reducing selenium levels in the watershed

Elkview Saturated Rock Fill Intake (20M Litres/day)

Significant ramp up in water treatment capacity completed and more underway

Water Treatment Facilities to 2027

millions of litres per day



Long-Term Environmental Stewardship

Creation of an Environmental Stewardship Trust to invest in the future of EVR

Sets aside cash in trust over time to **fully fund long-term environmental and reclamation obligations**

Escalating **fixed annual contributions**, starting at $50 million; prioritized ahead of royalties

An investment in the business to **strengthen confidence and support social license** to operate

Marketing and Logistics

Réal Foley / Chief Commercial Officer

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Critical Ingredient to Global Economic Growth

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Steel's Essential Role

Essential for economic growth in a low-carbon world

- Steel is not substitutable for most applications
- Essential to lifting global living standards
- Steel is required for infrastructure development and to support electrification and decarbonization

Steel demand is forecast to remain strong through to 2050

- Industrialized growth in India and Southeast Asia
- China demand expected to remain steady until 2030
- >70% of global steel production through blast furnace
- 100% recyclable

Premium Steelmaking Coal Supports Decarbonization Strategy

HCC a critical raw material to steel production

- 0.7t of steelmaking coal required for each tonne of steel
- Premium HCC generates 5–30% lower CO_2 emissions in blast furnaces
- To meet decarbonization targets, steelmakers are expected to increase high-grade HCC
- Blast furnace + CCUS is the only technology that can be adopted with speed and scale

Supply gap forecasted by 2025 without additional supply

- Seaborne HCC demand expected to remain resilient, driven by India and Southeast Asia
- Supply growth largely from existing mines, subject to investment, labour, logistics and permitting challenges
- 120Mt global supply gap expected by 2040
- Material impact of green steel technologies expected in the second half of the century

Steelmaking Coal Market Outlook

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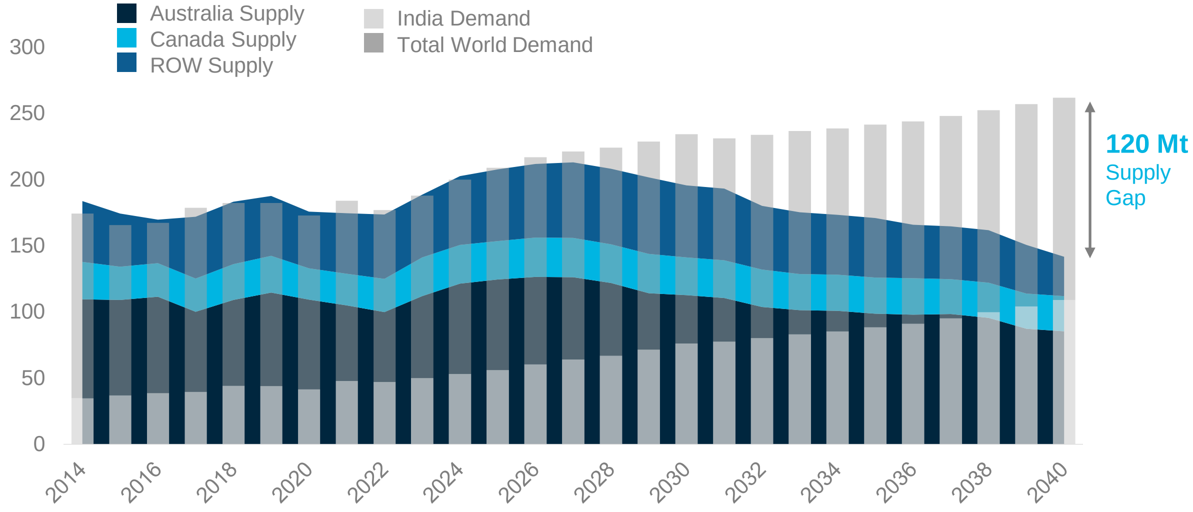
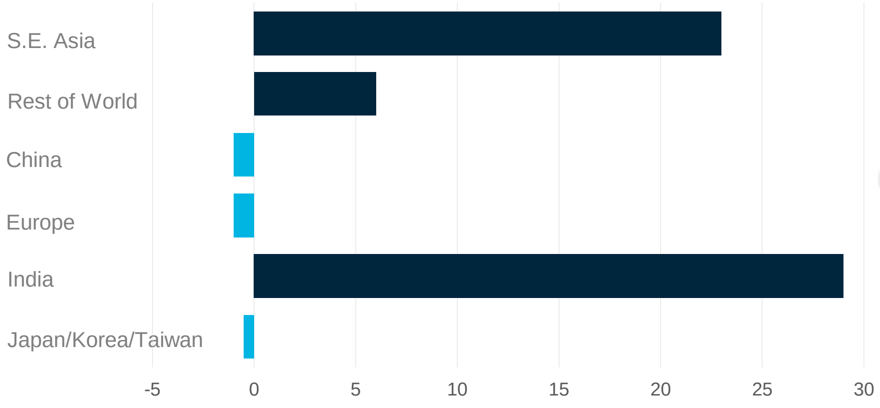
Global Seaborne Coking Coal Outlook[1]

Mt



Seaborne HCC Demand Growth to 2030 by Region[2]

Mt



- Market shortage forecasted by 2025, unless additional production comes on
- Forecasted demand growth primarily driven by India and SE Asia
- Divestments and challenges to permitting create uncertainty in supply, new projects focused on lower grade coals
- Impact of green steel technologies anticipated *after* 2050
- Prime hard coking coal is important to blast furnace decarbonization efforts

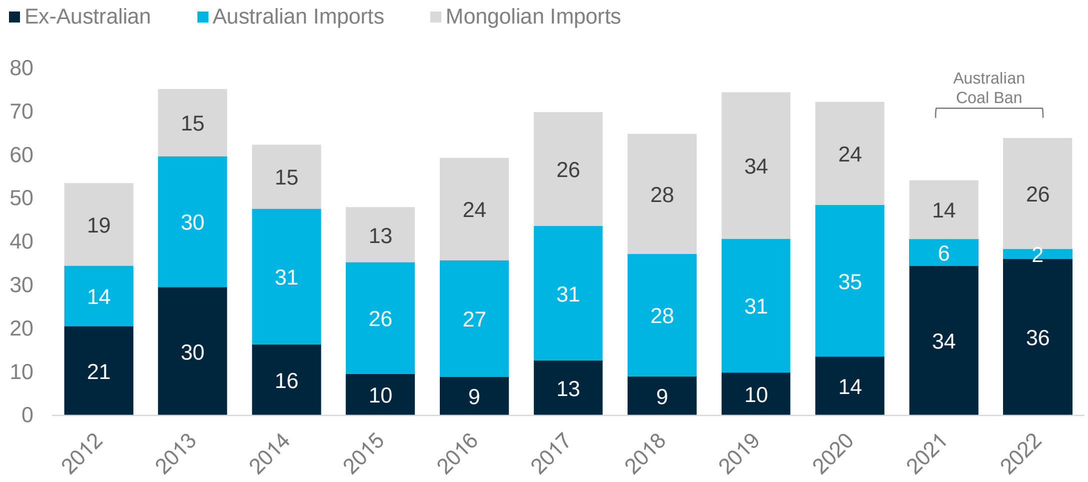
1. Data compiled by Teck based on information from Wood Mackenzie (Long Term Outlook Q4 2022) and CRU (Metallics Market Outlook Q1 2022)
2. Wood Mackenzie, CRU, Fenwei, IHS/Global Trade, Teck

Chinese HCC Imports Expected to Remain Resilient

Ex-Australia seaborne imports up to new record high of 36 Mt

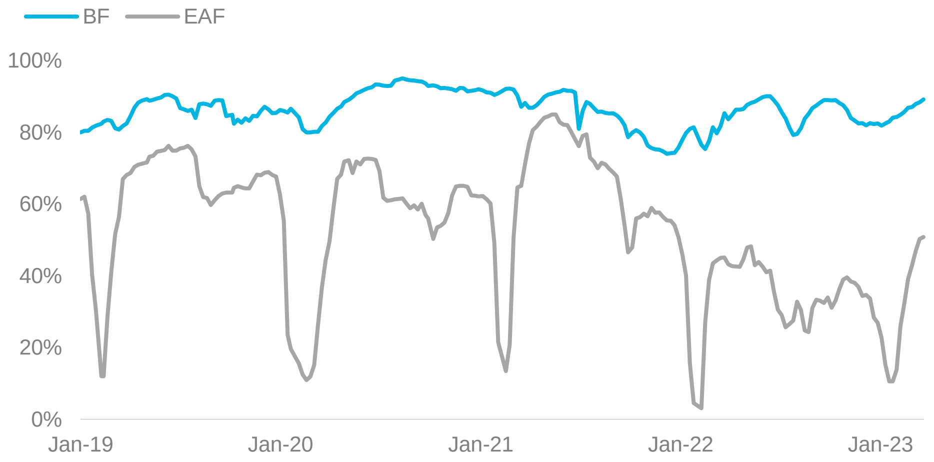
Chinese HCC Imports[1]

Mt



Blast Furnace Utilization Rates in China[2]

%



- China committed to decarbonizing steel, with a peak by 2025 and carbon neutrality by 2060
- >65% of China blast furnace capacity located along the coast to access seaborne high-grade HCC
- Domestic Chinese coal production restricted by reserve, quality, and limited supply
- Blast furnace utilization steadily increasing post LNY
- EAF production in China is expected to increase but will remain limited as a percentage of total Chinese crude steel production due to lack of investment and infrastructure
- Easing of Australian import ban progressing slowly and not expected to impact prices materially

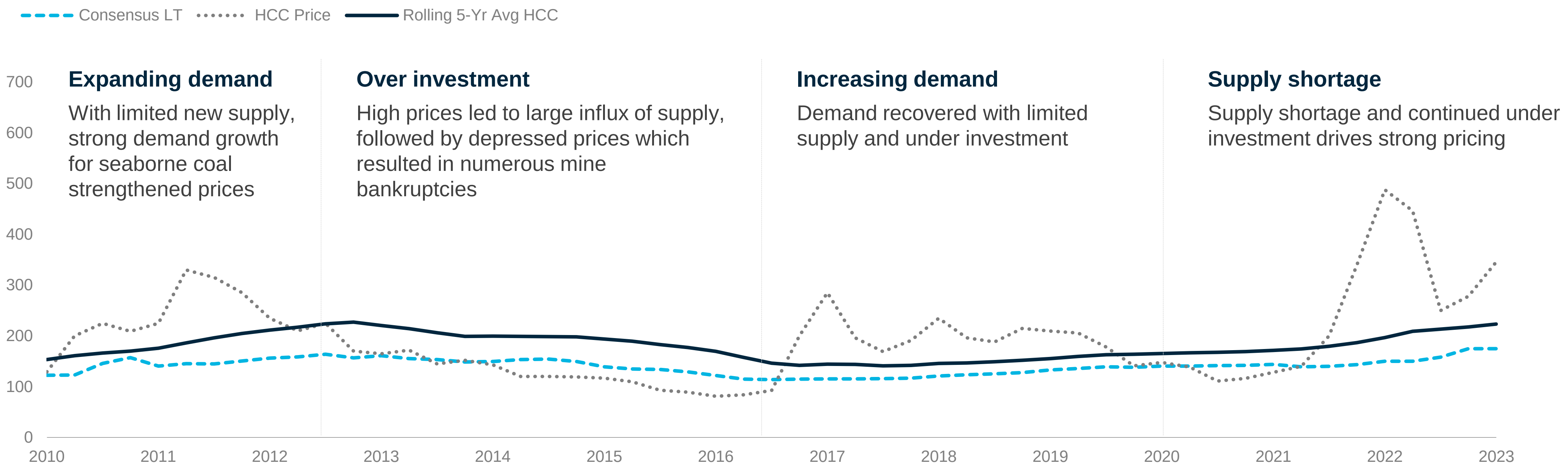
1. China Customs, Golden Hank, Fenwei.
2. NBS, Sxcoal.

Resilient HCC Price Over Time

Consensus long-term estimates consistently below 5Y rolling average by 22%

Metallurgical Coal Prices

Argus Premium FOB Australia quarterly average (US$/t)



HCC prices have averaged >US$180/t over the last decade and >US$220/t in the last five years

Prices expected to remain resilient as steel is essential for the global economy

Source: SBB Platts, press search, McKinsey, Consensus Economics, Reuters.

High-Quality HCC Drives Premium Pricing

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Premium Pricing through Market Diversification

Teck 2022 Steelmaking coal revenue %

- 40% Asia (ex-China, India)
- 30% China
- 15% India
- 10% Europe
- 5% Americas

EVR achieves ~92% average realization on benchmark HCC

EVR Product Mix

75%
high-quality HCC

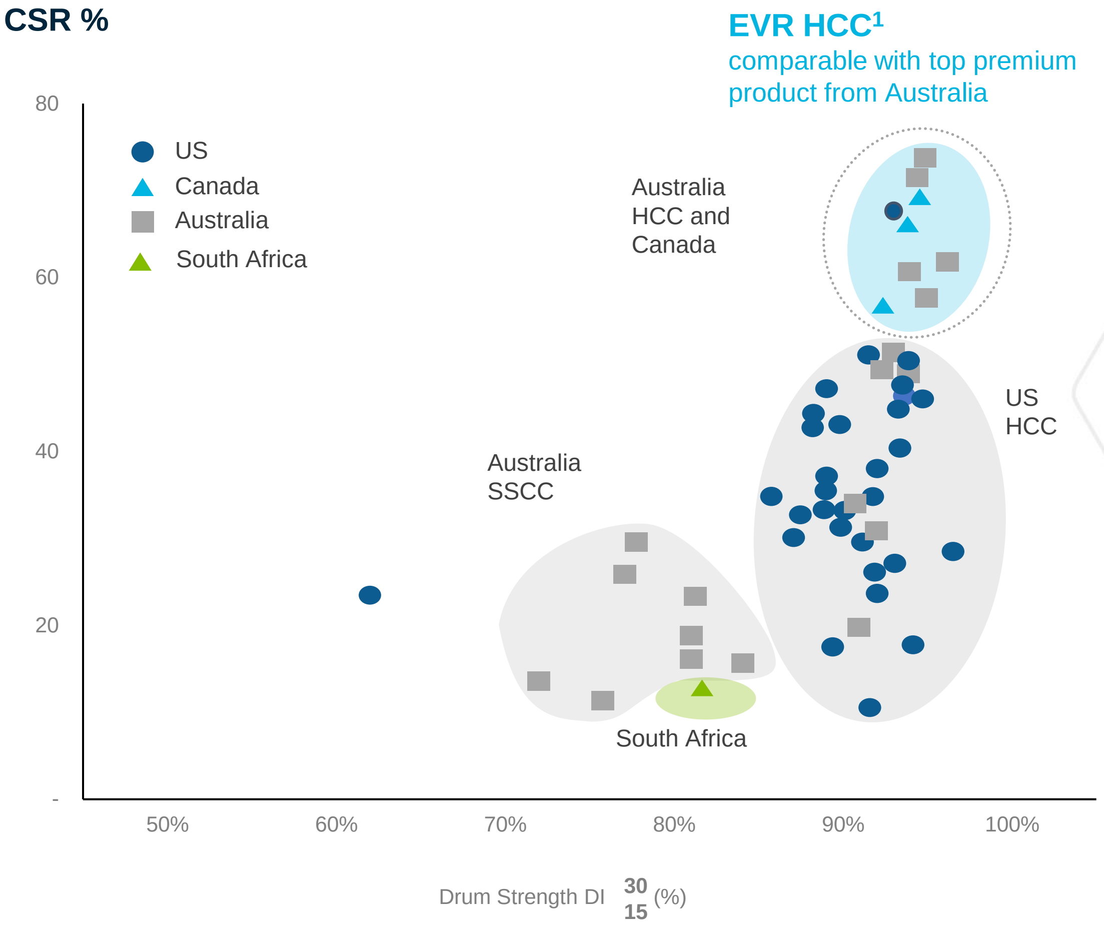
25%
SHCC, SSCC, PCI

Varies based on mine plans

Sales Mix / Pricing Mechanism

40%
quarterly indexed contracts

60%
spot FOB and CFR



1. Coking coal peers company filings and presentations

Integrated Logistics Infrastructure

Underpins resilience while providing flexibility to maximize margins

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Neptune Bulk Terminals >18.5 Mtpa

- 100% ownership of coal-handling facilities
- Primary terminal for market access, with competitive cost of service structure

Westshore Terminals 5-7 Mtpa

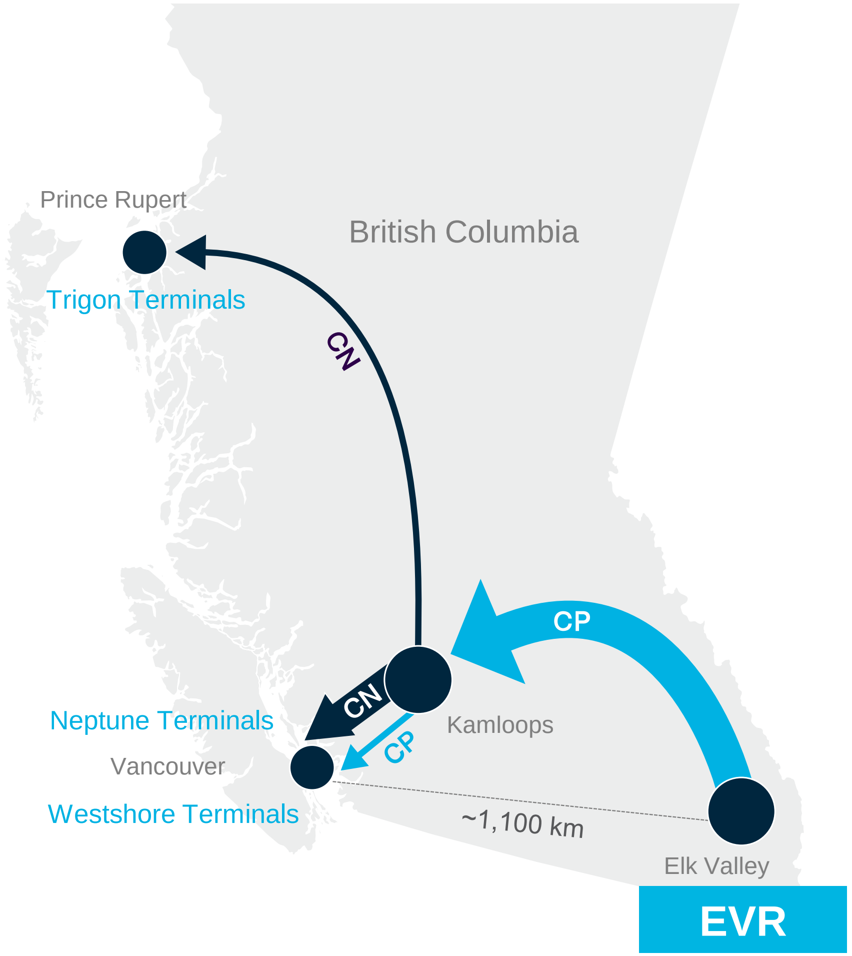
- Provides volume flexibility
- Contract expires Q4 2027

Trigon Terminals (Ridley) 6 Mtpa

- Alternative for sprint and recovery volume
- Contract expires Q4 2027

CP and CN Rail

- Commercial arrangements in place to support fluid movement of trains to all three westcoast terminals
- 5% of annual volumes eastbound
- Agreement with CP expires April 2023, negotiations for new agreement nearing completion
- Agreement with CN expires Q4 2026



Financial Overview

Ryan Podrasky / Chief Financial Officer

Top-Tier Steelmaking Coal Margins

Five-year historical performance[1]

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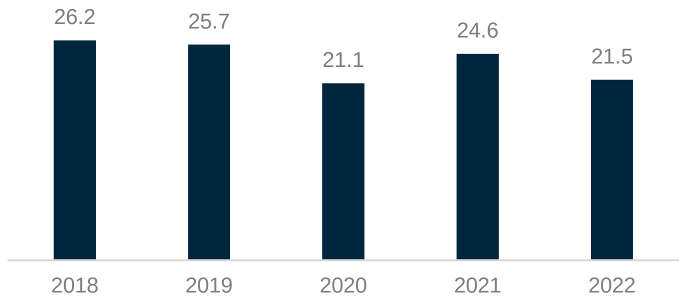
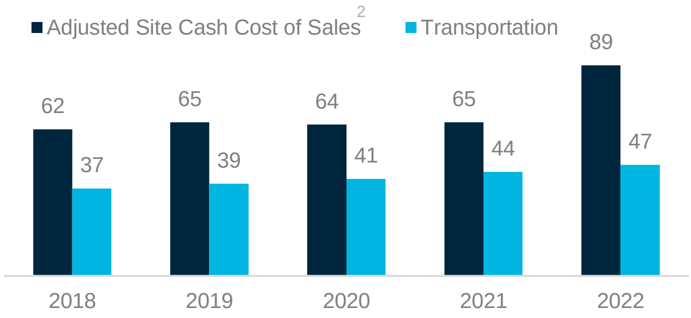
Production

Mt



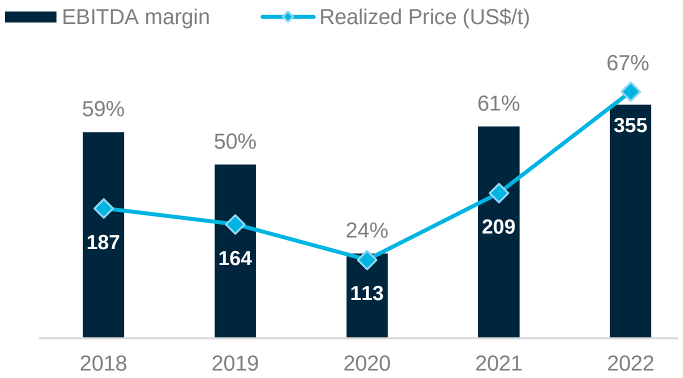
Unit Costs

Mt



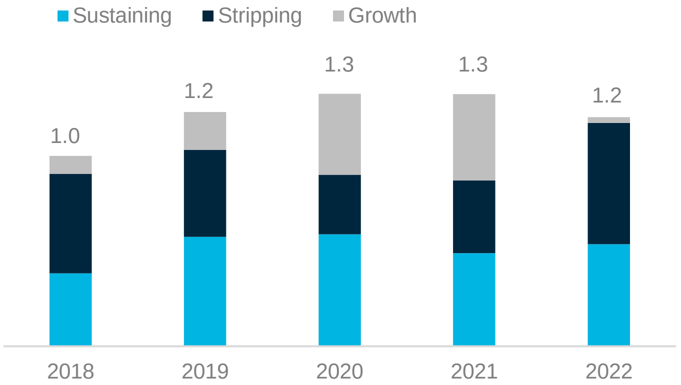
EBITDA Margin

%, adjusted for impairment[2]



Capital Expenditures[3]

$B



1. Excludes impact from consolidation of minority interests
2. Adjusted site cash costs and sales and impairment adjusted EBITDA margin are non-GAAP financial measures. See "Non-GAAP Financial Measures and Ratios".
3. Capital expenditures include an adjustment of $140M of growth capital to sustaining capital in 2018 and $155M of growth capital to sustaining capital in 2019 as a result of a reclassification of capital expenditures relating to major enhancement capital expenditures in 2020.

Guidance and Outlook

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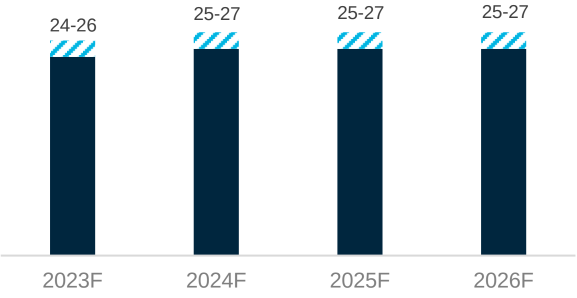
Production[1]
2023–2026F (Mt)



Unit Costs
2023F ($/t)

$88-96

Adjusted site cash cost of sales[2]

$45-48

Transportation costs

Expect costs to remain elevated through 2025 due to inflation and HCC benchmark price assumptions

Capital Expenditures
2023F

$750M

Capitalized Stripping

$760M

Sustaining Capital

Overall
- Expected total capex to remain elevated until 2026, declining to ~$1B per year by 2027

Capitalized Stripping
- 2023 is a peak period of stripping due to inflation and to advance the development of mine pits

Sustaining Capital
- Expect to remain elevated for next three years driven by:
  - Water treatment investments
  - Relocation of the Administrative Maintenance Complex at the Elkview operations
- Water treatment
  - Total of $450-550M in 2023 to 2024

1. 2024-2026 includes impact from consolidation of minority interests
2. Adjusted site cash cost of sales is a non-GAAP financial measure. See “Non-GAAP Financial Measures and Ratios”.

Rising Industry Costs Support Strong HCC Outlook

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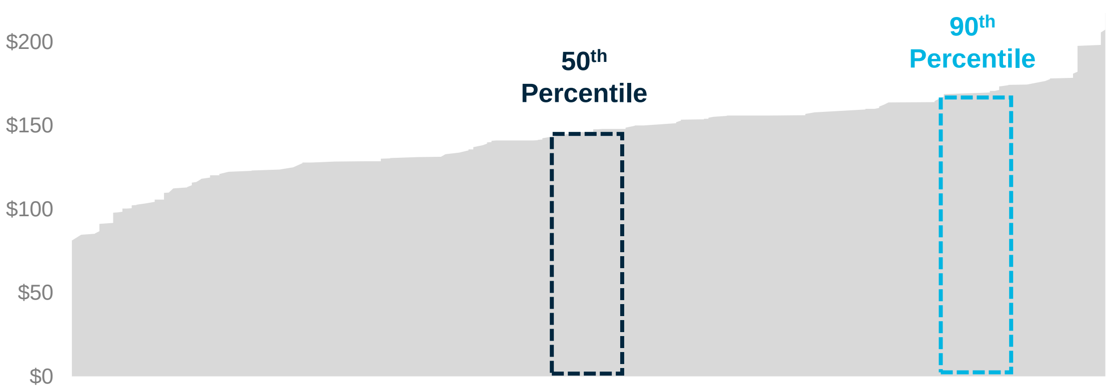
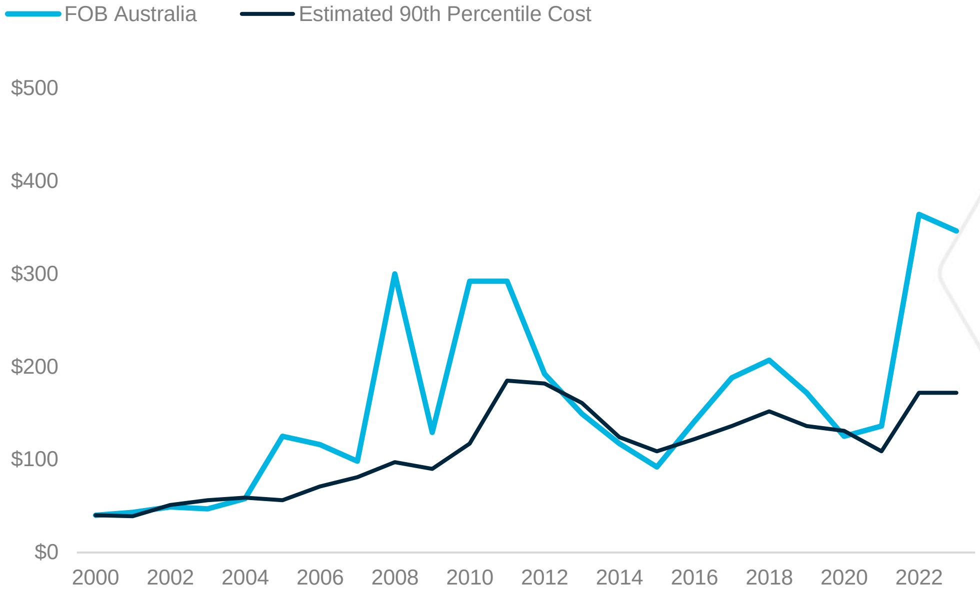
Significant Shift in HCC Cost Curve from 2020 to 2022[1]

US$/t	50th Percentile	90th Percentile
2020	84	111
2022	146	171
D	**74%**	**54%**



90th Percentile Costs Support HCC Prices[2]



Shift in cost curve provides support for HCC prices

1. Wood Mackenzie, Deutsche Bank Research.
2. McKinsey, Minespans, IPCC

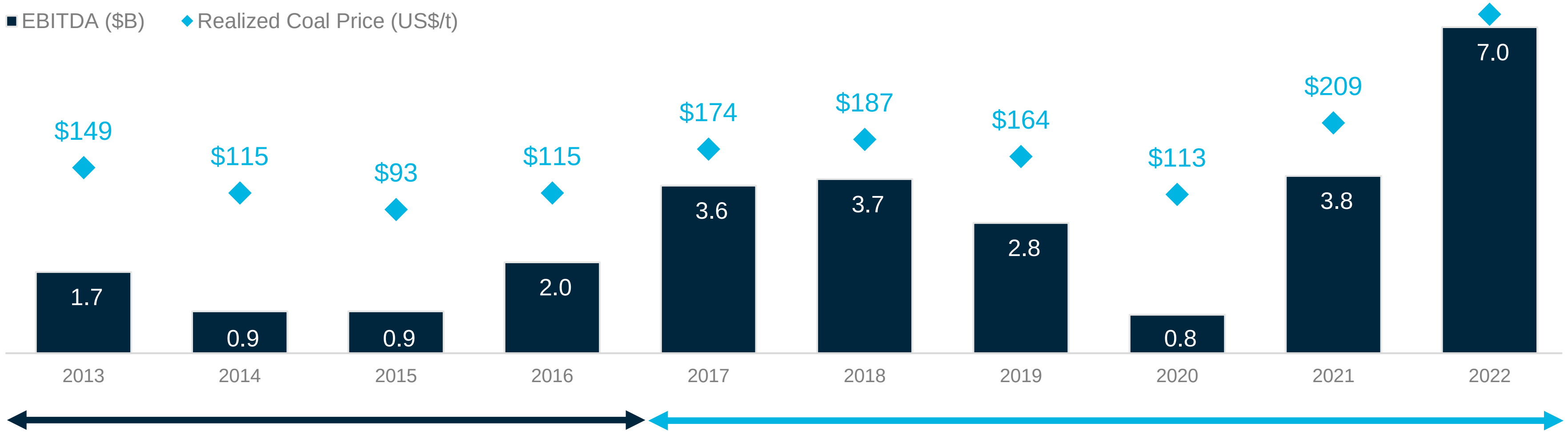
Flexible Operating Strategy Drives Resiliency

Profitability through all pricing environments

ELK VALLEY RESOURCES

Realized Coal Price vs Teck Coal Business Unit

Impairment Adjusted EBITDA[1]



Impairment Adj. EBITDA[1]
10Y Average
>$2.7B

Low Price Environment

Focus on protecting margins and free cash flow

- Parking higher cost equipment, reduced contractor trades, hiring freeze and lower material movement
- Emphasis on cost reduction initiatives

High Price Environment

Focus on increasing production to capitalize on high margin environment

- Utilize higher cost equipment, contractor labour, internal overtime and intersite processing

2023 and Beyond

- Continue to capitalize on current high price environment
- Integrated operations
- Building flexibility to enhance resiliency

1. Impairment Adjusted EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures and Ratios”

Illustrative Cash Flow Waterfall

Based on 2022A

Cash Flow from Operations $6.6B → Capital Expenditures ($1.2B)[2] → Environmental Stewardship Trust ($50M) → Preferred Share Dividends ($290M)

Free Cash Flow[1] $5.2B

Transition Capital Structure (TCS)[1,2]

90%

Gross Revenue Royalty $4.7B → Preferred Share Redemptions -

Illustrative Cash Returns of ~$265M to $520M to EVR Common Equity Holders

10%[3]

FCF Available to Common Equity $520M → Base Dividends $10M → Supplemental Shareholder Returns (Min 50% of available cash flow[4]) $255M → Residual Cash $255M

1. For the purposes of this illustration, free cash flow is calculated as cash flow from operating activities less capital expenditures, less preferred share dividends less aggregated adjustments for non-operating items (includes EST contributions). Further details will be available in the proxy circular.
2. Includes deferred stripping, sustaining capex, and growth capex.
3. EVR retains 100% of free cash flow upon full payment of the TCS.
4. Available cash flow is after base dividend payments.

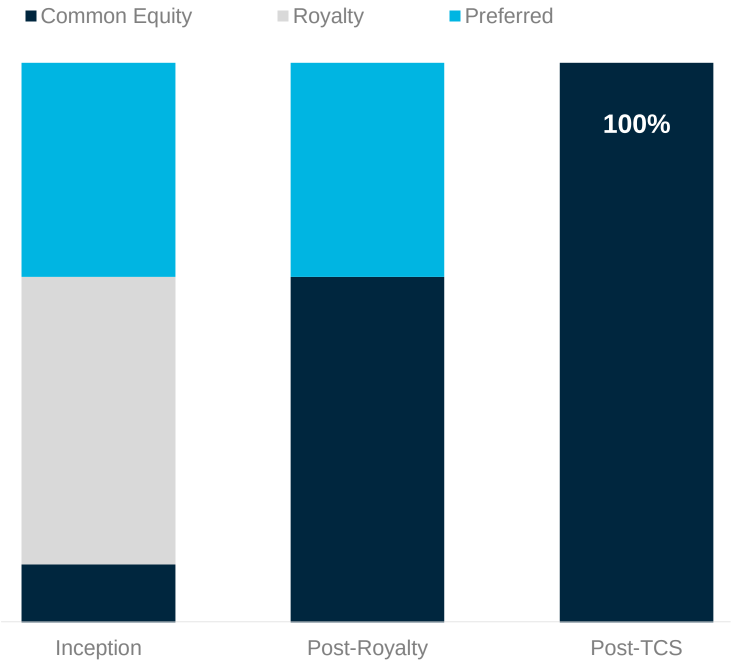
Accounting Treatment for the Transition Capital Structure

	Gross Revenue Royalty (“Royalty”) $7.0B or Dec 2028	**6.5% Cumulative Preferred Equity** $4.4B
Accounting Treatment	**Balance Sheet** • Recorded as a financial liability at fair market value • Liability will be marked-to-market on a quarterly basis **Income Statement (IS)** • Royalty payments will not be recorded on the IS but accounted for in adjusted EBITDA[2] and adjusted earnings[2] • Quarterly change in fair market value of liability will be recorded as accretion and remeasurement expenses, and accounted for in adjusted EBITDA and adjusted earnings **Cash Flow Statement** • Quarterly payments will be recorded as financing cash flows	**Balance Sheet** • Recorded as a financial liability at $4.4B book value • Redemptions will reduce liability balance **Income Statement** • Dividends will be expensed • Dividend payments will be included in adjusted EBITDA and adjusted earnings • Redemptions will not be recorded on the IS but accounted for in adjusted EBITDA and adjusted earnings **Cash Flow Statement** • Redemptions will be recorded as financing cash flows
Tax Treatment	• Royalty payments are deductible for income tax • Royalty payments are not deductible for BC mineral tax	• Dividend payments and redemptions are not deductible for income tax • Dividend payments are subject to a nominal part VI.I tax payable of ~2.2%

1. UCC refers to undepreciated capital cost for capital cost allowance purposes.
2. Adjusted EBITDA and Adjusted Earnings are non-GAAP financial measures. See “Non-GAAP Financial Measures and Ratios”.

Significant Equity Accretion Potential

Illustrative EVR Enterprise Value



Cash flow attributable to common equity increases 10x over the term of the Transition Capital Structure (TCS)

- EVR common equity entitled to 10% of FCF at inception, increases to 100% upon payment of the TCS
- The value of EVR common equity increases as the TCS is paid
- The minimum 5.5 year term of the royalty is triggered at average benchmark HCC price >US$210/t

Ability to refinance preferred shares once royalty is repaid to access 100% of cash flows

EVR
Valuation

Helen Kelly / VP Investor Relations

EVR
ELK VALLEY RESOURCES

Peers Snapshot

EVR
ELK VALLEY RESOURCES

	EVR	WARRIOR MET COAL	ALPHA METALLURGICAL RESOURCES	ARCH RESOURCES	Coronado
Steelmaking Coal Production 2022A (Mt)[1]	22.2 2.2 (10% attributable)[2]	5.1	12.6	7.1	12.7
% Steelmaking Coal Revenue 2022A[3]	100%	100%	98%	58%	94%
Realized Steelmaking Coal Price[1] and % realized of FOB Australia 2022A[4]	**$355** **98%**	$335 92%	$240 66%	$247 67%	$269 73%
Steelmaking Coal Margin Curve Quartile[5]	**1st**	1st	1st	1st	3rd
EBITDA 2022A[1] ($B)	**$7.0** **$0.7 (10% attributable)**	$1.3	$2.3	$1.9	$1.6
EV/EBITDA 2024E[6]	N/A	2.5x	4.5x	3.1x	2.4x
Free Cash Flow 2022A[7] ($B)	**$5.2** **$0.5 (10% attributable)**	$0.9	$1.8	$1.4	$1.0
FCF Yield 2024E[6]	N/A	4%	11%	13%	20%

1. Company filings, broker research.
2. Includes pro forma impact from consolidation of minority interests.
3. % metallurgical coal sales against total reported revenue (includes PCI).
4. 2022 daily average Argus Premium HCC FOB Australia price.
5. Wood Mackenzie 2023E margin curve, November 2022.
6. Factset estimates, as at March 20, 2023.
7. Illustrative EVR FCF shown calculated as cash flow from operating activities less capital expenditures, less preferred share dividends less aggregated adjustments for non-operating items (includes EST contributions). Further details will be available in the proxy circular.

Illustrative EVR Equity Valuation

EVR
ELK VALLEY RESOURCES

1 Enterprise Value

$B

Illustrative Enterprise Value	11.5	11.5	11.5
Discount Rate	*5%*	*8%*	*10%*
(-) NPV of Royalty	5.9	5.4	5.0
(-) Book Value of Preferred Equity	4.4	4.4	4.4
(+) Cash[1]	0.3	0.3	0.3
(-) Leases[1]	0.1	0.1	0.1
Implied EVR Equity Value	**1.5**	**2.0**	**2.3**

Illustrated EV validated NSC transaction metrics and consensus NPV estimates

2 Consensus EV/EBITDA @ 10% attributable basis[2]

$B

24E FOB Australia Benchmark[2] (US$/t)		237	237	237
24E Teck Coal EBITDA[2,3] (100%)	A	3.9	3.9	3.9
Met Coal EV/EBITDA Multiple	B	**2.5x**	**3.0x**	**3.5x**
24E EVR EBITDA (10%)	C = 10% x A	**0.4**	**0.4**	**0.4**
EVR Enterprise Value	B x C	1.0	1.2	1.4
(+) Cash[1]		0.3	0.3	0.3
(-) Leases[1]		0.1	0.1	0.1
Implied EVR Equity Value		**1.1**	**1.3**	**1.5**

3 Discounted Cash Flow

Model discounted cash flows attributable to EVR common equity

Considerations

- Discount rate
- Duration based on reserves

1. EVR will be initially capitalized with $250M of cash and carry ~$150M of lease obligations at inception.
2. Consensus reflect average of 10 detailed broker model estimates.
3. EVR EBITDA as reflected from broker consensus for Teck's coal business unit. EBITDA is a non-GAAP measure. See Non-GAAP Financial Measures and Ratios.

Exchange Listings, Index Inclusion and Timing

Applications to the TSX and NYSE under symbol “ELK”

EVR
ELK VALLEY RESOURCES

S&P / TSX

- Conditional approval for TSX listing
- As a spin-off of an incumbent, EVR inherits Teck Resources’ index membership under S&P’s Corporate Actions rules[1]
- Expect to qualify for the TSX Composite (subject to quarterly rebalancing)

NYSE

- Applied to list on the NYSE, subject to fulfilment of all listing requirements

Record Date for Meeting
7
MARCH

Annual and Special Meeting
26
APRIL

Closing Date
31
MAY

EVR Shares Begin Trading[2]
~8 TMX NYSE
JUNE

2023

1. An incumbent that represents 0.025% (~$700M market capitalization) remains eligible. The Index Committee has final decision on index composition.
2. Subject to approval of the TSX and NYSE.

EVR
Modelling

Helen Kelly / VP Investor Relations

EVR
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Revenue Model

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			2020	2021	2022
Sales Volume	A	*Mt*	21.9	23.4	22.2
Realized Price					
FOB Australia Benchmark[1]	B	*US$/t*	126	224	364
Realization %	C		90%	93%	98%
Realized Price	D=BxC	*US$/t*	113	209	355
FX Rate	E		1.34	1.25	1.30
Realized Price	**F=DxE**	***C$/t***	**151**	**261**	**462**
Revenue[2]	**AxF**	***C$B***	**3.4**	**6.3**	**10.4**

A. Sales Volumes

- Sales to generally mirror production in the long-term
- Guidance
  - 2023F **24–26Mt**
  - 2024-2026F **25–27Mt** includes impact from consolidation of minority interests
- EVR to provide quarterly sales guidance

C. Realization

- **Average historical realizations ~92%**

F. Realized Price

- Approximately the weighted average of:
  - **40%** x FOB Australia Index (M-1)
  - **30%** x FOB Australia Spot (M)
  - **30%** x CFR China less freight

Source: 2020-2022 results from company filings

1. FOB Australia benchmark pricing represents Argus Premium HCC FOB Australia daily price average for 2020-2022.
2. 2020-2022 revenue shown includes impact of POSCO's royalty at Greenhills. Post separation, POSCO's interest and royalty in Greenhills will be swapped for 2.5% of the TCS and EVR common equity.

Cost of Sales Model

EVR
ELK VALLEY RESOURCES

			2020	2021	2022
Adj. Site Cash Cost of Sales	A	*C$/t*	64	65	89
(+) Transportation Costs	B	*C$/t*	41	44	47
(+) Other	D	*C$/t*	3	2	1
Total Cash Unit Costs		***C$/t***	**108**	**111**	**137**
Sales	E	*Mt*	21.9	23.4	22.2
Site Operating Costs	F = A x E	*C$M*	1,402	1,521	1,976
(+) Transportation Costs	G = B x E	*C$M*	898	1,030	1,043
(+) Depreciation & Amortization	H	*C$M*	732	872	963
(+) Other	I = D x E	*C$M*	66	47	22
Cost of Sales		***C$B***	**3.1**	**3.5**	**4.0**

A. Adjusted Site Cash Cost of Sales[1]
2023 guidance $88-96/t

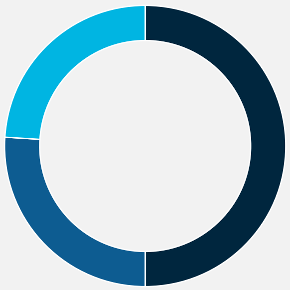
B. Transportation Costs
2023 guidance $45-48/t

Breakdown of Cost of Sales 2022A

Depreciation and Amortization
25%

Transportation Costs
30%

Operating Costs
45%



Operating Cost[2] Breakdown 2022A

Labour	41%
Operating Supplies & Parts	31%
Energy	19%
SG&A and Other Costs	9%
Total	**100%**

Source: 2020-2022 results from company filings

1. Adjusted site cash cost of sales per tonne and impairment adjusted EBITDA margin are non-GAAP financial ratios. See “Non-GAAP Financial Measures and Ratios”.
2. Operating costs reflect expenditures net of capitalized stripping and inventory adjustments.

EBITDA Build Up

Revenue	**A**	***C$M***
(-) Cost of Sales	B	*C$M*
(+) Depreciation & Amortization	C	*C$M*
(-) Other Operating Expenses	D	*C$M*
EBITDA	**E = A-B+C-D**	***C$M***

Other Operating Expenses[1]		
General and Administration	F	*C$M*
(+) Research and Innovation	G	*C$M*
(+) Other	H	*C$M*
Other Operating Expenses	**D = F+G+H**	***C$M***

EBITDA	E	*C$M*
(+) Other Operating Expenses	D	*C$M*
Gross Profit before D&A	**I = E+D**	***C$M***

C. Depreciation & Amortization
- Teck Coal BU 2022A **$963M**
- Included within cost of sales

F. General and administration[2]
- Teck G&A 2022A **$236M**, estimate **~40-50%** to EVR
- Excludes one-time costs related to the separation

G. Research and innovation[2]
- Teck R&I 2022A **$67M**, estimate **~40-50%** to EVR
- Expect to decline over time as water treatment investments are complete

H. Other
- Includes pricing adjustments, social responsibility costs, environmental costs and other[1]

1. Refer to Financial Statement Note 3 of our 2022 Q4 Report for additional details about Other Operating Expenses.
2. Further details will be available in the proxy circular.

Current Taxes Payable

EVR
ELK VALLEY RESOURCES

Income Tax Payable	A	*C$M*
(+) BCMT Payable	B	*C$M*
Current Taxes Payable	**C**	***C$M***
EBITDA	D	*C$M*
(-) Capitalized Stripping	E	*C$M*
(-) Sustaining Capex	F	*C$M*
Tax Base for BCMT	**G = D-E-F**	***C$M***
(x) BCMT Rate	13%	*%*
BCMT Payable	B = 13% x G	*C$M*
EBITDA	D	*C$M*
(-) Capitalized Stripping	E	*C$M*
(-) CCA	H	*C$M*
(-) Royalty Payments	I	*C$M*
(-) BCMT Payable	B	*C$M*
Tax Base for Income Taxes	**J = D-E-H-I-B**	***C$M***
(x) Tax Rate	27%	%
Income Tax Payable	A = 27% x J	*C$M*

B. BC Mineral Taxes

- Deductible for the purposes of computing income taxes

E. Capitalized Stripping

- Deductible for income tax and BCMT as an operating expense

H. Capital Cost Allowance (“**CCA**”)

- Deductible at 25% of the undepreciated capital cost (“**UCC**”) per year on a declining-balance basis.
- Estimated **$1.65B UCC balance at inception**
- Future additions will include sustaining capex

I. Royalty Payments

- **Deductible for income tax purposes**, but not for BC Mineral Tax purposes

Free Cash Flow Build Up

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EBITDA	A	*C$M*
(-) Current Taxes Payable	B	*C$M*
Cash Flow from Ops	**C = A-B**	***C$M***
(-) Capex	D	*C$M*
(-) EST Contributions	E	*C$M*
(-) Pref Dividend Payments	F	*C$M*
FCF	**G = C-D-E-F**	***C$M***

D. Capital Expenditures

- 2023 guidance
  - Sustaining capital **$760M**
  - Capitalized stripping **$750M**
- Refer to slide 27 for additional guidance

E. EST Contributions

- **$50M in 2023**, increasing by $5M/yr to 2033
- **$100M/yr** from 2033 to 2036
- **$230M/yr** from 2037+ until fund reaches self-sustainability
- Subject to changes in rate of return assumptions, areas disturbed etc., undiscounted contributions are expected to total ~$2B

F. Preferred Dividend Payments

- **6.5% cumulative dividends** on preferred equity outstanding
- Initial book value of preferred equity is **$4.4B**

TCS Payments

87.5% payable to Teck Metals

Royalty Payment	A = 90% x FCF	*C$M*
(+) Pref Equity Redemptions	B = 90% x FCF - A	*C$M*
Total TCS Payments	**C = A + B**	***C$M***

While TCS is outstanding…　**After royalty is terminated…**

90% FCF → **Royalty[1]** → **Preferred Equity Redemptions**

After preferred equity is redeemed…

100% FCF → **EVR Common Equity**

A. Royalty

Opening amount $7.0B

- Royalties[1] are paid from 90% of FCF until the later of:
  - $7.0B have been paid, or
  - December 2028
- Recorded on EVR balance sheet at NPV5% to reflect value of future payments

B. Preferred Equity

Opening balance $4.4B

- Preferred redemptions are paid from 90% of FCF *after* the royalty has been terminated
- Recorded on EVR balance sheet at face value

1. Royalty is a 60% gross revenue royalty subject to a 90% free cash flow limit.

FCF Attributable to EVR Common Equity

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FCF	A	***C$M***
(-) TCS Payments	B	*C$M*
EVR FCF after TCS	**C = A-B**	***C$M***
(-) Base Dividend	D	*C$M*
(-) Supplemental Returns	E	*C$M*
Residual Cash	**F = C-D-E**	***C$M***
Opening Cash	G	*C$M*
(+) Residual Cash	F	*C$M*
Ending Cash	**H = G+F**	***C$M***

D. Base Dividend

- **$0.20/share** base dividend

E. Supplemental Returns

- Minimum of 50% of available free cash flow after base dividend
- (Line C – Line D) x 50%

G. Opening Cash

- **$250M cash** + $75M captive insurance at inception

1. Further details will be available in the proxy circular.

Potential for Strong Cash Returns for EVR Shareholders

Illustrative 2022A[1]

EVR
ELK VALLEY RESOURCES

Cash Flow from Operations $6.6B

Capital Expenditures ($1.2B)[2]

Environmental Stewardship Trust ($50M)

Preferred Share Dividends ($290M)

Free Cash Flow[1] $5.2B

Transition Capital Structure (TCS)[1,2]

90%

Gross Revenue Royalty $4.7B

Preferred Share Redemptions -

Illustrative Cash Returns of ~$265M to $520M to EVR Common Equity Holders

10%

FCF Available to Common Equity $520M

Base Dividends $10M

Supplemental Shareholder Returns
Min 50% of available cash flow[3]
$255M

Residual Cash $255M

1. For the purposes of this illustration, free cash flow is calculated as cash flow from operating activities less capital expenditures, less preferred share dividends less aggregated adjustments for non-operating items (includes EST contributions). More details to come in the circular.
2. Includes deferred stripping, sustaining capex, and growth capex.
3. Available cash flow is after base dividend payments.

Elk Valley Resources
Q&A

Investor & Analyst Presentation
and Modelling Workshop

EVR
ELK VALLEY RESOURCES

Appendix

EVR
ELK VALLEY RESOURCES

Nippon Steel and POSCO Investments

NSC investment validates EVR valuation; consolidation of minority interests simplifies structure

EVR
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NIPPON STEEL (NSC)

2.5% Minority interest in Elkview

+

$1B Cash investment payable to Teck

- **10%** EVR Common Equity[1]
- **10%** Transition Capital Structure (Royalty + Preferred Equity)
- **1** Director on the EVR Board[2]
- **Offtake** Long-term coal offtake rights agreement[3]

POSCO

2.5% Minority interest in Elkview

+

20% Partnership interest in Greenhills

- **2.5%** EVR Common Equity
- **2.5%** Transition Capital Structure (Royalty + Preferred Equity)

NSC's $1B cash investment implies $11.5B enterprise value for EVR

1. Nippon Steel (NSC) is permitted to acquire up to an aggregate of 17.5% of EVR common shares in the public market.
2. Investor rights agreement includes pre-emptive rights on future securities issuances and registration rights. NSC will agree to certain customary transfer and standstill restrictions.
3. Long-term coal offtake rights agreement include coal sales to NSC at market terms

Environmental Stewardship Trust

Long-term objective to achieve full cash funding to support environmental obligations

Creation of an Environmental Stewardship Trust (EST) to

fully fund long-term environmental obligations

- Initial annual contribution of $50M, increasing by $5M per annum, and $100M per annum from 2033-2036
- Contributions of $230M per annum commencing 2037
- Contributions cease upon EST achieving full funding

Designed to ensure sufficient funding in place to pursue **sustainable mine rehabilitation initiatives**

Demonstrates commitment to environmental stewardship while considering the interests of shareholders, local communities, Indigenous Groups, and the environment

EST Contributions

2023 – 2036
$50M per annum, increasing by
$5M per annum

2037+
$230M per annum

Until full funding

Annual payments increase over time and cease upon full funding

FCF to EVR Common Equity over the duration of the TCS

EVR
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1 While royalty is outstanding…

- **90% FCF** ❯❯❯ **Royalty $7.0B** ❯❯❯
  - 87.5% payable to Teck Metals
  - EVR is limited in its ability to raise debt while TCS is outstanding
- **10% FCF** ❯❯❯ **EVR common equity** ❯❯❯
  - $0.20/sh base dividend
  - 50% available cash flow

2 After royalty is terminated…

- **90% FCF** ❯❯❯ **Preferred equity redemption $4.4B** ❯❯❯
  - 87.5% payable to Teck Metals
- **10% FCF** ❯❯❯ **EVR common equity** ❯❯❯
  - $0.20/sh base dividend
  - 50% available cash flow
- \+ **Ability to refinance preferred equity** ❯❯❯

3 After preferred equity is redeemed…

- **100% FCF** ❯❯❯ **EVR common equity** ❯❯❯

Proposed EVR Directors

EVR
ELK VALLEY RESOURCES

Jane Bird is a Senior Business Advisor at Bennett Jones LLP, providing advice to private and public sector clients on the development and execution of infrastructure projects. Ms. Bird has over 20 years of experience leading significant projects in the transportation, power, building and wastewater sectors. In 2017, she received the National Outstanding Leader Award from the Women's Infrastructure Network. Ms. Bird was also awarded the Vancouver Board of Trade Spirit of Vancouver Outstanding Leadership Award (2009); named one of Canada's Most Powerful Women (2009) and awarded the Downtown Vancouver Business Improvement Association Appreciation Award (2011). Ms. Bird is a director of several companies, including the Canada Infrastructure Bank, Global Container Terminals Inc. and Nieuport Aviation Partners (Chair). She is a graduate of Queen's University (BA) and Dalhousie University (LLB). Ms. Bird has an ICD.D designation from the Institute of Corporate Directors.

John Currie brings over 40 years of experience in the financial management of public and private companies, including both executive and board director roles. He served as Chief Financial Officer of lululemon Inc. from 2007 until his retirement in 2015. Prior to joining lululemon, he served as Chief Financial Officer of Intrawest Corporation. He currently serves on the board of Aritzia Inc. where he is Lead Independent Director, Chair of the Audit Committee, and a member of the Compensation and Nominating Committee. Until his term ended in May 2022, he served on the board of the Vancouver Airport Authority for almost ten years, where he was Chair of the Finance and Audit Committee and a member of the Human Resources Committee. Mr. Currie received a Bachelor of Commerce degree from the University of British Columbia and is a Chartered Professional Accountant.

Sarah Kavanagh is currently a Corporate Director and is a former Commissioner on the OSC. She is a Director of Hudbay Minerals, Bausch Health Companies, Bausch & Lomb, Cymax Technologies Group and a Director of Sustainable Development Technology Canada. Ms. Kavanagh is also a former Trustee of WPT Industrial REIT and AST, a leading provider of shareholder services based in NY. Until 2010 Ms. Kavanagh was a Vice Chair in the Investment Banking Department at Scotia Capital and held the role of Head of Equity Capital Markets and before that Head of Investment Banking at Scotia Capital. As well as her experience in investment banking, Ms. Kavanagh has held senior finance positions at several Canadian corporations. Prior to moving to Canada, Ms. Kavanagh spent seven years in the investment banking department at Lehman Brothers in New York. In 2015 Ms. Kavanagh was named one of Canada's Top 100 Most Powerful Women by WXN, where she continues to act as a formal mentor. Ms. Kavanagh was named one of the Diversity 50 in 2012. She is also an alumnus of Catalyst Women on Board, a mentorship program where she acts as a formal mentor. In 2008 she received the Women in Capital Markets Award for Leadership. Ms. Kavanagh completed the ICD.D program at Rotman School of Business and serves on the Executive Committee of the Ontario Chapter of ICD. She was Chair of the Board of Governors at The Bishop Strachan School from 2009-2014. Ms. Kavanagh holds an M.B.A. from Harvard Business School and a B.A. in Economics from Williams College.

Daniel Racine joined Yamana Gold in May 2014 and in August 2018 he was appointed President and Chief Executive Officer. From August 2012 until March 2014, Mr. Racine was President and Chief Operating Officer of Brigus Gold Corp. Prior to joining Brigus, Mr. Racine was Senior Vice President, Mining of Agnico-Eagle Mines Limited where he was responsible for Agnico-Eagle's global mining operations. Mr. Racine joined Agnico-Eagle as a junior Mining Engineer in 1987 taking on progressively senior roles throughout his tenure, including LaRonde Mine Manager, Vice-President Operations Manager, and Senior Vice President Operations. Mr. Racine holds a Bachelor of Mining Engineering degree from Laval University. He is a registered engineer with L'Ordre des Ingenieurs du Quebec, a professional engineer with Professional Engineers Ontario and a member of the Ontario Society of Professional Engineers. Mr. Racine will be leaving Yamana Gold in March 2023 following Yamana Gold's acquisition by Pan American Silver Corp. and Agnico Eagle Mines Limited.

Peter Rozee has been Senior Vice President, Commercial and Legal Affairs of Teck Resources Limited since 2010. From 2001 to 2010 he held various senior legal positions with Teck. Prior to joining Teck, Mr. Rozee was General Counsel of Inmet Mining Corporation, and practiced law with the Tory law firm in Toronto. Mr. Rozee holds a B.A. from Trinity College, University of Toronto and an LLB from Osgoode Hall Law School. He is a member of the Law Societies of Ontario and British Columbia. Mr. Rozee will be retiring from Teck in early April 2023.

David Scott retired from the position Vice Chair and Managing Director, Mining Global Investment Banking at CIBC Capital Markets in May 2019. During his 20-year career with CIBC, Mr. Scott held progressively senior positions, and played an active role in the majority of significant mining M&A and equity financing transactions completed in Canada during his tenure with CIBC. Prior to joining CIBC, Mr. Scott held various leadership positions specializing in mining at RBC Dominion Securities Inc., Richardson Greenshields of Canada Ltd., and Levesque Beaubien Geoffrion Inc. Prior to his investment banking career, Mr. Scott worked as a geologist with the Noranda Group. Mr. Scott currently serves on the board of Kinross Gold Corporation and was Lead Director of Maverix Metals Inc. prior to its acquisition by Triple Flag Precious Metals He has a B.A.Sc. in Geology from the University of Western Ontario.

Robin Sheremeta is EVR's proposed President and Chief Executive Officer and has been Teck's Senior Vice President, Coal since May 2016. Mr. Sheremeta has held various Engineering and Operating roles in the Elk Valley progressing through to General Manager of Elkview Operations and Greenhills Operations over the period 1988 to 2010. He was appointed Vice President, Health and Safety Leadership for Teck in 2010 and returned to the Coal Operations as Vice President Operations from 2013 to 2015. He is a graduate of the University of British Columbia (B.A.Sc.) and Simon Fraser University (M.B.A.).

Marcia Smith is EVR's proposed Chair. She joined Teck in 2010 as Vice President Corporate Affairs and then served as the Senior Vice President, Sustainability and External Affairs for over a decade. During her 13-year career at Teck, Ms. Smith held executive positions with responsibility for health and safety, environment, legacy/closed properties, communities, Indigenous Peoples, government and corporate affairs. She also had accountability for Teck's sustainability and climate change strategies. Ms. Smith currently serves as a Director of Aritzia Inc. Prior to joining Teck, she was the managing partner of a leading Canadian public relations firm in British Columbia. She earned a Bachelor of Arts (Honours) in English and Political Science from Laurentian University. She has been named as one of Canada's Most Powerful Women (2016), is a past recipient of the Business in Vancouver Influential Women in Business Award, and in 2020 was named "Mining Person of the Year" by the Mining Association of British Columbia. Marcia Smith will be retiring from Teck in March 2023.

Anne Marie Toutant has 35 years of experience in the mining industry with extensive operations and technical expertise. Since late 2020, she has been a director of IAMGOLD, serving as chair of the Human Resources and Compensation Committee as well as a member of the Sustainability, Technical, and Côté Gold Project Review committees. She served on several boards including the Suncor Energy Foundation (2012-2019) and the Mining Association of Canada (2005-2019 and Chair 2017-2019) and is a founding member of Women in Mining Calgary. A Fellow of the Canadian Institute of Mining, Metallurgy and Petroleum (CIM), Ms. Toutant is currently serving as the Institute's President. Between 2004 and 2020 she held executive roles at Suncor focused on leading priorities such as: the safe commissioning, world class start-up and initial operations of the $18B Fort Hills project, deployment testing of autonomous trucks in northern Alberta, and the consolidation of mining activities in the Millennium mine, one of the world's largest open-pit mines. Prior to Suncor, Ms. Toutant held operations and engineering roles of increasing responsibility in metallurgical and thermal coal mines in western Canada for Luscar Ltd. and Cardinal River Coals Ltd. becoming one of Canada's early female mine managers in 1998. Ms. Toutant holds a Bachelor of Science degree in Mining Engineering from the University of Alberta and is registered as a Professional Engineer in the province of Alberta.

Kiichi Yamada has been with Nippon Steel Corporation ("NSC") since 1992, where he has spent a significant portion of his 31-year career focused on procuring steelmaking raw materials such as iron ore and steelmaking coal. Additionally, he has spent time at NSC responsible for planning for a carbon neutral procurement process. He spent two years at Kyushu Steel Works in southern Japan before becoming the General Manager of Raw Materials Division-I at NSC headquarters in Tokyo where he has been responsible for coal procurement. Throughout his career, he has worked to strengthen the long-standing relationship between NSC and Teck. He holds a Bachelor of Laws from the University of Tokyo.

Non-GAAP Financial Measures and Ratios

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Non-GAAP Financial Measures and Ratios

Our financial results are prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board. This presentation includes reference to certain non-GAAP financial measures and non-GAAP ratios, which are not measures recognized under IFRS, do not have a standardized meaning prescribed by IFRS and may not be comparable to similar financial measures or ratios disclosed by other issuers. These financial measures and ratios have been derived from our financial statements and applied on a consistent basis as appropriate. We disclose these financial measures and ratios because we believe they assist readers in understanding the results of our operations and financial position and provide further information about our financial results to investors. These measures should not be considered in isolation or used in substitute for other measures of performance prepared in accordance with IFRS. For more information on our use of non-GAAP financial measures and ratios, see the section titled "*Use of Non-GAAP Financial Measures and Ratios*" in our most recent Management Discussion & Analysis, which is incorporated by reference herein and is available on SEDAR at www.sedar.com. Additional information on certain non-GAAP ratios is below.

Non-GAAP Financial Measures and Ratios

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

Adjusted profit attributable to shareholders – For adjusted profit attributable to shareholders, we adjust profit (loss) attributable to shareholders as reported to remove the after-tax effect of certain types of transactions that reflect measurement changes on our balance sheet or are not indicative of our normal operating activities.

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

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

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

Impairment Adjusted EBITDA – Impairment Adjusted EBITDA is EBITDA plus impairment expenses less impairment reversals. There is no similar financial measure in our financial statements with which to compare. Impairment Adjusted EBITDA is a non-GAAP financial measure. We believe this measure assists us and the reader to remove the impact from one-time non-cash adjusting items

Impairment Adjusted EBITDA margins – Impairment Adjusted EBITDA margins are Impairment Adjusted EBITDA as a percentage of revenue. There is no similar financial measure in our financial statements with which to compare. Adjusted EBITDA is a non-GAAP financial measure. We believe this measure assists us and readers to evaluate the profitability of the business unit with the impact of one-time non-cash adjusting items removed

Reconciliation of EBITDA; Impairment Adjusted EBITDA

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Reconciliation between Segmented Profit, Segmented EBITDA, Impairment Adjusted EBITDA and Impairment Adjusted EBITDA Margin[1]

		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Profit (Loss) before Taxes	**$M**	**922**	**142**	**(1,882)**	**1,266**	**3,077**	**2,951**	**1,574**	**41**	**2,847**	**5,952**
Net finance expense	$M	48	40	26	21	5	47	60	56	91	86
Depreciation and amortization	$M	722	712	706	628	725	730	792	732	872	963
Coal Business Unit EBITDA[1]	**$M**	**1,692**	**894**	**(1,150)**	**1,915**	**3,807**	**3,728**	**2,426**	**829**	**3,810**	**7,001**
Add (deduct):	$M										
Asset impairment	$M			2,032		(207)		289			
Environmental costs	$M								96	4	60
Inventory write-downs (reversals)	$M								59	(10)	
Share-based compensation	$M								3	9	32
Commodity derivatives	$M										
Other	$M				58	29	(33)	40	26	63	(17)
Impairment Adjusted EBITDA[1]	**$M**	**1,692**	**894**	**882**	**1,973**	**3,629**	**3,695**	**2,755**	**1,013**	**3,876**	**7,076**
Revenue	$M	4,113	3,335	3,049	4,144	6,014	6,349	5,522	3,375	6,251	10,409
Impairment Adj EBITDA Margin[1]	%	**41%**	**27%**	**29%**	**48%**	**60%**	**58%**	**50%**	**30%**	**62%**	**68%**

1. EBITDA and Impairment Adjusted EBITDA are non-GAAP financial measures. Impairment Adjusted EBITDA Margin is a non-GAAP financial ratio. See "Non-GAAP Financial Measures and Ratios" slides.

For Further Information

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