

## Media Statement

**Date:** September 9, 2025

### **Dr. Norman Keevil's Statement on the Merger of Equals between Teck Resources and Anglo American**

Dr. Norman B. Keevil, Teck Chair Emeritus said: "In our book *'Never Rest on Your Ores'*, the subtitle was: *'Building a Mining Company, One Stone at a Time'*

As Teck was built into a major Canadian-based, international mining company we crossed many streams, encountered various forks in the road, and turned many stones into new mines. And the question we would ask ourselves about each proposed new opportunity was: *"Will it make us a better company?"*

This agreed merger will begin a powerful next chapter, bringing together two respected, 100-year-old companies into a single world-class mining one, headquartered here in Canada. With substantial operating synergies, production and growth opportunities in copper and other critical metals around the world, the merger will be a strong step forward for each of Anglo and Teck."