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

These forward-looking statements include, but are not limited to, statements concerning: price and supply demand forecasts for our commodities, as well as the factors driving those forecasts; Teck's ability to sell coal to China; timing of first production from QB2; capital estimate for QB2; QB2 COVID capital cost estimate; progress of construction and expectations for completion for QB2; Teck being well positioned for future copper攫取 demand growth; Teck's expectations for Teck's copper growth projects and strategy; the expectation that Teck is positioned to realize value from its copper projects; the statement that Teck will seek to maximize shareholder returns and maintain a strong balance sheet; goal of maintaining investment grade metrics; goal to balance growth and cash returns; our ability to develop our copper growth projects; all potential project economics of our copper projects, including but not limited to NPV, C1 cash costs, EBITDA, payback period, NPV, IRR; all potential production from our copper projects; all mineral reserve and resource estimates; objectives and components of Teck's capital allocation framework, including a base dividend and potential supplemental shareholder distributions and maintenance of solid investment grade metrics; the targeted amount of any available cash flow to be included in any supplemental shareholder distribution; liquidity and availability of borrowings under our credit facilities and the QB2 project finance facility; impact of commodity price change on annualized EBITDA and annualized profit, Teck's illustrative cash flows and all assumptions and financial projections on the slides titled "Teck Illustrative Cash Flows"; the statement that QB2 will be a long-life, low-cost operation with major expansion potential; expectation of strong long-term cash flow from our steelmaking coal mines; expectation of low operating costs at full production at Fort Hills; objectives of our Elk Valley Water Quality Plan and our expectation that those objectives will be achieved; expectations and projections regarding our Elk Valley Water Quality Plan, including associated costs; expectation that our steelmaking coal will be more cost competitive with rising CO2 prices; the statement that our steelmaking coal business has strong margins in any market with exceptional cash generating potential; impact of change to the steelmaking coal price on annualized profit and annualized EBITDA; benefits and impact of our RACE21TM program; expectations regarding undertaking and scope of future innovation and transformation initiatives; expectation of continued improvements in productivity, profitability, safety performance and all other factors in the company; expectation of sustaining benefits from projects; Teck's 2030 sustainability goal of reducing carbon intensity of all projects by 33%; Teck's expectations for base metals growth; copper equivalent production targets; projected C1 costs; expectations regarding Teck's copper growth portfolio and Teck's positioning to realize value from value from these projects; projected QB2 strip ratio and AISC; statement that Antamina, Highland Valley and Carmen de Andacollo provide stable, low-cost operating foundation; expectation of growth in QB resource; the statement that Teck is positioned to maximize value from copper demand growth well beyond the ramp-up of QB2; mine life extension opportunities at Red Dog and strong portfolio of undeveloped zinc assets; a stable long-term strip ratio in steelmaking coal; steelmaking coal transitioning to and achieving a 26-27 million ton long term run rate; Teck's steelmaking coal operating strategy and our expectations of successfully implementing the strategy and its components; expectations regarding our Q42020+ product and sales strategy and record CFR China prices; forecast cost position in the 1st-2nd quarter by 2050; expectations for the steps taken to position for decarbonization; expectation that steelmaking coal is competitively positioned to continue strong returns; impact of commodity price change on annualized EBITDA and annualized profit; Teck's ability to deliver on its plans to transform the cost structure and optimize margins in the steelmaking coal business; expectations regarding Neptune's ramp up; the benefits of Neptune facility upgrade, including but not limited to Neptune securing a long-term, low-cost and reliable steelmaking coal supply chain, Fort Hills resource estimates; expectation that operational problems are being addressed and will be resolved; expectation that Fort Hills can be a Best-in-class mineable oil sands asset; expectations and projections regarding Fort Hills financial outlook and EBITDA potential; the statement regarding Fort Hills significant EBITDA upside potential, and strong and steady cash flow for decades; Fort Hills de-bottlenecking and regional synergies potential and associated benefits; all guidance, including but not limited to, production, cost, sales, capital expenditure and operating expenditure guidance; Teck being well-positioned for a low-carbon economy; our climate strategy and targets, and the impact of the steps taken to achieve that strategy and those targets; Teck's carbon reduction goals and steps set out on the slides titled "Climate Action and "Climate Change", including but not limited to the goal of being a carbon neutral operator by 2050 and the planned steps and timeframes to achieve those goals; availability, adoption and benefits of steelmaking abatement technologies; Teck's seaborne steelmaking coal is optimally positioned for a decarbonizing future; the statement that QB2 will be a long-life, low-cost operation with major expansion potential; and all other estimates and projections associated with our business and operations.

The forward-looking statements are based on and involve numerous assumptions, risks and uncertainties and actual results may vary materially. These statements are based on assumptions, including, but not limited to, the development of our copper projects, the progress and outcome of our studies and production and productivity levels as well as those of our competitors, power prices, continuing availability of water and power resources for our operations, market competition, the accuracy of our reserve estimates (including with respect to size, grade and recoverability) and the geological, operational and price assumptions on which these are based, conditions in financial markets, the future financial performance of the company, our expectations regarding the development of our assets, our ability to refine, process and market our products, our ability to acquire and integrate new assets, our ability to secure adequate supplies, our ability to obtain permits for our operations and expansions, assumptions regarding returns of cash to shareholders include assumptions regarding our future business and prospects, other uses for cash or retaining cash, and our ongoing relationships with our employees and business partners and joint ventures. Statements regarding the availability of our credit facilities and project financing assumptions are based on assumptions that we will be able to satisfy the conditions for borrowing at the time of a borrowing request and that the facilities are not otherwise terminated or
Caution Regarding Forward-Looking Statements

accelerated due to an event of default. Assumptions regarding QB2 include current project assumptions and assumptions regarding the final feasibility study, CLP/USD exchange rate of 775, as well as there being no unexpected material and negative impact to the various contractors, suppliers and subcontractors for the QB2 project relating to COVID-19 or otherwise that would impair their ability to provide goods and services as anticipated. Assumptions are also included in the footnotes or endnotes to various slides.

Factors that may cause actual results to vary materially include, but are not limited to, renewed or extended COVID-19 related suspension of activities and negative impacts on our suppliers, contractors, employees and customers; extended delays in return to normal operations due to COVID-19 related challenges; changes in commodity and power prices, changes in market demand for our products, changes in interest and currency exchange rates, acts of governments and the outcome of legal proceedings, inaccurate geological and metallurgical assumptions (including with respect to the size, grade and recoverability of mineral reserves and resources), unanticipated operational difficulties (including failure of plant, equipment or processes to operate in accordance with specifications or expectations, cost escalation, unavailability of materials and equipment, government action or delays in the receipt of government approvals, industrial disturbances or other job action, adverse weather conditions and unanticipated events related to health, safety and environmental matters), union labour disputes, political risk, social unrest, failure of customers or counterparties (including logistics suppliers) to perform their contractual obligations, changes in our credit ratings, challenges to intellectual property rights associated with our initiatives, unanticipated increases in costs to construct our development projects, difficulty in obtaining permits, inability to address concerns regarding permits of environmental impact assessments, alternatives to our commodities gaining market share, current and new technologies relating to our Elk Valley water treatment efforts and other sustainability goals and targets may not perform as anticipated or may not be available, and ongoing Elk Valley water quality monitoring may reveal unexpected environmental conditions requiring additional remedial measures, and changes or further deterioration in general economic conditions. Fort Hills is not operated or controlled by Teck and our partners may make certain decisions affecting Fort Hills operations without our consent. Credit ratings are assigned by independent third-party ratings agencies. Payment of dividends is in the discretion of the board of directors. QB2 costs may also be affected by claims and other proceedings relating to costs and impacts of the COVID-19 pandemic.

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

We assume no obligation to update forward-looking statements except as required under securities laws. Further information concerning risks and uncertainties associated with these forward-looking statements and our business can be found in our Annual Information Form for the year ended December 31, 2020, 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, including but not limited to our quarterly reports.

QB2 Project Disclosure

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

H. Fraser Phillips
Senior Vice President
Investor Relations and Strategic Analysis
Strategy
Overview

Don Lindsay
President and Chief Executive Officer
Teck is Poised for Growth
Providing essential metals and minerals for a low-carbon world

• **Right Opportunities**
  – Strong demand for our metals and minerals, led by growth and decarbonization

• **Right Assets**
  – Industry leading copper growth, strengthening existing high-quality, low carbon assets

• **Right Approach**
  – Highest standards of safety, sustainability and operational excellence in everything we do, RACE21™

• **Right Team**
  – Our people deliver the optimal mix of industry leading technical, digital, sustainability, commercial and financial leadership

Photo: QB2 concentrator, September 2021.
Health & Safety and Sustainability

Health & Safety

A core value for Teck

80% reduction in HPIF from 2016 to June 2021

38% lower HPIF YTD
26% lower LTIF YTD

Inclusion & Diversity

Enhancing representation and diversity

28% women in senior management

One-third of all new hires are women

Climate

Rebalancing to low-carbon metals

Carbon neutral operations by 2050

33% reduction in carbon intensity by 2030

88% green power at operations today

Communities

Serving the needs of communities and Indigenous Peoples

72 active agreements with Indigenous Peoples

24% of procurement spend with local suppliers

Water

Protecting water quality and reducing use

Tripling water treatment capacity in Elk Valley in 2021

Achieved 13% reduction in freshwater use at Chilean operations; desalinated water at QB2
Management Update

Sarah Hughes  
Vice President, Assurance and Advisory

Brianne Metzger-Doran  
Vice President, Health and Safety

Don Sander  
Vice President, Planning and Innovation, Coal

Nick Uzelac  
Vice President, Legal

Dr. Joshua Tepper  
Chief Medical Officer

Helen Kelly  
Director, Investor Relations

Teck
Accelerated Need for Essential Metals And Minerals for a Low-Carbon World

Copper Demand (kt)

<table>
<thead>
<tr>
<th>Generation and Grid Infrastructure</th>
<th>Grid Storage</th>
<th>Charging Infrastructure</th>
<th>Non-ICE Vehicles</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>170</td>
<td>536</td>
<td>24</td>
<td>86</td>
</tr>
</tbody>
</table>

30% CAGR | 22% CAGR | 33% CAGR | 26% CAGR | 26% CAGR

Teck is positioned to double copper production by 2023

- Strong demand for metals and minerals driven by decarbonization, population growth and a rising middle class
- Unprecedented pandemic monetary and fiscal stimulus
- Economic recovery continues as vaccines are rolled out
- Current stockpiles of essential minerals remain at low levels
The magnitude of steelmaking coal demand will be ultimately driven by the pace of decarbonization. Long-term demand for seaborne steelmaking coal will remain robust. At the same time, supply growth is constrained.

Without the addition of confirmed and unconfirmed greenfield and brownfield projects, there will be a significant gap to steelmaking coal demand between 2025 and 2030.
Teck and the Low-Carbon Transition

We believe Teck’s strategy will ensure we are well-positioned for changes in demand for mining commodities driven by the transition to a low-carbon world

1. Today
   Focus on copper growth to transition our portfolio
   • Build on our low carbon head start
     – Among the world’s lowest carbon intensities for our copper, refined zinc and lead, and steelmaking coal production
   • Transition to renewable power = ~1 Mtpa GHG reduction
     – Sourcing 100% renewable energy at Carmen de Andacollo from 2020
     – Sourcing >50% of operational energy at QB2 from renewable sources
   • Completion of QB2, which will double our consolidated copper production by 2023
   • Explore options to realize value from our oil sands assets

2. 10+ Years
   Prudently growing our copper business as an area essential to the transition to a low-carbon world
   • Continue to produce the high-quality steelmaking coal required for the low-carbon transition
   • Reduce carbon as a proportion of our total business
   • Meet our milestone goals for 2030, in support of our carbon neutrality goal:
     – Source 100% of all power needs in Chile from renewable power
     – Reduce the carbon intensity of our operations by 33%
     – Shift to low-emissions mining fleets
   • Work with our customers and transportation providers to reduce downstream emissions

3. 20+ Years
   Leading copper producer supplying essential metals for a low-carbon world
   Carbon neutrality by 2050

Today
Focus on copper growth to transition our portfolio

10+ Years
Prudently growing our copper business as an area essential to the transition to a low-carbon world

20+ Years
Leading copper producer supplying essential metals for a low-carbon world
Prudent Copper Growth Strategy

Accelerate
capital efficient growth in copper

Maximize
cash flows from operations
to fund copper growth and shareholder returns

Strengthen
existing high-quality assets through RACE21™

Discipline
in capital allocation, maximizing shareholder returns

Leadership
in sustainability

Photo: QB2 concentrator, August 2021.
Industry Leading Copper Growth
Teck has continued to invest in growth projects; peers have not

WoodMac: Consolidated Copper Production Growth\(^1\)
Teck\(^2\) vs. Peers\(^3\) 2021E-2023E

<table>
<thead>
<tr>
<th></th>
<th>Teck</th>
<th>Copper Peer Average</th>
<th>Diversified Peer Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021E</td>
<td>102%</td>
<td>11%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Teck provides investors exposure to industry leading copper growth and valuation unlock

Copper peers: Antofagasta, First Quantum, Freeport, Hudbay, Lundin and Southern Copper.
Diversified peers: Anglo American, BHP, Glencore, Rio Tinto.
Portfolio of Copper Growth Options
Well understood resource base creates multiple options

• High quality resources in very attractive mineral districts including Canada, the U.S., Mexico, Chile, and Peru
  – Including ~22 million ounces\(^1\) of measured and indicated gold resources, and ~10 million ounces\(^1\) in inferred gold resources in our copper growth options\(^1\)

• Prudent investment to further define path to value, e.g. conversion of resources to reserves

• Leveraging exploration, development and commercial expertise

• Sustainability and community focus

**Teck’s Consolidated Copper Asset Reserves and Resources (CuEq Mt)**\(^2\)

<table>
<thead>
<tr>
<th></th>
<th>Copper Operations</th>
<th>QB</th>
<th>Copper Growth Options(^1)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proven and Probable Reserves</td>
<td>18</td>
<td>12</td>
<td>18</td>
<td>48</td>
</tr>
<tr>
<td>Measured &amp; Indicated Resources</td>
<td>13</td>
<td>15</td>
<td>29</td>
<td>56</td>
</tr>
<tr>
<td>Inferred Resources</td>
<td>7</td>
<td>8</td>
<td>16</td>
<td>31</td>
</tr>
</tbody>
</table>

Continued investment has resulted in a robust pipeline of copper growth options
Solid Track Record of Cash Returns to Shareholders
>C$3.0 billion of dividends and C$1.7 billion of share buybacks 2011-2020

Teck’s Dividends and Buybacks (C$M)

> C$4.7 billion of dividends and share buybacks over the past ten years
Teck is Poised for Growth

Right Opportunities
Strong demand for our metals and minerals, led by growth and decarbonization

Right Assets
Industry leading copper growth, strengthening existing high-quality, low carbon assets

Right Approach
Highest standards of sustainability in everything we do, operational excellence, RACE21™

Right Team
Our people deliver the optimal mix of industry leading technical, digital, sustainability, commercial and financial leadership

Providing essential metals and minerals for a low-carbon world
Appendix
Endnotes: Overview

Slide 5: Accelerated Need for Essential Metals and Minerals for a Low-Carbon World
1. Source: CRU Mobility and Energy Futures – Perspectives towards 2035. Approximate figures; total copper demand from CRU’s Copper Market Outlook.
2. Consolidated basis.

Slide 6: High-Quality Steelmaking Coal Is Required for the Low-Carbon Transition
1. Source: MineSpans. All production volumes included in the forecast are based on a 93% utilization rate of capacity. Includes ramp up of current capacity and projects considered to have a high certainty or probability of completion.
2. Low likelihood projects are assumed to come online based on increasing prices surpassing the incentive price required for individual projects at a return on investment of 15%.

Slide 7: Teck and the Low-Carbon Transition

Slide 9: Industry Leading Copper Growth
1. Source: Wood Mackenzie base case (attributable) copper production dataset. Consolidated production estimates were derived based on accounting standards for consolidation for Teck and its peers.

Slide 10: Portfolio of Copper Growth Options
1. Contained equivalent copper metal at 100% basis for all projects. Copper growth assets are: Zafranal, San Nicolás, NuevaUnión, Mesaba, Schaft Creek, Galore Creek. See Teck’s 2020 AIF for further information, including the grade and quantity, regarding the gold reserves and resources for these projects and the grade of the other metals used to determine the copper equivalent.
2. Contained equivalent copper metal at 100% basis for all projects. CuEq calculated with price assumptions: US$3.50/lb Cu; US$1.15/lb Zn; US$6.90/lb Ni; US$21/lb Co; US$10/lb Mo; US$1,400/oz Au; US$18/oz Ag; US$1,300/oz Pd; US$1,200/oz Pt.

Slide 11: Solid Track Record of Cash Returns to Shareholders
1. As at June 30, 2021.
Markets

Réal Foley
Senior Vice President
Marketing and Logistics
Steelmaking coal prices diverge on import ban

- CFR prices into China hit all time high
- Chinese steel production continues to grow at 1.1 Gt annualized YTD
- Chinese mine supply constrained on quality, logistics and environmental pressures
- Imports from Mongolia constrained due to COVID-19
- Ten-year average seaborne FOB price of ~US$170/t, or US$180/t on an inflation-adjusted basis

Steel prices support steel mill margins

- Steel prices hit record highs in 2021 across all markets
- Current order books well supported into 2022
- Strong demand led to record steel prices, incentivizing production and supporting raw material prices

Rising demand exceeds market’s ability to adjust to trade dispute

Teck
Australian Coal Ban Absorbed
Displaced Australian coal taken up by ex-China market

Australian HCC finds new homes; market pivots
• Australian coal banned; ROW to fill the Chinese gap
• Australian exports to China drop to zero from ~34 Mt
• Increased demand ex-China & repositioning absorbed
  Australian surplus; took market ~6 months to sort out
  logistics/supply
• No indication of change to import ban into 2022

China remains short steelmaking coal
• China relied on increased domestic production, imports from
  Mongolia, Canada/USA & others
• Mongolia down 7% YTD due to COVID-19 (2021: -8.6 Mt)
• Domestic production up 3% YTD, estimated +9 Mt for 2021
• Seaborne imports ex-Australia up 136% YTD, estimated
  +16 Mt for 2021
• China short ~13–20 Mt this year based on historic imports
  and production

Teck capitalizing on Chinese market opportunity while maintaining existing contracts
Asian blast furnace capacity continues to grow

- Asia committing to 20+ years of traditional steel making
- European steel mills seek alternatives to coal feed
- Hydrogen pilot plants only, commercial technology still decades away and currently prohibitively expensive
- Seek alternative carbon abatement in CCS/CCUS

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Financial commitments being made for multi-decade traditional steel making
Copper Supply Needed for Electrification Targets
Supply committed pre-pandemic insufficient to meet growing demand

Supply response falling short
• >80% of the current committed mine projects were sanctioned prior to the pandemic
• Under an IEA 1.5 degree scenario, copper demand will grow by >12 Mt in the next 10 years
• In the last 20 years (China growth), copper mine production only grew 7 Mt
• Only 2.4 Mt is committed over the next five years

Demand accelerating in mid-term
• Automakers are raising five-year targets for EV fleets; up by 8% in the last three months
• Wind and solar driven by corporate agendas
• Current electric grid requires >10% increase to meet near term targets of 40% EV penetration

Teck well positioned for future copper demand growth
Zinc Outperforms Market Expectations
Chinese mine production continues to underperform expectations

Concentrate market remains tight through 2021
• Spot TCs relatively unchanged at historically low levels
• Energy shortages impacting Chinese smelters
• Chinese mine production growth limited going forward
• South American supply/logistics continue to struggle

Metal market better than projected
• Chinese mine supply did not deliver as analysts projected
• Galvanized steel demand strong globally, record high prices
• Auto production backlog likely to continue into 2022
• Ex-China infrastructure spending is now beginning
• Decarbonization trend will be steel intensive
• Galvanizing steel extends service life, reducing scrapping
Appendix
Endnotes: Markets

Slide 2: Steelmaking Coal Prices Resilient Despite Import Ban
2. Eight-year Steel Hot Rolled Coil, Turkish Scrap prices calculated from January 1, 2013. Source: Platts, Teck. As at September 15th, 2021

Slide 3: Australian Coal Ban Absorbed

Slide 4: Long Term Steelmaking Coal Demand Well Supported
1. Announced planned blast furnace expansions and greenfield blast furnaces projects, various company announcements.

Slide 5: Copper Supply Needed for Electrification Targets
2. Change in BEV/PHEV market share projections by global auto makers. Source: CRU.

Slide 6: Zinc Outperforms Market Expectations
Near Term Copper Growth – QB2

Red Conger
Executive Vice President and Chief Operating Officer

Alex Christopher
Senior Vice President, Exploration, Projects & Technical Services
QB2 Update
Successfully delivering on key milestones

**Reached 60% Completion in Early August**
- Vaccinations, COVID-19 protocols and testing key enablers
- First production expected in H2 2022
- Unchanged capital estimate before COVID-19 impacts (US$5.2 billion\(^1\))
- COVID-19 capital cost estimate (US$600 million\(^2\))

**Delivering to Key Milestones**
- Workforce ramped up to maximize the use of camp space
- Critical path through the grinding circuit remains on plan
- Focus on port to pond infrastructure for first water delivery
- Focused support in specific areas to deliver to plan
- Initiatives and incentive programs driving behaviour
- Working creatively with Bechtel and contractors for successful delivery

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**World class COVID-19 protocols deliver results**

**Coarse Ore Stockpile Area**
Dome foundation, stacker structure and reclaim tunnels
QB2 Update
Positioning for successful start-up

Operational Readiness and Commissioning
• Focus to ensure a seamless transition to operations
• Integrated Operations and Business Partner Model
• Operations leadership team in place and ramping up workforce

Operational Areas
• Open pit mine (120Mtpa peak)
• Concentrator (143ktpd)
• Tailings management facility (1.4Bt capacity)
• Concentrate and water supply pipelines (165km)
• Port facility (including a desalination plant and concentrate filtration plant)

Remote Integrated Operations Centre
Located in Santiago and opened in Q1 2020

Driving value by linking people, process, and workplace design
QB2 Concentrator

Grinding Area Steel Erection

September 2021
QB2 Update
Focus on delivering critical systems for first copper

Desalinated Water & Pipeline  Line 1 Grinding and Flotation  Minimum Dam Height & Water Management

Three key systems required for first copper
QB2 Update
Keys to delivering first copper

Alignment with Bechtel and Contractors

Executing on the Critical Path at Concentrator
- Line 1 grinding and flotation drive first copper
- Followed by Line 2 and subsystems (i.e. moly plant, pebble crushers)

Port to Pond - Enablers for Start-up
- Energization of the electrical grid
- Early commissioning of the desal plant
- Delivering water to the pond ahead of final dam completion

Commissioning of AHS Fleet
CAT 794 on AHS calibration pad

Partnership with Bechtel key success factor through completion
Appendix
Slide 2: QB2 Update - Successfully delivering on key milestones

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

2. Based on the assumptions and impacts to construction productivity under COVID-19 protocols. Assumes a CLP/USD rate of 775 over the remainder of the project.
Copper Growth Strategy

Nic Hooper
Senior Vice President
Corporate Development
Right Approach: Portfolio of Copper Growth Options
Value realization through production or M&A

Teck is positioned to realize value from a robust pipeline of copper projects
• Investment in exploration and strategic M&A over the last 20 years has secured quality opportunities
• Focus on integrated technical, social, environmental and commercial de-risking of opportunities
• Leadership, experience and systems in place to fulfill strategy

We seek to maximize shareholder returns and maintain a strong balance sheet
• Reduce Teck’s equity requirements through partnering, streams, infrastructure carve-outs and project financing
• Maintain investment grade metrics to support strong liquidity
• Rigorous capital allocation framework to balance growth and cash returns

QB2 Case Study
De-risked at project sanction:
• ~80% engineered and >70% procured
• Key permits approved
Reduced equity requirements:
• US$1.2B transaction payment received
• Partnership further reduced Teck’s funding
• US$2.5B project finance
Right sized balance sheet:
• Repaid US$4B in debt\(^1\) and regained investment grade rating
Return of capital to shareholders:
• C$1.2B of share buy backs and ~C$700M in dividends\(^2\)
Right Approach: Actively Strengthening our Portfolio
Prudent investments in near-term, medium-term, and future growth options

Teck’s copper growth portfolio is supported by recent and extensive studies

Holistic portfolio approach to capital allocation

Continue to increase the quality of our medium-term and future potential growth options

Teck is positioned to maximize value from copper demand growth well beyond the ramp-up of QB2

Teck’s copper growth portfolio is supported by recent and extensive studies

Holistic portfolio approach to capital allocation

Continue to increase the quality of our medium-term and future potential growth options

Teck is positioned to maximize value from copper demand growth well beyond the ramp-up of QB2
Right Assets: Portfolio of Copper Growth Options
Value optionality guided by commercial discipline

Deliberate risk-adjusted capital allocation process

Value Creation Potential

Framing Options | Medium-term Options | Near-term Options | Delivering Value

Galore Creek | QB3 | San Nicolás | Zafranal
Mesaba | Shaft Creek | NuevaUnión

CuEq Production Legend

150 ktpa | 300 ktpa

Early Stage Options | Investment | Execution

Bubble size reflects LOM average annual CuEq production\(^1\) (shown on a 100% project basis). QB3 presented as different sizes to reflect expansion options.
Zafranal Cu-Au Porphyry (80%)
Feasibility complete, SEIA submission in H2 2021

Path to Value Realization:
• Continue prudent investments to de-risk the project improving capital and operating costs
• SEIA submission in H2 2021

Long Life Asset
• 19 year mine life with mine life extension opportunities through pit expansion and district resource development

Quality Investment
• Attractive front-end grade profile
• Mid cost curve forecast LOM C1 cash costs
• Competitive capital intensity

Mining Jurisdiction
• Strong support from Peruvian regulators including MINEM and SENACE
• Engaged with all communities

Peru

After-Tax NPV
US$1.0B

After-Tax IRR
23.3%

Initial Capex
US$1.23B

Payback Period
2.3 Years

Avg 1st 5 year3
Production
125 kt Cu
42 koz Au

Avg 1st 5 year3
EBITDA2
US$0.6B

Avg 1st 5 year3
C1 Cash Cost2
US$1.18/lb

Avg 1st 5 year3
Head Grade
0.57% Cu

Metal price assumptions: US$3.50/lb Cu; US$1,400/oz Au
San Nicolás Cu-Zn (Ag-Au) VHMS (100%)
Prefeasibility and Environmental Impact Assessment completed

**Long Life Asset**
- One of the world’s most significant undeveloped VHMS deposits
- Updated Resources Statement

**Quality Investment**
- Expect C1 cash costs in the 1st quartile
- Competitive capital intensity
- Co-product Zn and Au & Ag credits

**Mining Jurisdiction**
- Well-established mining district in Mexico
- Community engagement well underway

**Path to Value Realization:**
- Prefeasibility and EIA completed in Q1 2021 and Q3 2021
- Assessing partnering and development options

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**Illustrative Timeline**

**Path to Value Realization:**
- Prefeasibility and EIA completed in Q1 2021 and Q3 2021
- Assessing partnering and development options

---

**Metal price assumptions:** US$3.50/lb Cu, US$1.15/lb Zn, US$1,400/oz Au and US$18/oz Ag
Preparing for prefeasibility and leveraging QB2 ESG Platform

Initiating prefeasibility and reducing access cost and risk

Production Potential
- Evaluating 50% to 200% increase in addition to QB2

Permitting
- Environmental, social and regulatory programs in place

Capital Intensity
- Low to medium due to brownfield
- Reduced execution / operational risk

Timetable
- Right-size expansion and preparing for prefeasibility

Cost Position
- Highly competitive

Resources
- M&I 3.6 Bt 0.37% Cu, 0.016% Mo, 1.1g/t Ag
- Inf 3.1Bt 0.35% Cu, 0.017% Mo, 1.1g/t Ag

Timetable
- Complete prefeasibility in H1 2023

Cost Position
- LOM C1 Cost US$0.65-0.75/lb Cu
- Notable Au and Ag by-product credits

Resources
- M&I 1.1 Bt 0.47% Cu, 0.26 g/t Au, 4.2 g/t Ag
- Inf 0.2 Bt 0.27% Cu, 0.21 g/t Au, 2.7 g/t Ag

Medium-Term Development Options
Partnerships reduce capital needs | Options allow more flexible capital allocation

Teck

Chile and Canada
Appendix
Right Assets: Portfolio of Copper Growth Options

Multiple high quality copper options

**Near Term Options**

1. **Zafranal (Cu-Au), Peru**
   - Teck 80% | MMC 20%
   - Feasibility Study complete; SEIA submission in H2 2021
   - First five years: 133 ktpa CuEq; C1 Costs US$1.18/lb Cu. US$1.2B capex; NPV₈ US$1,026M; IRR 23.3%

2. **San Nicolás (Cu-Zn-Au-Ag), Mexico**
   - Teck 100%
   - Prefeasibility Study complete Q1 2021
   - First five years: 125 ktpa CuEq; C1 Costs (US$0.18)/lb Cu. US$0.8B capex; NPV₈ US$1,499M; IRR 34.0%

**Medium Term Options**

3. **QB3 (Cu-Ag-Mo), Chile**
   - Teck 60% | SMM/SC 30% | ENAMI 10%
   - Prefeasibility Study stage; Various scenarios: Potential 348 - 624ktpa CuEq; Highly competitive C1 costs

4. **Galore Creek (Cu-Au-Ag), BC, Canada**
   - Teck 50% | Newmont 50%
   - Prefeasibility Study stage; Potential 230 ktpa CuEq; C1 Costs of US$0.65-0.75/lb Cu

**Future Potential**

5. **NuevaUnión (Cu-Au-Ag-Mo), Chile**
   - Teck 50% | Newmont 50%
   - Feasibility Study being optimized; Potential 254 ktpa CuEq; C1 Costs of US$1.00-1.10/lb Cu

6. **Mesaba (Cu-Ni, PGM-Co), Minnesota, USA**
   - Teck 100%
   - Scoping study complete; Potential 239 ktpa CuEq; C1 Costs US$0.80-0.90/lb Cu

7. **Schaft Creek (Cu-Mo-Au-Ag), BC, Canada**
   - Teck 75% | Coppex Fox 25%
   - Scoping Study being updated; Potential 161 ktpa CuEq; C1 Costs US$0.60-0.70/lb Cu

This slide discloses the results of economic analysis of mineral resources. Mineral resources that are not mineral reserves and do not have demonstrated economic viability. Projections for QB3, Galore Creek, Mesaba and Schaft Creek include 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.
Endnotes: Copper Growth Strategy

Slide 2: Right Approach: Portfolio of Copper Growth Options - Value realization through production or M&A
1. Total debt repayment between Q4 2015 and Q3 2019.
2. Share buybacks and dividends since Q4 2017 (one year prior to project sanction).

Slide 4: Right Assets: Portfolio of Copper Growth Options - Value optimality guided by commercial discipline

Slide 5: Zafranal Cu-Au Porphyry (80%)
1. Financial summary based on At-Sanction Economic Assessment using: US$3.50/lb Cu and US$1,400/oz Au. Detailed Engineering, Permitting and Project Set-up costs not included. All calendar dates and timeline are preliminary potential estimates.
2. EBITDA and C1 cash cost are non-GAAP financial measures. See “Non-GAAP Financial Measures” slides.
3. First five full years of production.

Slide 6: San Nicolás Cu-Zn (Ag-Au) VHMS (100%)
1. Financial summary based on At-Sanction Economic Assessment using: US$3.50/lb Cu, US$1.15/lb Zn, US$1,400/oz Au and US$18/oz Ag. Go-forward costs of Prefeasibility, Detailed Engineering, Permitting and Project Set-up costs not included. All calendar dates and timeline are preliminary potential estimates.
2. EBITDA and C1 cash cost are non-GAAP financial measures. See “Non-GAAP Financial Measures” slides.
3. First five full years of production (Year 2 – Year 6).

Slide 7: Medium Term Development Options
1. QB Hypogene Reserves: 1,432Mt at 0.51% Cu, 0.021% Mo, 1.4 g/t Ag.
2. C1 cash cost is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides. C1 cash cost are shown net of by-product credits. All averages exclude first and last partial years of production.
3. QB Hypogene Mineral Resources (exclusive of reserves) from Teck’s 2020 AIF. Estimates were prepared assuming metal prices of US$3,000/lb Cu and US$ 9.4/lb Mo, pit slope angles of 30 – 42 degrees and variable metallurgical recoveries.
4. QB Hypogene Mineral Resources are constrained by a pit shell developed using Whittle™ software considering similar assumptions as for Reserves. Resources are reported at Net Smelter Return cut-off of US$ 8.35/t.
5. Galore Creek Production potential was calculated with price assumptions: US$3.50/lb Cu; US$1,400/oz Au; US$18/oz Ag.
7. Galore Creek Mineral Resources are reported within a constraining pit shell developed using Whittle™ software. Inputs to the pit optimization include the following assumptions: metal prices; pit slope angles of 36.3 – 51.9 degrees; variable metallurgical recoveries averaging 90.6% for copper, 73.1% for gold and 64.5% for silver.
8. Galore Creek Mineral Resources have been estimated using a US$8.84/t Net Smelter Return cut-off, which are based on cost estimates from a 2011 Prefeasibility Study. Assumptions consider that major portions of the Galore Creek Project are amenable for open pit extraction.

Slide 9: Right Assets: Portfolio of Copper Growth Options - Multiple high quality copper options
1. Financials and CuEq calculated with price assumptions: US$3.50/lb Cu; US$1.15/lb Zn; US$6.90/lb Ni; US$2/lb Co; US$10/lb Mo; US$1,400/oz Au; US$18/oz Ag; US$1,300/oz Pd; $1,200/oz Pt. C1 cash costs are shown net of by-product credits. All averages exclude first and last partial years of production.
2. Financial summary based on At-Sanction Economic Assessment. Go-forward costs of Prefeasibility, Detailed Engineering, Permitting and Project Set-up costs not included.
3. Various paths to expansion including 50% increase, doubling and tripling of throughput.
Our financial results are prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board. This document refers to a number of Non-GAAP Financial Measures which are not measures recognized under IFRS and do not have a standardized meaning prescribed by IFRS or Generally Accepted Accounting Principles (GAAP) in the United States. The Non-GAAP Measures described below do not have standardized meanings under IFRS, may differ from those used by other issuers, and may not be comparable to such measures as reported by others. These measures have been derived from our financial statements and applied on a consistent basis as appropriate. We disclose these measures because we believe they assist readers in understanding the results of our operations and financial position and are meant to provide further information about our financial results to investors. These measures should not be considered in isolation or used in substitute for other measures of performance prepared in accordance with IFRS.

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

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

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

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

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

**Impairment adjusted EBITDA** - Impairment adjusted EBITDA margin is EBITDA margin after impairments net of impairment reversal.

**EBITDA margin** – EBITDA margin is EBITDA as a percentage of revenue.

**Impairment adjusted EBITDA margin** - Impairment adjusted EBITDA margin is EBITDA margin after impairments net of impairment reversal.

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

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

**Gross profit margins before depreciation and amortization** – Gross profit margins before depreciation and amortization is gross profit with the depreciation and amortization expense added back. We believe this measure assists us and readers to compare margins on a percentage basis among our business units. All operations in the Copper BU are mining operations. Mining operations in the Zinc BU are Red Dog and Pend Oreille.

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

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

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

**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.
Non-GAAP Financial Measures

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### Reconciliation of EBITDA and Adjusted EBITDA

<table>
<thead>
<tr>
<th>(CAD$ in millions)</th>
<th>Three months ended June 30,</th>
<th>Six months ended June 30,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Profit (loss)</td>
<td>$260</td>
<td>$(185)</td>
</tr>
<tr>
<td>Finance expense net of finance income</td>
<td>51</td>
<td>114</td>
</tr>
<tr>
<td>Provision for (recovery of) income taxes</td>
<td>209</td>
<td>(66)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>370</td>
<td>314</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>890</td>
<td>177</td>
</tr>
</tbody>
</table>

Add (deduct):

- Asset impairment: —
- COVID-19 costs: — 185 — 229
- Environmental costs: 61 96 15 (25)
- Inventory write-downs (reversals): — 57 (10) 93
- Share-based compensation: 33 23 47 (7)
- Commodity derivatives: (27) (28) (7) (7)
- Taxes and other: 32 (25) 91 (59)

**Adjusted EBITDA**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$989</td>
<td>$485</td>
<td>$1,956</td>
<td>$1,093</td>
</tr>
</tbody>
</table>
**Non-GAAP Financial Measures**

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.

### Copper Unit Cost Reconciliation

<table>
<thead>
<tr>
<th>(CAD$ in millions, except where noted)</th>
<th>Three months ended June 30,</th>
<th>Six months ended June 30,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Revenue as reported</td>
<td>$821</td>
<td>$405</td>
</tr>
<tr>
<td>By-product revenue (A)</td>
<td>(94)</td>
<td>(41)</td>
</tr>
<tr>
<td>Smelter processing charges (B)</td>
<td>28</td>
<td>27</td>
</tr>
<tr>
<td>Adjusted revenue</td>
<td>$755</td>
<td>$391</td>
</tr>
<tr>
<td>Cost of sales as reported</td>
<td>$392</td>
<td>$302</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>(89)</td>
<td>(71)</td>
</tr>
<tr>
<td>By-product cost of sales (C)</td>
<td>(20)</td>
<td>(5)</td>
</tr>
<tr>
<td>Adjusted cash cost of sales (D)</td>
<td>$283</td>
<td>$226</td>
</tr>
<tr>
<td>Payable pounds sold (millions) (E)</td>
<td>140.7</td>
<td>116.4</td>
</tr>
<tr>
<td>Per unit amounts – CAD$/pound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted cash cost of sales (D/E)</td>
<td>$2.01</td>
<td>1.94</td>
</tr>
<tr>
<td>Smelter processing charges (B/E)</td>
<td>0.20</td>
<td>0.23</td>
</tr>
<tr>
<td>Total cash unit costs – CAD$/pound</td>
<td>$2.21</td>
<td>2.17</td>
</tr>
<tr>
<td>Cash margin for by-products – (A – C)/E</td>
<td>(0.53)</td>
<td>(0.31)</td>
</tr>
<tr>
<td>Net cash unit costs – CAD$/pound</td>
<td>$1.68</td>
<td>1.86</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.
Financial Strategy

Jonathan Price
Senior Vice President and
Chief Financial Officer
Teck’s Capital Allocation Framework
Shareholder distributions of 30-100% of Available Cash Flow

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 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.

Net Debt to Adjusted EBITDA ratio is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.
Strong Financial Position
Investment grade credit rating, with substantial liquidity

Balance Sheet
- Rated investment grade by all four agencies

Liquidity
- C$6.3 billion of liquidity available
- US$5.0 billion of committed revolving credit facilities
- No earnings or cash-flow based financial covenant, no credit rating trigger, no general material adverse effect borrowing condition

Significant leverage to rising commodity prices

<table>
<thead>
<tr>
<th>Product</th>
<th>Production</th>
<th>Change</th>
<th>Estimated Effect on Annualized Profit</th>
<th>Estimated Effect on Annualized EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copper</td>
<td>282.5 kt</td>
<td>US$0.50/lb</td>
<td>C$200M</td>
<td>C$350M</td>
</tr>
<tr>
<td>Zinc</td>
<td>912.5 kt</td>
<td>US$0.10/lb</td>
<td>C$90M</td>
<td>C$120M</td>
</tr>
<tr>
<td>Coal</td>
<td>26.0 Mt</td>
<td>US$50/t</td>
<td>C$950M</td>
<td>C$1,500M</td>
</tr>
</tbody>
</table>

Long dated maturity profile with no significant note maturities prior to 2030 (C$M)
QB2 Funding Model
Minimized Teck execution funding through partnership and project finance

QB2 Funding Model - Post January 2019 (US$B)

<table>
<thead>
<tr>
<th>Ownership – 0%</th>
<th>Funding – 48%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3</td>
<td>0.3</td>
</tr>
<tr>
<td>1.8</td>
<td>1.1</td>
</tr>
<tr>
<td>2.1</td>
<td>11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ownership – 30%</th>
<th>Funding – 37%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td>1.1</td>
<td>1.1</td>
</tr>
<tr>
<td>1.3</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ownership – 60%</th>
<th>Funding – 15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.7</td>
<td>0.14</td>
</tr>
</tbody>
</table>

- **Project Spend**
- **Project Finance**
- **SMM & SC**
- **Teck**

US$5.2 billion
QB2 Project Finance Facility

• Senior debt will continue to be drawn pro-rata under a pre-determined Senior Debt-to-Shareholder funding ratio until US$2.5 billion is drawn

• Pre-completion, senior debt is guaranteed on a pro-rata basis (after consideration of ENAMI’s 10% carried interest)
  – Teck 66.67% / SMM 27.77% / SC 5.56%

• Senior debt becomes non-recourse after successfully achieving operational completion tests

• Semi-annual amortization payments of US$147 million will begin no later than June 15, 2023; facility matures in 2031

• The facility requires partial debt repayment upon dividend distribution to equity partners
### Teck Illustrative Cash Flows - QB2 Full Production

Scenarios indicate potential Available Cash Flow of C$4–6/share

#### Illustrative Available Cash Flow (C$B)

<table>
<thead>
<tr>
<th></th>
<th>US$4.50/lb Copper</th>
<th>C$/share&lt;sup&gt;5&lt;/sup&gt;</th>
<th>US$4.00/lb Copper</th>
<th>C$/share&lt;sup&gt;5&lt;/sup&gt;</th>
<th>US$3.50/lb Copper</th>
<th>C$/share&lt;sup&gt;5&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EBITDA&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$6.0</td>
<td>$5.6</td>
<td>$5.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QB2 EBITDA (100%)&lt;sup&gt;2&lt;/sup&gt;</td>
<td>2.6</td>
<td>2.2</td>
<td>1.8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: cash taxes (100%)&lt;sup&gt;3&lt;/sup&gt;</td>
<td>(1.9)</td>
<td>(1.7)</td>
<td>(1.5)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: cash interest paid&lt;sup&gt;4&lt;/sup&gt;</td>
<td>(0.4)</td>
<td>(0.4)</td>
<td>(0.4)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: lease payments&lt;sup&gt;5&lt;/sup&gt;</td>
<td>(0.1)</td>
<td>(0.1)</td>
<td>(0.1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating cash flow</td>
<td>$6.2</td>
<td>$5.6</td>
<td>$5.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: capital spending&lt;sup&gt;6&lt;/sup&gt;</td>
<td>(1.8)</td>
<td>(1.8)</td>
<td>(1.8)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: base dividends&lt;sup&gt;7&lt;/sup&gt;</td>
<td>(0.1)</td>
<td>(0.1)</td>
<td>(0.1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: QB2 project finance repayment (100%)&lt;sup&gt;8&lt;/sup&gt;</td>
<td>(0.4)</td>
<td>(0.4)</td>
<td>(0.4)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Illustrative Available Cash Flow (100%)</strong></td>
<td><strong>$3.9</strong></td>
<td><strong>$3.4</strong></td>
<td><strong>$2.8</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Illustrative Available Cash Flow (Teck's share)</td>
<td>3.1</td>
<td>2.6</td>
<td>2.2</td>
<td>$4.93</td>
<td>2.2</td>
<td>$4.13</td>
</tr>
<tr>
<td>30% of Teck's Available Cash Flow for supplemental distribution</td>
<td>(0.9)</td>
<td>(1.72)</td>
<td>(0.8)</td>
<td>(1.48)</td>
<td>(0.7)</td>
<td>(1.24)</td>
</tr>
<tr>
<td><strong>Balance available for Teck's growth and shareholders</strong></td>
<td><strong>$2.1</strong></td>
<td><strong>$4.01</strong></td>
<td><strong>$1.8</strong></td>
<td><strong>$3.45</strong></td>
<td><strong>$1.5</strong></td>
<td><strong>$2.89</strong></td>
</tr>
<tr>
<td><strong>Gross Debt/EBITDA (Teck's share; assumes June 30, 2021 reported gross debt)</strong></td>
<td>0.96x</td>
<td>1.04x</td>
<td>1.13x</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Illustrative Proforma; includes QB2 on a 100% consolidation basis; QB2 EBITDA assumes 290ktpy copper sales and US$1.28/lb C1 cash cost.

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 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.
Teck Illustrative Cash Flows - QB2 Full Production

Scenarios indicate potential Available Cash Flow of C$4–6/share

US$4.50/lb Copper Scenario
- $5.73/share

US$4.00/lb Copper Scenario
- $4.93/share

US$3.50/lb Copper Scenario
- $4.13/share
Appendix
ENAMI Interest in Quebrada Blanca

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

Organizational Chart
Quebrada Blanca Accounting Treatment

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

**Cash Flow**
- 100% of project spending included in capital expenditures
- Sumitomo\(^1\) contribution recorded within financing activities and split approximately 75%/25% as:
  - Loans recorded as “Advances from Sumitomo”
  - Equity recorded as “Contributions from Non-Controlling Interests”
- 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
## Capital Expenditures Guidance

### Sustaining and Growth Capital

<table>
<thead>
<tr>
<th>(Teck’s share in CAD$ millions)</th>
<th>2020</th>
<th>2021 Guidance¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sustaining</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copper</td>
<td>$ 161</td>
<td>$ 160</td>
</tr>
<tr>
<td>Zinc</td>
<td>188</td>
<td>155</td>
</tr>
<tr>
<td>Steelmaking coal²</td>
<td>571</td>
<td>430</td>
</tr>
<tr>
<td>Energy</td>
<td>91</td>
<td>85</td>
</tr>
<tr>
<td>Corporate</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total sustaining</strong></td>
<td>$ 1,023</td>
<td>$ 830</td>
</tr>
<tr>
<td><strong>Growth³</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copper</td>
<td>$ 41</td>
<td>$ 125</td>
</tr>
<tr>
<td>Zinc</td>
<td>7</td>
<td>25</td>
</tr>
<tr>
<td>Steelmaking coal</td>
<td>411</td>
<td>460</td>
</tr>
<tr>
<td>Corporate</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 463</td>
<td>$ 615</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 202</td>
<td>$ 285</td>
</tr>
<tr>
<td><strong>QB2 capital expenditures</strong></td>
<td>$ 1,643</td>
<td>$ 2,500</td>
</tr>
<tr>
<td>Total before SMM/SC contributions</td>
<td>3,129</td>
<td>3,945</td>
</tr>
<tr>
<td>Estimated SMM/SC contributions</td>
<td>(660)</td>
<td>(440)</td>
</tr>
<tr>
<td>Estimated QB2 project financing draw to capex</td>
<td>(983)</td>
<td>(1,425)</td>
</tr>
<tr>
<td><strong>Total, net of partner contributions and project financing</strong></td>
<td>$ 1,486</td>
<td>$ 2,080</td>
</tr>
</tbody>
</table>

### QB2

<table>
<thead>
<tr>
<th>(Teck’s share in CAD$ millions)</th>
<th>2020</th>
<th>2021 Guidance¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capitalized Stripping</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copper</td>
<td>$ 145</td>
<td>$ 205</td>
</tr>
<tr>
<td>Zinc</td>
<td>51</td>
<td>70</td>
</tr>
<tr>
<td>Steelmaking coal</td>
<td>303</td>
<td>400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 499</td>
<td>$ 675</td>
</tr>
</tbody>
</table>

---

¹ Guidance includes ESTP and the following contributions from assets: 1) QB2 $205 million 2) SMM/SC $35 million 3) Corporate $5 million 4) Investments $5 million
Endnotes: Financial Strategy

Slide 3: Strong Financial Position
1. As at July 26, 2021.
2. Based on Teck’s US$3.5 billion of public notes outstanding as at June 30, 2021, excluding project finance debt, draws on the revolving credit facility, leases and debt at Antamina and Neptune Terminals.
4. All production estimates are subject to change based on market and operating conditions.
5. The effect on our EBITDA of commodity price movements will vary from quarter to quarter depending on sales volumes. Our estimate of the sensitivity of EBITDA to changes in the U.S. dollar exchange rate is sensitive to commodity price assumptions. See Caution Regarding Forward-Looking Statements for a further discussion of factors that may cause actual results to vary from our estimates. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.
6. Zinc includes 295,000 tonnes of refined zinc and 617,500 tonnes of zinc contained in concentrate.

Slide 4: QB2 Funding Model
1. Excludes working capital, interest, and COVID-19 capital, includes escalation and contingency, at actual CLP exchange rate.
2. Excludes working capital, interest, and COVID-19 capital, includes escalation and contingency, at 775 CLP exchange rate.
3. Assumes 100% of project finance and partner funding is attributed towards capital spend versus working capital, interest and COVID-19 costs.

Slide 6: Teck Illustrative Cash Flows – QB2 Full Production
1 Adjusted EBITDA is H1 2021 Adjusted EBITDA annualized and price adjusted assuming copper prices of US$4.50, US$4.00, and US$3.50 per pound, and a hard coking coal (HCC) price of US$199/t FOB Australia. All other commodity prices are at H1 2021 actual average prices of copper US$4.13 per pound, zinc US$1.29 per pound, steelmaking coal US$137.50 per tonne realized price, Western Canadian Select (WCS) US$137.50 per tonne, West Texas Intermediate (WTI) US$62.16 per barrel and a Canadian/U.S. dollar exchange rate of $1.25. The sensitivity of our EBITDA to changes in the Canadian/U.S. dollar exchange rate and commodity prices are: C$0.01 change in US$ FX = C$77 million EBITDA; US$0.01/lb change in copper price = C$7 million EBITDA; US$0.01/lb change in zinc price = C$12 million EBITDA; US$/tonne change in steelmaking coal price = C$29 million EBITDA; US$/tonne change in WCS price = C$8 million EBITDA; US$/bbl change in WTI price = C$3 million EBITDA; EBITDA and Adjusted EBITDA are non-GAAP financial measures. See “Non-GAAP Financial Measures” slides.
2 QB2 EBITDA assumes a C1 cash cost of US$1.28/lb, a Canadian/U.S. dollar exchange rate of $1.25, and annual copper sales of 290,000 tonnes. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.
3 Annualized H1 2021 cash taxes adjusted for future Canadian cash taxability on the basis of spot HCC prices, and future QB2 taxability, post-QB2 ramp up and post QB2 accelerated tax depreciation period. QB2 cash taxes are calculated on a post-financing basis.
4 Annualized H1 2021 cash interest paid.
5 Lease payments are annualized H1 2021 lease payments (C$130 million/year).
6 Q2 2021 guidance for capital expenditures.
7 Base dividend of C$0.20/share, paid quarterly.
8 QB2 project finance repayments are two semi-annual principal repayments of US$147 million each.
9 Per share amounts assume 532.4 million shares outstanding as at June 30, 2021.

Slide 10: Quebrada Blanca Accounting Treatment
1. Sumitomo Metal Mining Co. Ltd. and Sumitomo Corporation are collectively referred to as Sumitomo.

Slide 11: Capital Expenditures Guidance
2. Steelmaking coal sustaining capital guidance for 2021 includes $245 million of water treatment capital. 2020 includes $267 million of water treatment capital.
3. Growth expenditures include RACE21™ capital expenditures for 2021 of $150 million, of which $30 million relates to copper, $5 million relates to zinc, $110 million relates to steelmaking coal, and $5 million relates to corporate projects.
Our financial results are prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board. This document refers to a number of Non-GAAP Financial Measures which are not measures recognized under IFRS and do not have a standardized meaning prescribed by IFRS or Generally Accepted Accounting Principles (GAAP) in the United States. The Non-GAAP Measures described below do not have standardized meanings under IFRS, may differ from those used by other issuers, and may not be comparable to such measures as reported by others. These measures have been derived from our financial statements and applied on a consistent basis as appropriate. We disclose these measures because we believe they assist readers in understanding the results of our operations and financial position and are meant to provide further information about our financial results to investors. These measures should not be considered in isolation or used in substitute for other measures of performance prepared in accordance with IFRS.

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

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

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

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

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

Impairment adjusted EBITDA margin is EBITDA margin after impairments net of impairment reversal.

EBITDA margin – EBITDA margin is EBITDA as a percentage of revenue.

Impairment adjusted EBITDA margin - Impairment adjusted EBITDA margin is EBITDA margin after impairments net of impairment reversal.

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

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

Gross profit margins before depreciation and amortization – Gross profit margins before depreciation and amortization is gross profit with the depreciation and amortization expense added back. We believe this measure assists us and readers to compare margins on a percentage basis among our business units. All operations in the Copper BU are mining operations. Mining operations in the Zinc BU are Red Dog and Pend Oreille.

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

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

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

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.
Non-GAAP Financial Measures

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>Twelve months ended December 31, 2020</th>
<th>Three months ended March 31, 2020</th>
<th>Three months ended March 31, 2021</th>
<th>Twelve months ended March 31, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit (loss)</td>
<td>$ (944)</td>
<td>$ (311)</td>
<td>$ 292</td>
<td>$ (341)</td>
</tr>
<tr>
<td>Finance expense net of finance income</td>
<td>268</td>
<td>47</td>
<td>51</td>
<td>272</td>
</tr>
<tr>
<td>Provision for (recovery of) income taxes</td>
<td>(192)</td>
<td>(69)</td>
<td>209</td>
<td>86</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>1,510</td>
<td>378</td>
<td>378</td>
<td>1,510</td>
</tr>
<tr>
<td>EBITDA</td>
<td>$ 642</td>
<td>$ 45</td>
<td>$ 930</td>
<td>$ 1,527</td>
</tr>
<tr>
<td>Add (deduct):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset impairments</td>
<td>1,244</td>
<td>647</td>
<td>-</td>
<td>597</td>
</tr>
<tr>
<td>COVID-19 costs</td>
<td>336</td>
<td>44</td>
<td>-</td>
<td>292</td>
</tr>
<tr>
<td>Environmental costs</td>
<td>270</td>
<td>(121)</td>
<td>(46)</td>
<td>345</td>
</tr>
<tr>
<td>Inventory write-downs (reversals)</td>
<td>134</td>
<td>36</td>
<td>(10)</td>
<td>88</td>
</tr>
<tr>
<td>Share-based compensation</td>
<td>47</td>
<td>(30)</td>
<td>14</td>
<td>91</td>
</tr>
<tr>
<td>Commodity derivative losses (gains)</td>
<td>(62)</td>
<td>21</td>
<td>20</td>
<td>(63)</td>
</tr>
<tr>
<td>Other</td>
<td>(41)</td>
<td>(34)</td>
<td>59</td>
<td>52</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>(D) $ 2,570</td>
<td>$ 608</td>
<td>$ 967</td>
<td>(E) $ 2,929</td>
</tr>
</tbody>
</table>
## Reconciliation of Net Debt to Adjusted EBITDA Ratio - Continued

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>Twelve months ended December 31, 2020 (A)</th>
<th>Three months ended March 31, 2020 (B)</th>
<th>Three months ended March 31, 2021 (C)</th>
<th>Twelve months ended March 31, 2021 (A-B+C)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total debt at period end</td>
<td>(F) $ 6,947</td>
<td></td>
<td></td>
<td>(G) $ 7,385</td>
</tr>
<tr>
<td>Less: cash and cash equivalents at period end</td>
<td>(450)</td>
<td></td>
<td></td>
<td>(369)</td>
</tr>
<tr>
<td>Net debt</td>
<td>(H) $ 6,497</td>
<td></td>
<td></td>
<td>(I) $ 7,016</td>
</tr>
<tr>
<td>Debt to adjusted EBITDA ratio</td>
<td>(F/D) 2.7</td>
<td></td>
<td></td>
<td>(G/E) 2.5</td>
</tr>
<tr>
<td>Net debt to adjusted EBITDA ratio</td>
<td>(H/D) 2.5</td>
<td></td>
<td></td>
<td>(I/E) 2.4</td>
</tr>
<tr>
<td>Equity attributable to shareholders of the company</td>
<td>(J) 20.039</td>
<td></td>
<td></td>
<td>(K) 20.372</td>
</tr>
<tr>
<td>Obligation to Neptune Bulk Terminals</td>
<td>(L) 138</td>
<td></td>
<td></td>
<td>(M) 150</td>
</tr>
<tr>
<td>Adjusted net debt to capitalization ratio</td>
<td>(H+L)/(F+J+L) 0.24</td>
<td></td>
<td></td>
<td>(I+M)/(G+K+M) 0.26</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>Three months ended March 31, 2021</th>
<th>Three months ended March 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit (loss)</td>
<td>$ 292</td>
<td>$ (311)</td>
</tr>
<tr>
<td>Finance expense net of finance income</td>
<td>51</td>
<td>47</td>
</tr>
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<tr>
<td><strong>EBITDA</strong></td>
<td>$ 930</td>
<td>$ 45</td>
</tr>
<tr>
<td>Add (deduct):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset impairments</td>
<td>-</td>
<td>647</td>
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<td>Share-based compensation</td>
<td>14</td>
<td>(30)</td>
</tr>
<tr>
<td>Commodity derivative losses</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>Taxes and other</td>
<td>59</td>
<td>(34)</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>$ 967</td>
<td>$ 608</td>
</tr>
</tbody>
</table>
Operations
Introduction

Red Conger
Executive Vice President and
Chief Operating Officer
Andrew Milner  
Senior Vice President and  
Chief Transformation Officer

Greg Brouwer  
Vice President, Transformation

Andrea Leroux  
Director, Value Delivery
RACE - Teck’s Path to Transformation
A journey kickstarted in 2019 to unlock the potential of technology and our people

Renew
the technology and data infrastructure

Automate
operations

Connect
systems across the value chain

Empower
Teck’s workforce through digital

... to reduce operating cost and significantly improve safety, sustainability, and productivity
2019

Demonstrate the opportunity

2019 PTV target
$150M
2019 PTV target $150M
We Stood up Domains
Across our operations to achieve this target

- Mining Analytics
- Processing Analytics
- Maintenance Analytics
- Automation
- Ore Body Knowledge
- Integrated Operations
Advanced Analytics

- Data in the cloud
- Computing power analyzes data
- Patterns and insights identified
2019

Demonstrate the opportunity

2019 PTV
Target
$150M

Teck Pioneers Haul Cycle Analytics Program
Haul Cycle Analytics

Data rich enabling rapid application of advanced analytics

- Established first **in-house digital and implementation team**
- **Partnered** with Fording River Operations team
- Efforts initiated in 2019 targeting **critical area of business**
- **Empowered our people** to make better and faster decisions
- **Significant productivity uplift** in September – December period at Fording River
“These new insights have allowed our frontline leaders to make better and faster decisions to improve operational results.”

- Richard Whittington, GM, Fording River
2019
Demonstrate the opportunity

2019 PTV Target $150M

Processing deploys first product at Highland Valley Copper

Teck Pioneers Haul Cycle Analytics Program
Processing Analytics

First solution deployed at Highland Valley Copper

• Significant flotation recovery improvement

• Early engagement generated excitement
2019

Demonstrate the opportunity

2019 PTV Target $150M

Processing deploys first product at Highland Valley Copper

Teck Pioneers Haul Cycle Analytics Program

PTV $150M Value Realized
Renewing infrastructure to support mining and processing analytics

Connecting our data and systems through the creation of new data pipelines
Renewing Infrastructure to support mining and processing analytics

Connecting Our data and systems through the creation of new data pipelines
2020
Driving impact

Our culture is changing

Renewing infrastructure to support mining and processing analytics

Connecting our data and systems through the creation of new data pipelines
“How can we use data from haul trucks and leverage haul cycle analytics to address our #1 safety risk: vehicle interactions?”

- Robin Sheremeta, Senior Vice President, Coal
Reducing Risk of Vehicle Interactions

- Partnered with safety teams across Teck
- Reduced the risk associated with roads and people behaviour
- Optimizing Safe Production
- On-going development and implementation in Steelmaking Coal
2020 Driving impact

Renewing Infrastructure to support mining and processing analytics

Connecting Our data and systems through the creation of new data pipelines

Haul Cycle Analytics contributing to record truck productivity
Haul Cycle Analytics

Access to insights that empower our frontline people to make better and faster decisions.

Advanced analytics tools combined with performance management enabling new ways of working in our operations.

These tools contribute to record haul truck productivity and enable safety improvements across all our operations in Steelmaking Coal.
2020 Driving impact

Renewing
Infrastructure to support mining and processing analytics

Connecting
Our data and systems through the creation of new data pipelines

Haul Cycle Analytics
contributing to record truck productivity

Processing Analytics scaled across Teck
Processing Analytics scaled to deliver significant impact

- Optimizing plant performance
- Six operations
- Critical tool for operators
“Analytics has helped us become more consistent operators”
- John Morrison, Operator

"It is really as simple as that"
- Kim Heyland, Operator
“RACE culture has empowered site teams to challenge the status quo - driving mill performance and throughput beyond what has historically been achievable.”

- Shehzad Bharmal, Senior Vice President, Base Metals, North America & Peru
2020 Driving impact

Renewing
Infrastructure to support mining and processing analytics

Connecting
Our data and systems through the creation of new data pipelines

Processing Analytics scaled across Teck

Haul Cycle Analytics contributing to record truck productivity

Leveraging Advanced Analytics to advance sustainability goals
Enable identification and mitigation of water issues in near-real-time

Significantly accelerate speed of drawing insight from data

Improve water quality performance and reduces/eliminates permit non-compliance

Improve compliance and increase water usage efficiency via real-time insight
Building Digital Capability & Capacity

- Digital product development squads
- New product framework (Agile)
- New capacity and skills

Organizational digital literacy
2021 Integration

Optimizing the full value chain
Integrated Operations

Supporting the Steelmaking Coal supply chain transformation with a new pit-to-port tool

• Historical state is data rich

• Complex and frequently changing input parameters
  • Mine release
  • Clean coal and inventory on rail
  • Vessel arrivals and order
  • Specific vessel blends
  • Maximizing value

• Daily, weekly and monthly planning, blending and inventory management
Our transformation journey

450+ Initiatives
100+ Products
6 Domains
40 Digital Squads
Copper and Zinc

Shehzad Bharmal
Senior Vice President
Base Metals, North America & Peru
Significant Base Metals Growth
Expanding our high-quality Base Metals business

- High-quality operating assets with strong margins
- Substantial near-term growth from QB2
- Operational excellence underpins cost competitiveness
- Driving improved performance with RACE21™

~100%
Near-term copper production growth

>850kt
Per year copper equivalent production by 2023

>50%
Gross Profit Margin before Depreciation & Amortization

$3.8B
Illustrative EBITDA from Base Metals with QB2

Building on our foundation of quality assets and operating discipline

Illustrative Copper and Zinc Proforma: includes QB2 on a 100% consolidation basis; QB2 EBITDA assumes 290ktpy copper sales and US$1.28/lb C1 cash cost. Illustrative EBITDA assumes a copper price of US$3.50/lb and zinc price of US$1.15/lb.
Significant Base Metals Growth
Teck’s Base Metals business rivals leading copper peers

### Consolidated Copper Equivalent Production

<table>
<thead>
<tr>
<th></th>
<th>Teck</th>
<th>First Quantum</th>
<th>Antofagasta</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Teck 2020A</td>
<td>First Quantum 2020A</td>
<td>Antofagasta 2020A</td>
</tr>
<tr>
<td>Copper (kt CuEq)</td>
<td>528</td>
<td>887</td>
<td>832</td>
</tr>
<tr>
<td>Zinc (CuEq)</td>
<td></td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Other (CuEq)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total (kt CuEq)</td>
<td>855</td>
<td>988</td>
<td>828</td>
</tr>
</tbody>
</table>

### Reserves

- **M&I Res.:**
  - Teck 2023E: 56.8
  - First Quantum 2023E: 10.8
  - Antofagasta 2023E: 58.1

### Inferred Res. (CuEq Mt)

- **Teck 2020A:** 34.1
- **First Quantum 2020A:** 36.2
- **Antofagasta 2020A:** 21.6
- **Teck 2023E:** 50.3
- **First Quantum 2023E:** 13.1
- **Antofagasta 2023E:** 57.9

### Operating Jurisdictions

- **Teck:** Canada, USA, Chile, Peru
- **First Quantum:** Zambia, Mauritania, Panama, Spain, Turkey, Finland
- **Antofagasta:** Chile

Source: Production for 2020 is sourced from company disclosures. Production for 2023 is sourced from Wood Mackenzie asset models.
Significant Base Metals Growth
Teck’s Base Metals business rivals leading copper peers

Consolidated Copper Equivalent Production¹ (kt CuEq)

<table>
<thead>
<tr>
<th></th>
<th>Copper</th>
<th>Zinc (CuEq)</th>
<th>Other (CuEq)</th>
<th>Attributable (CuEq)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teck 2020A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teck 2023E</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Quantum 2020A</td>
<td></td>
<td></td>
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<tr>
<td>First Quantum 2023E</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Antofagasta 2020A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Antofagasta 2023E</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

C1 Cost² (US$/lb Cu)

<table>
<thead>
<tr>
<th></th>
<th>2020A</th>
<th>2023E</th>
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</thead>
<tbody>
<tr>
<td>Teck</td>
<td>$1.28</td>
<td>$1.16</td>
</tr>
<tr>
<td>First Quantum</td>
<td>$1.21</td>
<td>$1.33</td>
</tr>
<tr>
<td>Antofagasta</td>
<td>$1.14</td>
<td>$1.14</td>
</tr>
</tbody>
</table>

Enterprise Value³ (C$B)

<table>
<thead>
<tr>
<th></th>
<th>2020A</th>
<th>2023E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teck</td>
<td>$29.9</td>
<td></td>
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<tr>
<td>First Quantum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Antofagasta</td>
<td></td>
<td>$27.3</td>
</tr>
</tbody>
</table>

Source: Production and C1 costs for 2020 are sourced from company disclosures. Production for 2023 is sourced from Wood Mackenzie asset models. C1 costs for 2023 are sourced from S&P Global Market Intelligence, Metals & Mining.
Industry Leading Copper Growth
Building on our foundation of quality assets and operating discipline

Quality assets with strong margins
- Antamina, Highland Valley and Carmen de Andacollo provide a stable, low-cost operating foundation
- QB2 has low strip ratio and AISC³ in second quartile
- Continuous improvement is core to operating philosophy

Significant near-term growth and options
- QB2 first production in the second half of 2022
- Teck is positioned to realize value from a robust pipeline of copper projects
- Multiple high-quality near-term (San Nicolas and Zafranal), medium-term (QB3 and Galore Creek) and mine life extension (HVC and Antamina) options

Continue to prudently advance the growth portfolio to increase the value and certainty of options
World Class Zinc Business
Large scale, low-cost integrated business

Quality assets with strong margins
• Red Dog is a first quartile cash cost operation
• Trail produces refined zinc, lead, and other products with clean, renewable power and strong recycling capabilities

Integrated business model
• Unique position as largest net zinc miner
• Exposure to price increases and market changes

Attractive development opportunities
• Significant potential mine life extension in Red Dog district, with large, high grade mineralized system
• Several of the top next generation zinc assets

Maximizing cash flows from quality assets
RACE21™ – Processing Analytics Journey

Significant improvements realized within our processing plants

**Red Dog Operations**
- Advanced grinding control has realized a ~9% increase in production rates

**Highland Valley Copper**
- Deployed real-time optimization models have realized a ~7% increase in copper production

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**Highland Valley Copper IPM Flotation Recommendations**

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**Red Dog Grinding Circuit**

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**Teck**
Significant Base Metals Cash Flow
Expanding our high-quality Base Metals business

- High quality, growing copper business
- World class zinc business
- Focus on operating discipline
- Significant improvements driven by RACE21™

Building on our foundation of quality assets and operating discipline

Photo: QB2 concentrator, August 2021.
Steelmaking Coal

Robin Sheremeta
Senior Vice President, Coal
Tier-One Steelmaking Coal Portfolio

- Diversified, long term customer base
- Stable long term strip ratio
- Long term production run rate of 26-27 million tonnes per annum
- Positive social license with a history of 50+ years of continuous operations
- Integrated operations and supply chain with dedicated market access

Proven commitment to responsible mining through innovation
Optimized Supply Chain
- Improved market access and reliability for customers
- Pit to port integration maximizes short and long term Elk Valley synergies

Increase Margins Not Volumes
- Strategically replaced high cost tonnes with low cost tonnes – Elkview Plant Expansion
- Leveraging technology to lower unit costs and increase throughput – RACE

Innovation Drives Best in Class Productivity and Asset Utilization
- Leaders in haul truck productivity improvement
  - Record 2020 haul truck productivity
- Asset life cycle optimization to minimize capital investment requirements;
  Advanced plant & mining analytics

Commitment to Strong Social and Environmental Performance
- Improving water quality
- Reducing carbon footprint

~800 Mt of reserves support long term production run rate of 26-27 million tonnes per annum
Active Water Treatment Facilities (AWTF)
• Tank based biological treatment process removes nitrate and transforms selenium into a solid form

Saturated Rock Fill (SRF)
• Uses naturally-occurring biological process in old mining areas that are backfilled with rock and saturated with water

Tripling treatment capacity in 2021 >50 million litres per day; 90 million litres per day by 2025
• Teck’s premium hard coking coal improves blast furnace efficiency and decreases CO₂ emissions per tonne of steel

• Within the lowest carbon performance of the commodity range, assisted by access to low carbon sources of electricity in B.C.

• Evaluating renewable and alternative energy sources and storage capabilities and introducing efficient and emissions-free fleet technology

Steelmaking Coal CO₂ Intensity Curve
(t CO₂e/t saleable coal)

Will be even more cost competitive with rising CO₂ prices globally

Highest quality HCC leading to amongst the lowest CO₂ emissions in steelmaking coal
Proven Operator, Managing for Margin And Costs Through Cycles

Low Price Environment
Cost focus to protect margins and maximize Free Cash Flow\(^1\)
1. 2013: Cost Reduction Program (CRP) is introduced
2. 2013-2016: Operating Excellence drives cost reduction and productivity improvement
3. 2020: CRP in response to pandemic disruption

High Price Environment
Production focus to capture high margins and maximize Free Cash Flow\(^1\)
1. 2016-2019: Historic bull-run focused on maximizing Free Cash Flow\(^1\)
2. Q4 2020+: Product and sales strategy to maximize record CFR China prices

Strong EBITDA\(^1\) and EBITDA Margin\(^1\) generation potential through all cycles
Managing our Core Business Drivers to Optimize Margins

• Neptune capacity increase and third-party logistics contracts
  – Lowering port costs, increase logistics chain flexibility and improved reliability

• RACE21™ transformation
  – Lowering operating costs and increasing EBITDA\(^1\) potential

• Stable long term strip ratio, maintaining best in class truck productivity

• Strong margins in any market with exceptional cash generating potential

---

### Strong Cash Flow Generation Potential\(^2\)

<table>
<thead>
<tr>
<th>Clean Coal Production per Annum</th>
<th>Coal</th>
<th>Change</th>
<th>Estimated Effect on Annualized Profit(^3)</th>
<th>Estimated Effect on Annualized EBITDA(^3)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>26 Mt</td>
<td>US$50/t</td>
<td>C$950M</td>
<td>C$1,500M</td>
</tr>
</tbody>
</table>

### Seaborne Steelmaking Coal Delivered Operating Margin\(^4\)

- Teck Adjusted For Today's Premium Pricing to China

- Teck
- BHP

---

Steelmaking coal competitively positioned to continue to deliver strong returns
Logistics

Réal Foley
Senior Vice President
Marketing and Logistics
Logistics – Improved Reliability
• Port and rail optionality - leveraged capacity at Ridley Terminal to mitigate interruptions due to BC wildfires
• Mine inventory at healthy levels
• RACE21™ technology and tools being utilized to optimize coal supply chain performance

Neptune Terminal Upgrade – Executing on Ramp Up
• Major infrastructure work complete
• Neptune components performing consistently and achieving planned throughput rates
• Site wide ramp up in Q3 2021; on pace for >18.5 Mtpa rate in Q4 2021

Neptune upgrade secures a long-term, low-cost and reliable steelmaking coal supply chain
Neptune Terminal Upgrade

Tandem Dumper

August 2021
Neptune Terminal Upgrade

West Shiploader

September 2021
Fort Hills Oil Sands Mine
State of the art oil sands mining facility

- **Capacity**
  - 200+kbpd (Dec 2018)

- **High Ore Quality**
  - (11.4% bitumen grade)

- **Low GHG Intensity**

- **Long Life Resource**
  - (550Mbbls Teck share)
Fort Hills Operations Update
Operational problems being addressed, with continued focus on production ramp-up

- Mining contractors now on site to support ramp-up
- Major water inflows are capped
- Process underway to stabilize and maintain pit wall slope
- Recent operational performance show clear signs of improvements in mine productivity

Focus on transforming Fort Hills into a Best-in-Class$^1$ mineable oil sands asset
Fort Hills Financial Outlook
Financial performance improves once production is stabilized

### Assumptions

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>Fort Hills Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYMEX WTI</td>
<td>US$67.93</td>
<td>US$75.00</td>
</tr>
<tr>
<td>WTI-WCS differential</td>
<td>US$13.01</td>
<td>US$12.00</td>
</tr>
<tr>
<td>C$/US$ exchange rate</td>
<td>1.24</td>
<td>1.25</td>
</tr>
<tr>
<td>Production – barrels/day</td>
<td>20,045</td>
<td>41,330</td>
</tr>
<tr>
<td>Adjusted operating costs</td>
<td>C$43/bbl</td>
<td>C$23/bbl</td>
</tr>
</tbody>
</table>

### EBITDA³ – Teck’s Share (C$ million)

- 2021 Fort Hills Potential
- Nameplate Capacity 194,000 bpd¹
- Adjusted Operating Costs C$23/bbl (Dec 2018)²

Improved financial performance expected with stable two-train production
**Significant EBITDA Upside Potential**

Providing the basis for strong and steady cash flow for decades

---

**Assumptions**

<table>
<thead>
<tr>
<th></th>
<th>WTI @ US$75/BBL</th>
<th>WTI @ US$60/BBL</th>
</tr>
</thead>
<tbody>
<tr>
<td>WTI-WCS differential</td>
<td>US$10.75</td>
<td>US$10.75</td>
</tr>
<tr>
<td>C$/US$ exchange rate</td>
<td>1.25</td>
<td>1.25</td>
</tr>
<tr>
<td>Adjusted operating costs(^2)</td>
<td>C$23/bbl</td>
<td>C$23/bbl</td>
</tr>
</tbody>
</table>

- Debottlenecking could add incremental capacity of 20,000 – 40,000 barrels per day
- Regional synergies may provide further opportunities for cost efficiencies and production optimization

---

**EBITDA\(^1\) Potential – Teck’s Share (C$ million)**

<table>
<thead>
<tr>
<th></th>
<th>EBITDA (US$60 WTI)</th>
<th>EBITDA (US$75 WTI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>194,000 bpd (nameplate)</td>
<td>+$100M</td>
<td>+$150M</td>
</tr>
<tr>
<td>214,000 bpd (phase 1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>234,000 bpd (phase 2)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Potential annual EBITDA of $300 million to $700 million with debottlenecking
Appendix - Energy
Crude Oil Prices Supported by Supply Restraints
Demand-supply imbalance leading to price recovery

Demand returning to pre-COVID-19 levels
- Q4 2021 and 2022 annual forecast >100 Mbpd
- Prior to Hurricane Ida, US refinery capacity at 92%

Supply restraint – inventory drawdowns
- US: 1.5 Mbpd below peak
- OPEC+: Managed/ratable return to market

Canadian differentials steady; forecast to narrow on improved pipeline egress
- Enbridge Line 3: In-service Q4 2021
- TransMountain TMX: In service Q4 2022
- US/China/India largest heavy crude importers
Appendix – Guidance
## Guidance - Production

<table>
<thead>
<tr>
<th>Units in 000’s tonnes (excluding steelmaking coal, molybdenum, and bitumen)</th>
<th>2020</th>
<th>2021 Guidance¹</th>
<th>3-Year Guidance¹ (2022-2024)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Copper²,³,⁴</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highland Valley</td>
<td>119.3</td>
<td>128-133</td>
<td>135-165</td>
</tr>
<tr>
<td>Antamina</td>
<td>85.6</td>
<td>91-95</td>
<td>90</td>
</tr>
<tr>
<td>Carmen de Andecollo</td>
<td>57.4</td>
<td>46-51</td>
<td>50-60</td>
</tr>
<tr>
<td>Quebrada Blanca⁶</td>
<td>13.4</td>
<td>10-11</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total copper</strong></td>
<td>275.7</td>
<td>275-290</td>
<td>275-315</td>
</tr>
<tr>
<td><strong>Zinc²,³,⁵</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Dog</td>
<td>490.7</td>
<td>510-530</td>
<td>510-550</td>
</tr>
<tr>
<td>Antamina</td>
<td>96.3</td>
<td>95-100</td>
<td>80-100</td>
</tr>
<tr>
<td><strong>Total zinc</strong></td>
<td>587.0</td>
<td>603-630</td>
<td>590-650</td>
</tr>
<tr>
<td><strong>Refined zinc</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trail</td>
<td>305.1</td>
<td>290-300</td>
<td>305-315</td>
</tr>
<tr>
<td><strong>Steelmaking coal (Mt)</strong></td>
<td>21.1</td>
<td>25.0-26.0</td>
<td>26.0-27.0</td>
</tr>
<tr>
<td><strong>Bitumen³ (Mbbl)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fort Hills</td>
<td>8.4</td>
<td>6.6-8.1</td>
<td>14</td>
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<tr>
<td><strong>Lead²</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Dog</td>
<td>97.5</td>
<td>90-100</td>
<td>80-90</td>
</tr>
<tr>
<td><strong>Molybdenum²,³ (Mlbs)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highland Valley</td>
<td>3.8</td>
<td>1.2-1.8</td>
<td>3.0-4.5</td>
</tr>
<tr>
<td>Antamina</td>
<td>1.5</td>
<td>1.0-1.4</td>
<td>2.0-3.0</td>
</tr>
<tr>
<td><strong>Total molybdenum</strong></td>
<td>5.1</td>
<td>2.2-3.2</td>
<td>5.0-7.5</td>
</tr>
</tbody>
</table>
## Guidance - Sales and Unit Costs

### Sales

<table>
<thead>
<tr>
<th></th>
<th>Q2 2021</th>
<th>Q3 2021 Guidance¹</th>
</tr>
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<tbody>
<tr>
<td>Zinc²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Dog (kt)</td>
<td>39</td>
<td>180-200</td>
</tr>
<tr>
<td>Steelmaking coal (Mt)</td>
<td>6.2</td>
<td>6.0-6.4</td>
</tr>
<tr>
<td><strong>Zinc</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total cash unit costs (US$/lb)</td>
<td>$1.57</td>
<td>$1.65-1.75</td>
</tr>
<tr>
<td>Net cash unit costs (US$/lb)</td>
<td>1.28</td>
<td>1.30-1.40</td>
</tr>
<tr>
<td>Steelmaking coal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted site cash cost of sales</td>
<td>$64</td>
<td>$59-64</td>
</tr>
<tr>
<td>Transportation costs</td>
<td>41</td>
<td>39-42</td>
</tr>
<tr>
<td>Inventory write-down</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>Unit costs (C$/tonne)</td>
<td>$108</td>
<td>$98-108</td>
</tr>
<tr>
<td><strong>Bitumen</strong></td>
<td></td>
<td></td>
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<tr>
<td>Adjusted operating costs (C$/barrel)</td>
<td>C$31.96</td>
<td>C$40-44</td>
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</tbody>
</table>

### Unit Costs

<table>
<thead>
<tr>
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<th>2020</th>
<th>2021 Guidance¹</th>
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<tbody>
<tr>
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<tr>
<td>Zinc⁵</td>
<td></td>
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<tr>
<td>Total cash unit costs (US$/lb)</td>
<td>0.53</td>
<td>$0.54-0.59</td>
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<tr>
<td>Net cash unit costs (US$/lb)</td>
<td>0.36</td>
<td>0.35-0.40</td>
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<tr>
<td>Steelmaking coal⁶</td>
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</tbody>
</table>
There is no change to our 2021 guidance on water-related spending. We expect capital spending of approximately $255 million in 2021 on water treatment (AWTFs and SRFs) and water management (source control, calcite management and tributary management). By the end of 2021, we expect to increase total treatment capacity to more than 50 million litres per day. From 2022 to 2024, capital investment in water management and water treatment is expected to increase by approximately $100 million to $400 to $500 million as we are advancing the timing of water treatment from future years to support continued mine development. The investment in water treatment will further increase treatment capacity to 90 million litres per day.

In addition to the capital set out above and as previously announced, the aggregate cost of the incremental measures required under the October 2020 Direction issued by Environment and Climate Change Canada (the Direction) is preliminarily estimated at $350 to $400 million between 2021 and 2030.

Operating costs associated with water treatment were approximately $0.75 per tonne in 2020 and, as previously disclosed, are projected to increase gradually over the long term to approximately $3 per tonne as additional water treatment becomes operational. Long-term capital costs for construction of additional treatment facilities are expected to average approximately $2 per tonne annually.

Final costs of implementing the Plan and the Direction for managing water quality will depend in part on the technologies applied, on regulatory developments and on the results of ongoing environmental monitoring and modelling. The timing of expenditures will depend on resolution of technical issues, permitting timelines and other factors. Certain cost estimates are based on limited engineering and the feasibility of certain measures has not yet been confirmed. Implementation of the Plan also requires additional operating permits. We expect that, in order to maintain water quality, some form of water treatment will continue for an indefinite period after mining operations end. The Plan contemplates ongoing monitoring to ensure that the water quality targets set out in the Plan are in fact protective of the environment and human health, and provides for adjustments if warranted by monitoring results. This ongoing monitoring, as well as our continued research into treatment technologies, could reveal unexpected environmental impacts, technical issues or advances associated with potential treatment technologies that could substantially increase or decrease both capital and operating costs associated with water quality management, or that could materially affect our ability to permit mine life extensions in new mining areas.
Appendix – Endnotes

2. Production for 2023 is sourced from Wood Mackenzie asset models and is shown on a consolidated reporting basis. Copper equivalent production includes copper, zinc, molybdenum, lead and gold, considering production from Teck’s Copper and Zinc mining assets only. Copper equivalent production is calculated using the following prices: US$3.50/lb Cu, US$1.15/lb Zn, US$0.90/lb Pb, US$10.50/lb Mo, US$1,650/oz Au.

3. Mining operations only, and therefore excludes Trail. Calculated as Gross Profit Before Depreciation & Amortization divided by reported Revenue, sourced from Teck’s public disclosures for the period of 2017 through the first half of 2021. Gross Profit Before Depreciation & Amortization Margin from Mining Operations is a non-GAAP financial measure.

4. Illustrative Base Metals EBITDA is H1 2021 Adjusted EBITDA for our Copper and Zinc Business Units annualized and price adjusted assuming prices of US$3.50/lb Cu and US$1.15/lb Zn. All other commodity prices are at H1 2021 actual average prices with a Canadian/U.S. dollar exchange rate of 1.25. The sensitivity of our EBITDA to changes in commodity prices are: US$0.01/lb change in copper price = C$7 million EBITDA; US$0.01/lb change in zinc price = C$12 million EBITDA. EBITDA and Adjusted EBITDA are non-GAAP financial measures. See “Non-GAAP Financial Measures” slides.

5. QB2 EBITDA assumes a C1 cash cost of US$1.28/lb, a Canadian/U.S. dollar exchange rate of 1.25 and annual copper sales of 290,000 tonnes. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.


2. Teck’s contained equivalent copper metal at 100% basis for all Copper and Zinc assets. See Teck’s 2020 AIF for further information, including the grade and quantity of reserves and resources for these assets and the grade of the other metals used to determine the copper equivalent. Contained equivalent copper metal for peers are sourced from SNL Financial – S&P Global Market Intelligence. Copper equivalent is calculated using prices of: US$3.50/lb Cu, US$1.15/lb Zn; US$6.90/lb Ni; US$21/lb Co; US$10/lb Mo; US$1,400/oz Au; US$18/oz Ag; US$1,300/oz Pt; US$1,200/oz Pt.

Slide 4: Significant Base Metals Growth - Teck’s Base Metals business rivals leading copper peers


2. 2020 C1 cash cost data is sourced from company disclosures and are for copper operations only. Expected 2023 C1 cash cost data is sourced from S&P Global Market Intelligence (formerly SNL Metals & Mining) cost curve database considering primary copper mines and total cash costs on a by-product basis for Teck and peers, and weighted on a consolidated production basis.

3. Enterprise Value, or Total Enterprise Value is as of market close on August 30, 2021 and is sourced from S&P Capital IQ.

Slide 5: Industry Leading Copper Growth

1. Calculated as reported Gross Profit before D&A divided by reported Revenue, sourced from Teck’s public disclosures. Margin data from 2017-2020 are for the full year, while margin data for 2021 reflects available results through the first half of 2021 only. Gross Profit Before Depreciation & Amortization Margin from Operations is a non-GAAP financial measure.

2. We include 100% of production from our Quebrada Blanca and Carmen de Andacollo mines in our production and sales volumes, even though we do not own 100% of these operations, because we fully consolidate their results in our financial statements. We include 22.5% of production from Antamina, representing our proportionate ownership interest in the operation. QB2 is on a consolidated basis and is based on the QB2 Sanction Case first five full years of copper production.

3. All-in sustaining costs (AISC) are net cash unit costs (also known as C1 cash costs) plus sustaining capital expenditures. Net cash unit costs are calculated after cash margin by-product credits assuming US$10.00/lb molybdenum and US$16.00/oz silver. Net cash unit costs for QB2 include stripping costs during operations. AISC, Net cash unit cost and cash margins for by-products are non-GAAP financial measures which do not have a standardized meanings prescribed by International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Principles in the United States. These measures may differ from those used by other issuers and may not be comparable to such measures as reported by others. These measures are meant to provide further information about our financial expectations to investors. These measures should not be considered in isolation or used in substitute for other measures of performance prepared in accordance with IFRS. For more information on our calculation of non-GAAP financial measures please see our Management’s Discussion and Analysis for the year ended December 31, 2018, which can be found under our profile on SEDAR at www.sedar.com.
Endnotes: Copper and Zinc

Slide 6: World Class Zinc Business
1. Mining operations only, and therefore excludes Trail. Calculated as Gross Profit before D&A divided by reported Revenue, sourced from Teck’s public disclosures. Margin data from 2017-2020 are for the full year, while margin data for 2021 reflects available results through the first half of 2021 only. Gross Profit Margin Before Depreciation & Amortization from Mining Operations is a non-GAAP financial measure.
2. Sources: S&P Global Market Intelligence, SNL Metals & Mining Database, Teck Public Disclosures.
3. 80-150 Mt @ 16-18% Zn + Pb. 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.
4. Inferred resource of 58 Mt @ 11.1% Zn and 1.5% Pb, at a 6% Zn + Pb cut off, estimated in compliance with the Joint Ore Reserves Committee (JORC) Code. Excludes Myrtle.

Slide 7: RACE21™ – Processing Analytics Journey
1. Production rate increase is compared against a historical throughput baseline established for similar operating conditions when the tools were not in use.
2. Copper production increase is compared against a historical baseline established for similar operating conditions when the tools were not in use.
Endnotes: Steelmaking Coal

Slide 2: Tier-One Steelmaking Coal Portfolio
1. The 12-year historical average annual Impairment Adjusted EBITDA and Impairment Adjusted EBITDA Margin are for the 2009 to 2020 period, inclusive. Impairment Adjusted EBITDA and Impairment Adjusted EBITDA Margin are non-GAAP financial measures. See “Non-GAAP Financial Measures” slides.

Slide 3: Steelmaking Coal Operating Strategy
1. Metallurgical Clean Coal production capacity from Teck’s 2020 Annual Information Form, shown on an attributable basis to Teck (80% Greenhills).
2. Metallurgical Clean Coal Mineral Reserves from Teck’s 2020 Annual Information Form. Reserves is shown on a mine and property total and is not limited to Teck’s proportionate interest, annual production supported by reserves is shown on an attributable basis to Teck (80% Greenhills).

Slide 5: Optimally Positioned For a Decarbonizing Future

Slide 6: Proven Operator, Managing for Margin and Costs Through Cycles
2. Annualized.

Slide 7: Top Quartile Margins in Steelmaking Coal
1. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.
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.
Endnotes: Energy

Slide 2: Fort Hills Oil Sands Mine

Slide 3: Fort Hills Operations Update
1. Best-in-class (BIC) defined as >90% mine and plant availability and a competitive cost structure of <$23 per barrel.

Slide 4: Fort Hills Financial Outlook
1. Short-term outlook assumes production at nameplate capacity of 194,000 barrels per day, equating to 41,330 barrels per day for Teck share.
2. Short-term outlook assumes Teck’s actual adjusted operating costs of C$22.48 per barrel in December 2018. Adjusted operating costs is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.
3. EBITDA is a non-GAAP financial measure. See “Non-GAAP Financial Measures” slides.

Slide 5: Significant EBITDA Upside Potential
1. 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.
Endnotes: Guidance

Slide 63: 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, even though we do not own 100% of these operations, because we fully consolidate their results in our financial statements. We include 22.5% and 21.3% of production and sales from Antamina and Fort Hills, respectively, representing our proportionate ownership interest in these operations.
4. Copper production includes cathode production at Quebrada Blanca and Carmen de Andacollo.
5. Total zinc includes co-product zinc production from our 22.5% proportionate interest in Antamina.

Slide 64: Sales and Unit Cost Guidance
2. Metal contained in concentrate.
3. Copper net cash unit costs include adjusted cash cost of sales and smelter processing charges, less cash margins for by-products including co-products. Guidance for 2021 assumes a zinc price of US$1.30 per pound, a molybdenum price of US$14.00 per pound, a silver price of US$25 per ounce, a gold price of US$1,800 per ounce and a Canadian/U.S. dollar exchange rate of $1.24.
5. Zinc net cash unit costs are mine costs including adjusted cash cost of sales and smelter processing charges, less cash margins for by-products. Guidance for 2021 assumes a lead price of US$1.00 per pound, a silver price of US$25 per ounce and a Canadian/U.S. dollar exchange rate of $1.24. By-products include both by-products and co-products.
6. Steelmaking coal unit costs are reported in Canadian dollars per tonne.
Appendix – Non-GAAP Financial Measures
Non-GAAP Financial Measures

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

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

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

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

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

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

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

Impairment adjusted EBITDA - Impairment adjusted EBITDA margin is EBITDA margin after impairments net of impairment reversal.

EBITDA margin – EBITDA margin is EBITDA as a percentage of revenue.

Impairment adjusted EBITDA margin - Impairment adjusted EBITDA margin is EBITDA margin after impairments net of impairment reversal.

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

Gross profit before depreciation and amortization – Gross profit before depreciation and amortization is gross profit after depreciation and amortization charges.

Gross profit margins before depreciation and amortization – Gross profit margins before depreciation and amortization are gross profit as a percentage of revenue.

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

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

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

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.
Non-GAAP Financial Measures

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### Reconciliation of EBITDA and Adjusted EBITDA

<table>
<thead>
<tr>
<th>(CAD$ in millions)</th>
<th>Three months ended June 30, 2021</th>
<th>2020</th>
<th>Six months ended June 30, 2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit (loss)</td>
<td>$260</td>
<td>$(185)</td>
<td>$552</td>
<td>$(496)</td>
</tr>
<tr>
<td>Finance expense net of finance income</td>
<td>51</td>
<td>114</td>
<td>102</td>
<td>161</td>
</tr>
<tr>
<td>Provision for (recovery of) income taxes</td>
<td>209</td>
<td>(66)</td>
<td>418</td>
<td>(135)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>370</td>
<td>314</td>
<td>748</td>
<td>692</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>890</td>
<td>177</td>
<td><strong>1,820</strong></td>
<td><strong>222</strong></td>
</tr>
<tr>
<td>Add (deduct):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset impairment</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>647</td>
</tr>
<tr>
<td>COVID-19 costs</td>
<td>—</td>
<td>185</td>
<td>—</td>
<td>229</td>
</tr>
<tr>
<td>Environmental costs</td>
<td>61</td>
<td>96</td>
<td>15</td>
<td>(25)</td>
</tr>
<tr>
<td>Inventory write-downs (reversals)</td>
<td>—</td>
<td>57</td>
<td>(10)</td>
<td>93</td>
</tr>
<tr>
<td>Share-based compensation</td>
<td>33</td>
<td>23</td>
<td>47</td>
<td>(7)</td>
</tr>
<tr>
<td>Commodity derivatives</td>
<td>(27)</td>
<td>(28)</td>
<td>(7)</td>
<td>(7)</td>
</tr>
<tr>
<td>Taxes and other</td>
<td>32</td>
<td>(25)</td>
<td>91</td>
<td>(59)</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td><strong>$989</strong></td>
<td>$485</td>
<td><strong>$1,956</strong></td>
<td>$1,093</td>
</tr>
</tbody>
</table>
## Non-GAAP Financial Measures

### Reconciliation of Impairment Adjusted EBITDA and Impairment Adjusted EBITDA Margin

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>For the 12 Years Ending December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Steelmaking Coal</strong></td>
<td></td>
</tr>
<tr>
<td>Profit (loss) before taxes</td>
<td>$15,847</td>
</tr>
<tr>
<td>Finance expense net of finance income</td>
<td>398</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>7,808</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td><strong>$24,053</strong></td>
</tr>
<tr>
<td>Impairments net of impairment reversal</td>
<td>2,114</td>
</tr>
<tr>
<td>Impairment Adjusted EBITDA (A)</td>
<td><strong>$26,167</strong></td>
</tr>
<tr>
<td>Revenue (B)</td>
<td><strong>$54,047</strong></td>
</tr>
<tr>
<td>Impairment Adjusted EBITDA Margin (A/B)</td>
<td>48%</td>
</tr>
</tbody>
</table>
## Copper Unit Cost Reconciliation

<table>
<thead>
<tr>
<th></th>
<th>Three months ended December 31, 2020</th>
<th>Three months ended December 31, 2019</th>
<th>Year ended December 31, 2020</th>
<th>Year ended December 31, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue as reported</strong></td>
<td>$ 820</td>
<td>$ 592</td>
<td>$ 2,419</td>
<td>$ 2,469</td>
</tr>
<tr>
<td>By-product revenue (A)</td>
<td>(104)</td>
<td>(68)</td>
<td>(300)</td>
<td>(311)</td>
</tr>
<tr>
<td>Smelter processing charges (B)</td>
<td>40</td>
<td>38</td>
<td>140</td>
<td>164</td>
</tr>
<tr>
<td><strong>Adjusted revenue</strong></td>
<td>$ 756</td>
<td>$ 562</td>
<td>$ 2,259</td>
<td>$ 2,322</td>
</tr>
<tr>
<td><strong>Cost of sales as reported</strong></td>
<td>$ 452</td>
<td>$ 462</td>
<td>$ 1,560</td>
<td>$ 1,852</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>(102)</td>
<td>(109)</td>
<td>(383)</td>
<td>(463)</td>
</tr>
<tr>
<td>Inventory (write-downs) provision reversal</td>
<td>-</td>
<td>(20)</td>
<td>-</td>
<td>(24)</td>
</tr>
<tr>
<td>Labour settlement and strike costs</td>
<td>-</td>
<td>(22)</td>
<td>-</td>
<td>(35)</td>
</tr>
<tr>
<td>By-product cost of sales (C)</td>
<td>(29)</td>
<td>(19)</td>
<td>(71)</td>
<td>(58)</td>
</tr>
<tr>
<td><strong>Adjusted cash cost of sales (D)</strong></td>
<td>$ 321</td>
<td>$ 292</td>
<td>$ 1,106</td>
<td>$ 1,272</td>
</tr>
<tr>
<td>Payable pounds sold (millions) (E)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per unit amounts (C$/lb)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted cash cost of sales (D/E)</td>
<td>$ 1.86</td>
<td>$ 1.84</td>
<td>$ 1.87</td>
<td>$ 1.98</td>
</tr>
<tr>
<td>Smelter processing charges (B/E)</td>
<td>0.23</td>
<td>0.24</td>
<td>0.23</td>
<td>0.26</td>
</tr>
<tr>
<td><strong>Total cash unit costs (C$/lb)</strong></td>
<td>$ 2.09</td>
<td>$ 2.08</td>
<td>$ 2.10</td>
<td>$ 2.24</td>
</tr>
<tr>
<td>Cash margin for by-products (C$/lb) ((A-C)/E)</td>
<td>(0.43)</td>
<td>(0.31)</td>
<td>(0.39)</td>
<td>(0.39)</td>
</tr>
<tr>
<td><strong>Net cash unit costs (C$/lb)</strong></td>
<td>$ 1.66</td>
<td>$ 1.77</td>
<td>$ 1.71</td>
<td>$ 1.85</td>
</tr>
</tbody>
</table>

### US$ Amounts

<table>
<thead>
<tr>
<th></th>
<th>Three months ended December 31, 2020</th>
<th>Three months ended December 31, 2019</th>
<th>Year ended December 31, 2020</th>
<th>Year ended December 31, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average exchange rate (C$/US$)</strong></td>
<td>$ 1.30</td>
<td>$ 1.32</td>
<td>$ 1.34</td>
<td>$ 1.33</td>
</tr>
<tr>
<td>Per unit amounts (US$/lb)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted cash cost of sales</td>
<td>$ 1.42</td>
<td>$ 1.40</td>
<td>$ 1.39</td>
<td>$ 1.49</td>
</tr>
<tr>
<td>Smelter processing charges</td>
<td>0.18</td>
<td>0.18</td>
<td>0.18</td>
<td>0.19</td>
</tr>
<tr>
<td><strong>Total cash unit costs (US$/lb)</strong></td>
<td>$ 1.60</td>
<td>$ 1.58</td>
<td>$ 1.57</td>
<td>$ 1.68</td>
</tr>
<tr>
<td>Cash margin for by-products (US$/lb)</td>
<td>(0.33)</td>
<td>(0.24)</td>
<td>(0.29)</td>
<td>(0.29)</td>
</tr>
<tr>
<td><strong>Net cash unit costs (US$/lb)</strong></td>
<td>$ 1.27</td>
<td>$ 1.34</td>
<td>$ 1.28</td>
<td>$ 1.39</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.
## Non-GAAP Financial Measures

### Reconciliation of Gross Profit Before Depreciation & Amortization Margin from Mining Operations

<table>
<thead>
<tr>
<th>(C$ in millions, except where noted)</th>
<th>Year ended December 31, 2017</th>
<th>Year ended December 31, 2018</th>
<th>Year ended December 31, 2019</th>
<th>Year ended December 31, 2020</th>
<th>Six months ended June 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
<td>$ 4,567</td>
<td>$ 4,621</td>
<td>$ 3,340</td>
<td>$ 1,333</td>
<td>$ 1,343</td>
</tr>
<tr>
<td>Add back: Depreciation and amortization</td>
<td>1,492</td>
<td>1,483</td>
<td>1,619</td>
<td>1,510</td>
<td>748</td>
</tr>
<tr>
<td>Gross profit before depreciation and amortization</td>
<td>$ 6,059</td>
<td>$ 6,104</td>
<td>$ 4,959</td>
<td>$ 2,843</td>
<td>$ 2,091</td>
</tr>
</tbody>
</table>

### Revenues

- **Copper**
  - Year ended December 31, 2017: $4,567
  - Year ended December 31, 2018: $4,621
  - Year ended December 31, 2019: $3,340
  - Year ended December 31, 2020: $1,333
  - Six months ended June 30, 2021: $1,343

- **Zinc**
  - Trail: $2,266, $1,942, $1,829, $1,761, $926
  - Red Dog: $1,752, $1,696, $1,594, $1,394, $336
  - Pend Oreille: $105, $98, $56, $-, $-
  - Other: $8, $8, $8, $9, $5
  - Intra-segment revenues: $(635), $(650), $(519), $(494), $(236)

### Gross profit (loss) before depreciation and amortization

- **Copper**
  - Year ended December 31, 2017: $1,154
  - Year ended December 31, 2018: $1,355
  - Year ended December 31, 2019: $1,080
  - Year ended December 31, 2020: $1,242
  - Six months ended June 30, 2021: $980

- **Zinc**
  - Trail: $209, $91, $-, $65, $40
  - Red Dog: $971, $990, $837, $717, $216
  - Pend Oreille: $19, $(5), $(4), $-, $-
  - Other: $(26), $9, $(2), $33, $11
  - Intra-segment revenues: $-, $-, $-, $-, $-

### Total gross profit (loss) before depreciation and amortization

- **Copper**
  - Year ended December 31, 2017: $1,154
  - Year ended December 31, 2018: $1,355
  - Year ended December 31, 2019: $1,080
  - Year ended December 31, 2020: $1,242
  - Six months ended June 30, 2021: $980

- **Zinc**
  - Year ended December 31, 2017: $2,266
  - Year ended December 31, 2018: $1,942
  - Year ended December 31, 2019: $1,829
  - Year ended December 31, 2020: $1,761
  - Six months ended June 30, 2021: $926

- **Steelmaking Coal**
  - Year ended December 31, 2017: $6,014
  - Year ended December 31, 2018: $6,349
  - Year ended December 31, 2019: $5,522
  - Year ended December 31, 2020: $3,375
  - Six months ended June 30, 2021: $2,159

- **Energy**
  - Year ended December 31, 2017: $6,014
  - Year ended December 31, 2018: $6,349
  - Year ended December 31, 2019: $5,522
  - Year ended December 31, 2020: $3,375
  - Six months ended June 30, 2021: $2,159

- **Total Revenues**
  - Year ended December 31, 2017: $11,910
  - Year ended December 31, 2018: $12,564
  - Year ended December 31, 2019: $11,934
  - Year ended December 31, 2020: $8,948
  - Six months ended June 30, 2021: $5,105
### Reconciliation of Gross Profit Before Depreciation & Amortization Margin from Mining Operations (cont.)

<table>
<thead>
<tr>
<th>(C$ in millions, except where noted)</th>
<th>Year ended December 31, 2017</th>
<th>Year ended December 31, 2018</th>
<th>Year ended December 31, 2019</th>
<th>Year ended December 31, 2020</th>
<th>Six months ended June 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross profit (loss) margins before depreciation (%)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copper</td>
<td>48%</td>
<td>50%</td>
<td>44%</td>
<td>51%</td>
<td>62%</td>
</tr>
<tr>
<td>Zinc</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trail</td>
<td>9%</td>
<td>5%</td>
<td>-</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Red Dog</td>
<td>55%</td>
<td>58%</td>
<td>53%</td>
<td>51%</td>
<td>64%</td>
</tr>
<tr>
<td>Pend Oreille</td>
<td>18%</td>
<td>(5%)</td>
<td>(7%)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>(325%)</td>
<td>113%</td>
<td>(25%)</td>
<td>367%</td>
<td>220%</td>
</tr>
<tr>
<td>Intra-segment revenues</td>
<td>-</td>
<td>-</td>
<td>34%</td>
<td>35%</td>
<td>28%</td>
</tr>
<tr>
<td>Steelmaking Coal</td>
<td>62%</td>
<td>59%</td>
<td>53%</td>
<td>30%</td>
<td>40%</td>
</tr>
<tr>
<td>Energy</td>
<td>-</td>
<td>(26%)</td>
<td>15%</td>
<td>(49%)</td>
<td>(8%)</td>
</tr>
<tr>
<td><strong>Zinc Mining Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Dog</td>
<td>$ 1,752</td>
<td>$ 1,696</td>
<td>$ 1,594</td>
<td>$ 1,394</td>
<td>$ 336</td>
</tr>
<tr>
<td>Pend Oreille</td>
<td>105</td>
<td>98</td>
<td>56</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$ 1,857</td>
<td>$ 1,794</td>
<td>$ 1,650</td>
<td>$ 1,394</td>
<td>$ 336</td>
</tr>
<tr>
<td><strong>Gross profit (loss) before depreciation and amortization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Dog</td>
<td>$ 971</td>
<td>$ 990</td>
<td>$ 837</td>
<td>$ 717</td>
<td>$ 216</td>
</tr>
<tr>
<td>Pend Oreille</td>
<td>19</td>
<td>(5)</td>
<td>(4)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$ 990</td>
<td>$ 985</td>
<td>$ 833</td>
<td>$ 717</td>
<td>$ 216</td>
</tr>
<tr>
<td><strong>Gross profit (loss) margins before depreciation and amortization</strong></td>
<td>53%</td>
<td>55%</td>
<td>50%</td>
<td>51%</td>
<td>64%</td>
</tr>
</tbody>
</table>
## Energy Operating Netback, Bitumen & Blended Bitumen Price Realized Reconciliations and Adjusted Operating Costs and Adjusted Operating Costs

### Three months ended June 30, 2021

<table>
<thead>
<tr>
<th>Description</th>
<th>CAD$ in millions, except where noted</th>
<th>2021</th>
<th>2020</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue as reported</td>
<td>164</td>
<td>44</td>
<td>327</td>
<td>220</td>
<td></td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of diluent for blending</td>
<td>(59)</td>
<td>33</td>
<td>113</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td>Non-proprietary product revenue</td>
<td>(13)</td>
<td>1</td>
<td>41</td>
<td>(8)</td>
<td></td>
</tr>
<tr>
<td>Add back: crown royalties (D)</td>
<td>3</td>
<td></td>
<td>4</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Adjusted revenue (A)</td>
<td>95</td>
<td>10</td>
<td>177</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Cost of sales as reported</td>
<td>198</td>
<td>140</td>
<td>394</td>
<td>438</td>
<td></td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>(22)</td>
<td>22</td>
<td>42</td>
<td>(55)</td>
<td></td>
</tr>
<tr>
<td>Inventory write-down</td>
<td>(23)</td>
<td></td>
<td>(46)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash cost of sales</td>
<td>176</td>
<td>95</td>
<td>352</td>
<td>337</td>
<td></td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of diluent for blending</td>
<td>(59)</td>
<td>33</td>
<td>113</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td>Cost of non-proprietary product purchased</td>
<td>(12)</td>
<td>1</td>
<td>37</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Transportation for non-proprietary product</td>
<td>(2)</td>
<td>3</td>
<td>6</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>purchased</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation for costs FRB (C)</td>
<td>(24)</td>
<td>26</td>
<td>48</td>
<td>(55)</td>
<td></td>
</tr>
<tr>
<td>Adjusted operating costs (E)</td>
<td>79</td>
<td>32</td>
<td>148</td>
<td>144</td>
<td></td>
</tr>
</tbody>
</table>

### Three months ended June 30, 2021

<table>
<thead>
<tr>
<th>Description</th>
<th>CAD$ in millions, except where noted</th>
<th>2021</th>
<th>2020</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blended bitumen barrels sold (000’s)</td>
<td>2,187</td>
<td></td>
<td></td>
<td>4,462</td>
<td>6,645</td>
</tr>
<tr>
<td>Less diluent barrels included in blended bitumen (000’s)</td>
<td>(573)</td>
<td></td>
<td></td>
<td>(1,171)</td>
<td>(1,745)</td>
</tr>
<tr>
<td>Bitumen barrels sold (000’s) (B)</td>
<td>1,614</td>
<td>1,658</td>
<td>3,291</td>
<td>4,900</td>
<td></td>
</tr>
</tbody>
</table>

### Per barrel amounts – CAD$

<table>
<thead>
<tr>
<th>Description</th>
<th>CAD$ in millions, except where noted</th>
<th>2021</th>
<th>2020</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bitumen price realized (A/B)$</td>
<td>58.85</td>
<td>6.03</td>
<td>54.13</td>
<td>17.34</td>
<td></td>
</tr>
<tr>
<td>Crown royalties (D/B)</td>
<td>(1.69)</td>
<td>(0.10)</td>
<td>(1.28)</td>
<td>(0.64)</td>
<td></td>
</tr>
<tr>
<td>Transportation costs for FRB (C/B)</td>
<td>(14.67)</td>
<td>(16.01)</td>
<td>(14.59)</td>
<td>(11.24)</td>
<td></td>
</tr>
<tr>
<td>Adjusted operating costs (E/B)</td>
<td>(49.74)</td>
<td>(19.07)</td>
<td>(45.12)</td>
<td>(29.54)</td>
<td></td>
</tr>
</tbody>
</table>

### Operating netback – CAD$ per barrel

<table>
<thead>
<tr>
<th>Description</th>
<th>CAD$ in millions, except where noted</th>
<th>2021</th>
<th>2020</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating netback</td>
<td>(7.25)</td>
<td>(29.15)</td>
<td>(6.86)</td>
<td>(24.08)</td>
<td></td>
</tr>
</tbody>
</table>

1. Calculated per unit amounts may differ due to rounding.
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.
Non-GAAP Financial Measures

Energy Operating Netback, Bitumen & Blended Bitumen Price Realized Reconciliations and Adjusted Operating Costs and Adjusted Operating Costs<sup>1</sup>

<table>
<thead>
<tr>
<th></th>
<th>Three months ended June 30, 2021</th>
<th>Six months ended June 30, 2021</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue as reported</td>
<td>$164</td>
<td>$44</td>
<td>$327</td>
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<tr>
<td>Less: non-proprietary product revenue</td>
<td>(13)</td>
<td>(1)</td>
<td>(41)</td>
<td>(8)</td>
</tr>
<tr>
<td>Add back: crown royalties</td>
<td>3</td>
<td>—</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Blended bitumen revenue (A)</td>
<td>$154</td>
<td>$43</td>
<td>$290</td>
<td>$215</td>
</tr>
<tr>
<td>Blended bitumen barrels sold (000’s) (B)</td>
<td>2,187</td>
<td>2,226</td>
<td>4,462</td>
<td>6,645</td>
</tr>
<tr>
<td>Blended bitumen price realized – (CAD$/barrel) (A/B) = D&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$70.23</td>
<td>$19.30</td>
<td>$65.15</td>
<td>$32.32</td>
</tr>
<tr>
<td>Average exchange rate (CAD$ per US$1.00) (C)</td>
<td>1.23</td>
<td>1.39</td>
<td>1.25</td>
<td>1.37</td>
</tr>
<tr>
<td>Blended bitumen price realized – (US$/barrel) (D/C)&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$57.18</td>
<td>$13.93</td>
<td>$52.24</td>
<td>$23.67</td>
</tr>
</tbody>
</table>

3. 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.
## Reconciliation of Free Cash Flow

<table>
<thead>
<tr>
<th>(C$ in millions)</th>
<th>2003 to Q2 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Flow from Operations</strong></td>
<td>$49,310</td>
</tr>
<tr>
<td>Debt interest paid</td>
<td>(6,010)</td>
</tr>
<tr>
<td>Capital expenditures, including capitalized stripping costs</td>
<td>(30,828)</td>
</tr>
<tr>
<td>Payments to non-controlling interests (NCI)</td>
<td>(620)</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>$11,852</td>
</tr>
<tr>
<td>Dividends paid</td>
<td>$4,540</td>
</tr>
<tr>
<td><strong>Payout ratio</strong></td>
<td>38%</td>
</tr>
</tbody>
</table>
ESG Leadership

Marcia Smith
Senior Vice President
Sustainability and External Affairs
Agenda

- HSEC Performance
- Sustainability Strategy
- Climate Performance and Strategy
- ESG Resources for Investors
Health, Safety, Environment and Communities Performance

Responding to COVID-19—Five Pillar Approach

- Prevention
- Employee Support
- Communities & Public Health
- Business Continuity
- Communication

Prioritizing the health and safety of our people and communities
Health, Safety, Environment and Communities Performance

- Safety performance in H1 2021 vs. FY 2020
  - 38% reduction in High-Potential Incidents
  - 26% decrease in Lost-Time Injury Frequency

- Continued implementation of High Potential Risk Program to reduce the most significant risks

- 1 fatality in January 2021 following a fatality-free year in 2020. Carried out in-depth investigation to identify measures to prevent reoccurrence

Overall, 80% reduction in High-Potential Incident Frequency from 2016 to June 2021
Health, Safety, Environment and Communities Performance

Communities

Engaging throughout the mining life-cycle to create lasting benefits

• $10.8 billion in economic benefits generated in 2020
• 72% local employment at operations
• Dedicated $20 million COVID-19 fund to support local communities
• Global citizenship initiatives Copper & Health and Zinc & Health

Indigenous Peoples

Respect for culture and heritage; early engagement and focus on working to achieve Free, Prior and Informed Consent (FPIC)

• 72 active Indigenous agreements covering all operations
• $192 million spent with Indigenous businesses in 2020
• Support for reconciliation: Reconciliation Canada, Indian Residential School Society, Indspire youth bursary
Health, Safety, Environment and Communities Performance

Water

Working to protect water quality and reducing use in water-scarce regions.

- **Tripling** Elk Valley treatment capacity in 2021. Commissioned **20 M l/day Elkview SRF**
- Achieved **13%** reduction in freshwater use at Chilean operations
- Reused and recycled water at mining operations **3.3 times**
- Constructing dedicated desalination plant at QB2

Tailings

Meeting global best practices for safety at our tailings facilities throughout their life-cycle

- **Fully applying GISTM** by August 2023
- All **active and closed** tailings facilities meet or exceed regulatory requirements
- **0** significant tailings-related environmental incidents in 2020 and to-date in 2021
- **100%** of facilities evaluated annually by a third-party Engineer of Record
Health, Safety, Environment and Communities Performance

Biodiversity & Reclamation

Working towards a net-positive impact on biodiversity

- **5,930 hectares** of cumulative land reclaimed to date
- Joint Management Agreement reached with the Ktunaxa Nation for over **7,000 hectares** of conservation lands
- Joined 1t.org Corporate Alliance to conserve, restore and grow **one trillion trees** by 2030

Responsible Production

Reducing waste and pollution and keeping materials in use

- **27,583 tonnes** of waste recycled in 2020
- **43,100 tonnes** of urban ore and secondary sources recycled at Trail Operations in 2020
- Piloting **blockchain-enabled product passport**
Health, Safety, Environment and Communities Performance

Inclusion, Equity & Diversity

Fostering a workplace where everyone is included, valued and equipped for today and the future

• Named to Forbes World’s Best Employers 2020

• 20% women in total Teck workforce, vs Bloomberg 2019 industry average of 15.7%

• 28% women in senior management

• One-third of all new hires are women

Governance

Transparency and accountability to drive results for all our stakeholders

• 25% of Teck’s board of directors are women, above the Osler 2020 industry average in Canada of 16%

• Executive remuneration linked to HSEC performance through integration into corporate, business unit and personal components
Focus on Sustainability Leadership
Ambitious sustainability goals in eight strategic themes

Health and Safety  Climate Change  Responsible Production  Our People
Water  Tailings Management  Communities and Indigenous Peoples  Biodiversity and Reclamation
Climate Change
Starting from a strong position

Well-positioned for a Low-Carbon Economy
Among lowest carbon intensity miners globally
Carbon pricing already built into majority of business

Low-quartile CO$_2$ emissions per tonne of copper, zinc and steelmaking coal production$^1$

Teck
Climate Change
Our climate strategy

Positioning Teck for a low-carbon economy
• Producing metals and minerals required for transition to a low-carbon economy
• Rebalancing portfolio towards copper
• Efficient, low-cost and low-carbon operations will keep Teck competitive

Support for appropriate carbon pricing policies
• We support broad-based effective carbon pricing
• Best method to encourage global action on climate change
• Work with associations/government on policy solutions to limit climate change to 1.5°C

Reducing our carbon footprint
Long-term targets:
• Carbon neutral by 2050
• Reduce carbon intensity of operations by 33% by 2030
• Work with customers and transportation providers to reduce downstream emissions

Adapting to the physical impacts of climate change
• Increase resilience of operations
• Incorporate climate scenarios into project design and mine closure planning
Climate Change
Our pathway to net zero

2020–2030: Target readily available; cost-competitive technologies in these areas
Teck’s High Quality Seaborne Steelmaking Coal Will Continue to Be a Key Resource in the Low-Carbon Transition

Global steel industry emits 7-10% of total greenhouse gas emissions

Meeting the objective of the Paris Accord will rely on a range of steelmaking abatement technologies

Together they can reduce steelmaking emissions by more than 80% by 2050

Blast Furnace + Carbon Capture, Utilization and Storage (CCUS) is the most cost competitive and commercially viable solution for large-scale adoption

Leverages sunk cost of more than US$1 trillion of young blast furnaces, which will last well into the second half of this century

Unlike other technologies, Blast Furnace + CCUS is commercially and technologically ready for near-term adoption

Blast Furnace + CCUS is the only abatement technology capable of decarbonizing the steelmaking industry at the rate and scale required by 2050

~70% of the world’s steelmaking today uses blast furnaces

Blast Furnace + CCUS will lead large-scale steelmaking decarbonization through 2050

Demand for Teck’s seaborne high-quality hard coking coal used in blast furnace steelmaking is forecast to remain strong

Teck’s high quality seaborne steelmaking coal will benefit from demand growth in the major importing regions of India and South-East Asia where blast furnace steelmaking will dominate
Sustainability Reporting and Rankings

Our Reporting Frameworks

- GRI Standards
- SASB Standards
- Task Force on Climate Related Financial Disclosures (TCFD)

Industry Groups

- ICMM
- The Global Compact
- Responsible Steel
- CPLC
- Towards Sustainable Mining

ESG Rankings

- Top-ranked mining company
  - World & North American Indices
  - Gold Class Award 2021
- Top ranked North American company
- Top percentile, mining subsector
- “A” rating since 2013
  - Outperforming 4 of 5 largest peers
- Ranked among the top 10% of Metals & Mining companies
- Top ranked diversified metals mining company
ESG Resources for Investors
Holistic reporting suite

• Sustainability reporting for **20 years** in Core accordance with the **Global Reporting Initiative (GRI)** Standards and G4 Mining and Metals Sector Disclosures

• Sustainability Report is aligned with **Sustainability Accounting Standards Board (SASB)**

• **Task Force for Climate-Related Financial Disclosure (TCFD)** aligned report “Climate Change Outlook 2021”

• Separate **data download** with ESG data of interest to investment community

*Please see our Disclosure Portal and Sustainability Information for Investors*
Summary
Focused on ESG Leadership

Positioned for a low-carbon economy
Efficient, low-carbon production of metals and minerals required for the low-carbon economy

Strong HSEC performance
Comprehensive management approaches for all material HSEC issues

Long-term sustainability strategy
Strategy focused on eight priority areas, underpinned by short- and long-term goals

Third-party ESG recognition
Top ranked mining company by numerous ESG ratings and rankings
Endnotes: ESG Leadership

Slide 10: Climate Change, Starting from a strong position

Summary