

# What is RACE21™?

RACE21™ is Teck's business transformation program that will deliver significant value by 2021.

**We will do this by** modernizing our technology foundation, accelerating our automation and robotics program, connecting our data systems to enable advanced analytics and artificial intelligence, and empowering our employees.



**For Teck** this means transforming how we mine to reduce operating costs and significantly improve safety, sustainability and productivity.



**For our people** this means timely, insightful information for better decision making and complex problem solving, as well as fewer routine decisions.



**For our shareholders** this means generating significant EBITDA improvements.



**In the end** a step change in our performance will help Teck remain competitive in a rapidly changing landscape.




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## RACE21™ aims to deliver:

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**Improvements in safety with fewer people in high-risk environments**

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**Increased productivity through new technologies and innovation**

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**Reduced operating costs**

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**Significant value in annualized EBITDA improvements**

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