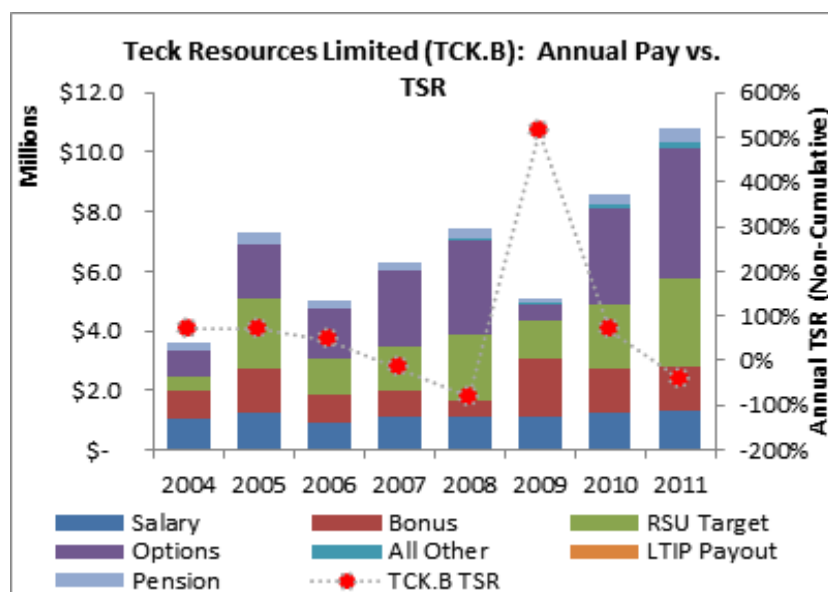
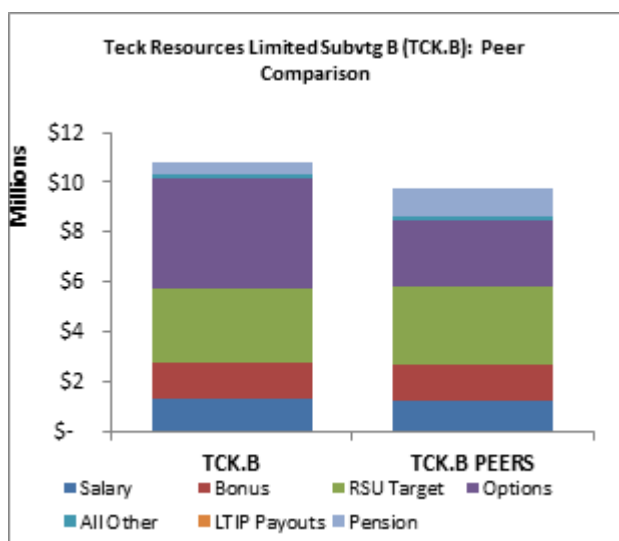


Teck Resources Limited (TCK.B): 2004-2011 Pay for Performance

PAY FOR PERFORMANCE SCORE				
1 YEAR = 0	4 YEAR = 2	6 YEAR = 7	8 YEAR = 8	TOTAL: 17/24

Over our 8-year observation, TCK's shares have had years of both tremendous growth and significant loss. CEO pay has been equally volatile over that period. **Despite pay and TSR not tracking each other in an obvious way year-over-year, TCK has successfully achieved alignment over time**, and received a very good Pay for Performance Score of 17/24, driven in particular by alignment in our 6- and 8-year observations.

TCK's total CEO pay in 2011 ranked 3rd out of 11 peers after increasing by 26% year-over-year, while TSR was -41%. ROE and ROA both ranked in the top five in the peer group, however TCK missed its ROCE and safety targets which form the basis for bonus payouts. The increase in CEO pay in 2011 was primarily a result of a significant increase in the grant date value of equity pay compared to 2010.



COMPANY'S DISCLOSED PEER FIRMS	
TICKER	NAME
NYSE:CLF	Cliffs Natural Resources
NYSE:AA	Alcoa Inc
TSE:AGU	Agrium Inc.
NYSE:ACI	Arch Coal Inc.
TSE:G	Goldcorp Inc.
NYSE:BTU	Peabody Energy Corp.
NYSE:NEM	Newmont Mining Corporation
TSE:NXY	Nexen Inc.
TSE:CCO	Cameco Corporation
JSE:ANG	AngloGold Ashanti Ltd.

FY 2011 FINANCIAL PERFORMANCE RANKINGS						
#	PEER	TSR	PEER	ROE	PEER	ROA
1	TSE:G	-0.6%	JSE:ANG	31.3%	JSE:ANG	14.7%
2	NYSE:NEM	-0.7%	NYSE:CLF	28.0%	NYSE:CLF	11.3%
3	JSE:ANG	-13.1%	TSE:AGU	20.6%	TSE:AGU	10.1%
4	NYSE:CLF	-19.2%	NYSE:BTU	17.4%	TSE:TCK.B	7.8%
5	TSE:AGU	-25.0%	TSE:TCK.B	15.1%	TSE:G	6.2%
6	TSE:NXY	-28.2%	TSE:CCO	9.2%	TSE:CCO	5.8%
7	TSE:TCK.B	-40.8%	TSE:G	8.5%	NYSE:BTU	5.7%
8	NYSE:AA	-43.3%	TSE:NXY	8.3%	TSE:NXY	3.5%
9	NYSE:BTU	-47.9%	NYSE:AA	4.6%	NYSE:AA	1.8%
10	TSE:CCO	-53.5%	NYSE:ACI	4.0%	NYSE:NEM	1.4%
11	NYSE:ACI	-57.8%	NYSE:NEM	2.8%	NYSE:ACI	1.4%

CEO COMPENSATION RANKINGS AGAINST COMPANY'S DISCLOSED PEER FIRMS										
	PEER	TOTAL PAY	PEER	SALARY	PEER	BONUS	PEER	TOTAL CASH	PEER	TOTAL EQUITY
1	NYSE:AA	\$15,243,118	JSE:ANG	\$1,722,449	NYSE:BTU	\$2,596,102	NYSE:BTU	\$3,730,807	NYSE:AA	\$10,733,796
2	TSE:G	\$12,300,354	NYSE:AA	\$1,417,666	TSE:AGU	\$2,318,426	TSE:AGU	\$3,713,492	TSE:G	\$8,635,620
3	TSE:TCK.B	\$10,800,418	TSE:G	\$1,400,067	NYSE:CLF	\$1,859,856	TSE:G	\$3,016,090	TSE:TCK.B	\$7,353,750
4	NYSE:BTU	\$10,448,433	TSE:AGU	\$1,395,066	TSE:G	\$1,616,023	NYSE:AA	\$2,906,215	NYSE:BTU	\$6,474,164
5	TSE:AGU	\$9,940,850	TSE:TCK.B	\$1,350,000	NYSE:AA	\$1,488,549	NYSE:CLF	\$2,804,911	NYSE:NEM	\$6,453,222
6	NYSE:NEM	\$9,843,662	TSE:NXY	\$1,331,250	TSE:TCK.B	\$1,451,900	TSE:TCK.B	\$2,801,900	TSE:AGU	\$5,342,841
7	TSE:CCO	\$7,351,250	NYSE:NEM	\$1,137,430	NYSE:ACI	\$1,158,898	JSE:ANG	\$2,293,247	TSE:CCO	\$5,123,050
8	NYSE:CLF	\$6,896,056	NYSE:BTU	\$1,134,705	TSE:CCO	\$762,000	NYSE:ACI	\$2,123,241	NYSE:ACI	\$3,773,487
9	NYSE:ACI	\$6,887,707	TSE:CCO	\$970,000	NYSE:NEM	\$639,804	NYSE:NEM	\$1,777,234	NYSE:CLF	\$3,595,220
10	JSE:ANG	\$5,791,598	NYSE:ACI	\$964,342	JSE:ANG	\$570,798	TSE:CCO	\$1,732,000	TSE:NXY	\$1,823,834
11	TSE:NXY	\$5,003,511	NYSE:CLF	\$945,056	TSE:NXY	\$0	TSE:NXY	\$1,331,250	JSE:ANG	\$570,798

PAY FOR PERFORMANCE SCORING

For 2012, the Clarkson Centre for Board Effectiveness (CCBE), prepared a Pay for Performance report for each firm currently listed on the TSX 60 Index that has at least 8 years of historical compensation or share price data available. The CCBE's Performance Score measures how closely CEO pay and TSR are aligned over four different time horizons. Compensation data is gathered from the firm's public filings, and valued at the time of grant. Options are valued using the binomial tree fair value method, and PSUs are valued at the grant date value of the target payout. TSR is calculated using a 30-day average start and end date share price, and assumes the reinvestment of dividends.

CCBE collected pay and performance data for up to ten peer companies for each TSX 60 constituent. Peer companies were selected from each TSX 60 constituent's performance benchmarking peer group, as disclosed in its most recent Management Information Circular. If a performance peer group was not disclosed, the CCBE collected information on the disclosed constituents of the total pay benchmarking peer group. If a peer group had more than 10 constituents, we randomly selected ten from among the disclosed list.

Our Pay for Performance Score takes into account alignment between change in CEO pay and TSR in 1-, 4-, 6- and 8-year observations. CEO pay change is 'smoothed' to account for outlying years. For example, in our 8-year observation we calculate CEO pay change as the percent change of the sum of total CEO pay from 2004-2007 against the sum of total CEO pay from 2008-2011. This helps to normalize our longer observations for unusual events like CEO turnover and large one-time payouts. The Pay for Performance Score gives significantly more weight to longer-term observations than shorter ones.

1-YEAR SCORE	4-YEAR SCORE	6-YEAR SCORE	8-YEAR SCORE
A = 3	A = 4	A = 7	A = 10
B = 3	B = 3	B = 5	B = 8
C = 2	C = 2	C = 3	C = 5
D = 1	D = 1	D = 1	D = 3
E = 0	E = 0	E = 0	E = 0

