TEEKAY CORPORATION

Pareto Securities Shipping Conference

December 2009

Forward Looking Statements

This presentation contains forward-looking statements (as defined in Section 21E of the Securities Exchange Act of 1934, as amended) which reflect management's current views with respect to certain future events and performance, including statements regarding: tanker market fundamentals, including the balance of supply and demand in the tanker market, and spot tanker charter rates; the Company's financial strength, including the stability of its cash flows, its liquidity position, and debt maturity profile; the Company's annual fixed-rate cash flow from vessel operations; the Company's future capital expenditure commitments and the financing requirements for such commitments; the impact on the Company's profitability through cost reductions and contract improvements; and the impact on the Company's financial leverage and flexibility resulting from its strategy of selling assets to its subsidiary companies, Teekay LNG, Teekay Offshore and Teekay Tankers. The following factors are among those that could cause actual results to differ materially from the forward-looking statements, which involve risks and uncertainties, and that should be considered in evaluating any such statement: changes in production of or demand for oil, petroleum products, LNG and LPG, either generally or in particular regions; greater or less than anticipated levels of tanker newbuilding orders or greater or less than anticipated rates of tanker scrapping; changes in trading patterns significantly affecting overall vessel tonnage requirements; changes in applicable industry laws and regulations and the timing of implementation of new laws and regulations; changes in the typical seasonal variations in tanker charter rates; changes in the offshore production of oil or demand for shuttle tankers, FSOs and FPSOs; the potential for early termination of long-term contracts and inability of the Company to renew or replace long-term contracts; changes affecting the offshore tanker market; shipyard production delays; changes in the Company's expenses; the Company's future capital expenditure requirements; the inability of the Company to complete vessel sale transactions to its daughters or third parties; conditions in the United States capital markets; and other factors discussed in Teekay's filings from time to time with the SEC, including its Report on Form 20-F for the fiscal year ended December 31, 2008. The Company expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Company's expectations with respect thereto or any change in events, conditions or circumstances on which any such statement is based.

Investment Highlights

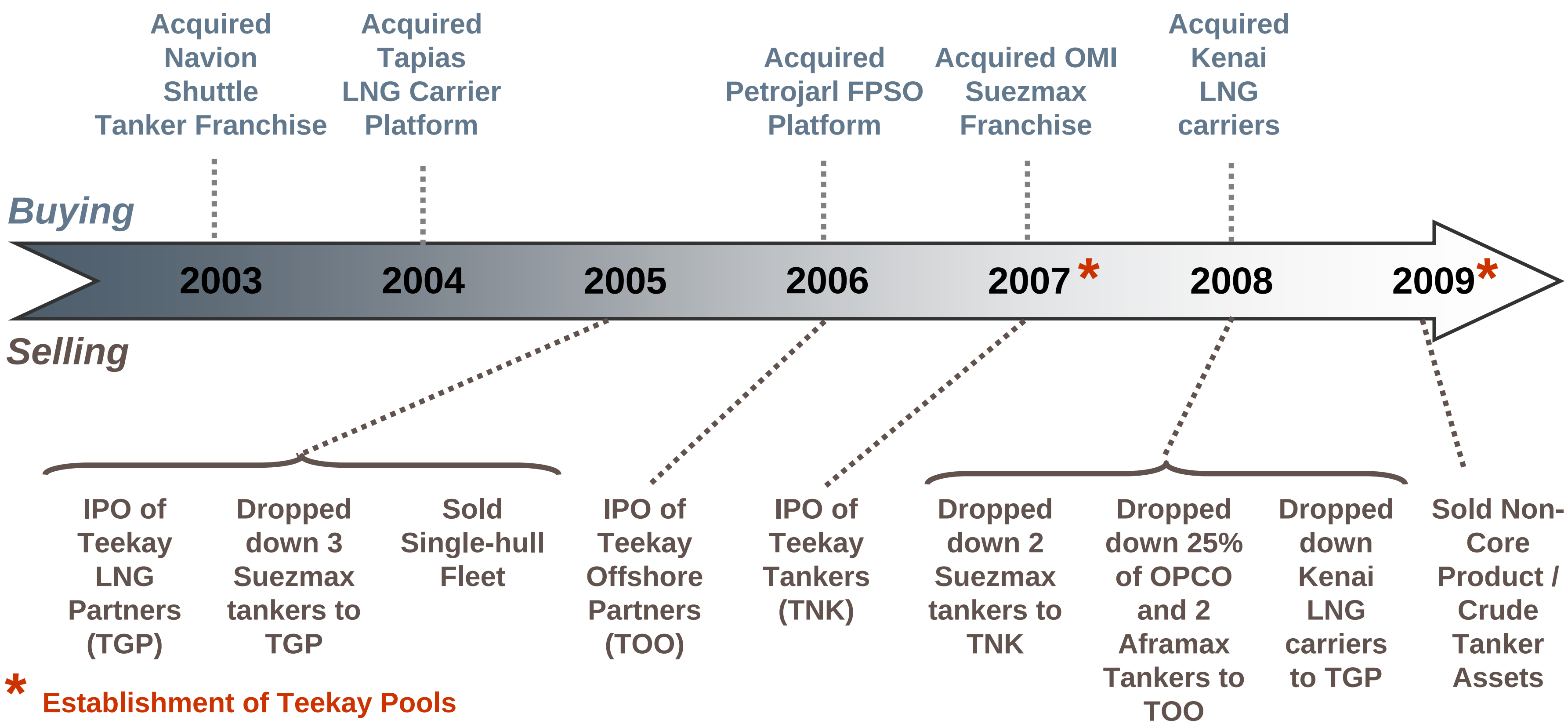
- Over 40% of Teekay's value not yet reflected in current stock price
- Management is executing on its plan to narrow the value gap by:
  - Actively managing our asset portfolio
  - Improving profitability of our existing businesses
  - Further enhancing our financial strength
  - Providing greater transparency for shareholders

Teekay Corporation

- Founded 1973 by the late Torben Karlshoej
- Transnational company with 6,700 employees
- Transporter of more than 10% of the world's seaborne oil
- World's largest operator of shuttle tankers and mid-size oil tankers
- Third largest independent LNG ship owner
- Leader in harsh weather marine offshore solutions

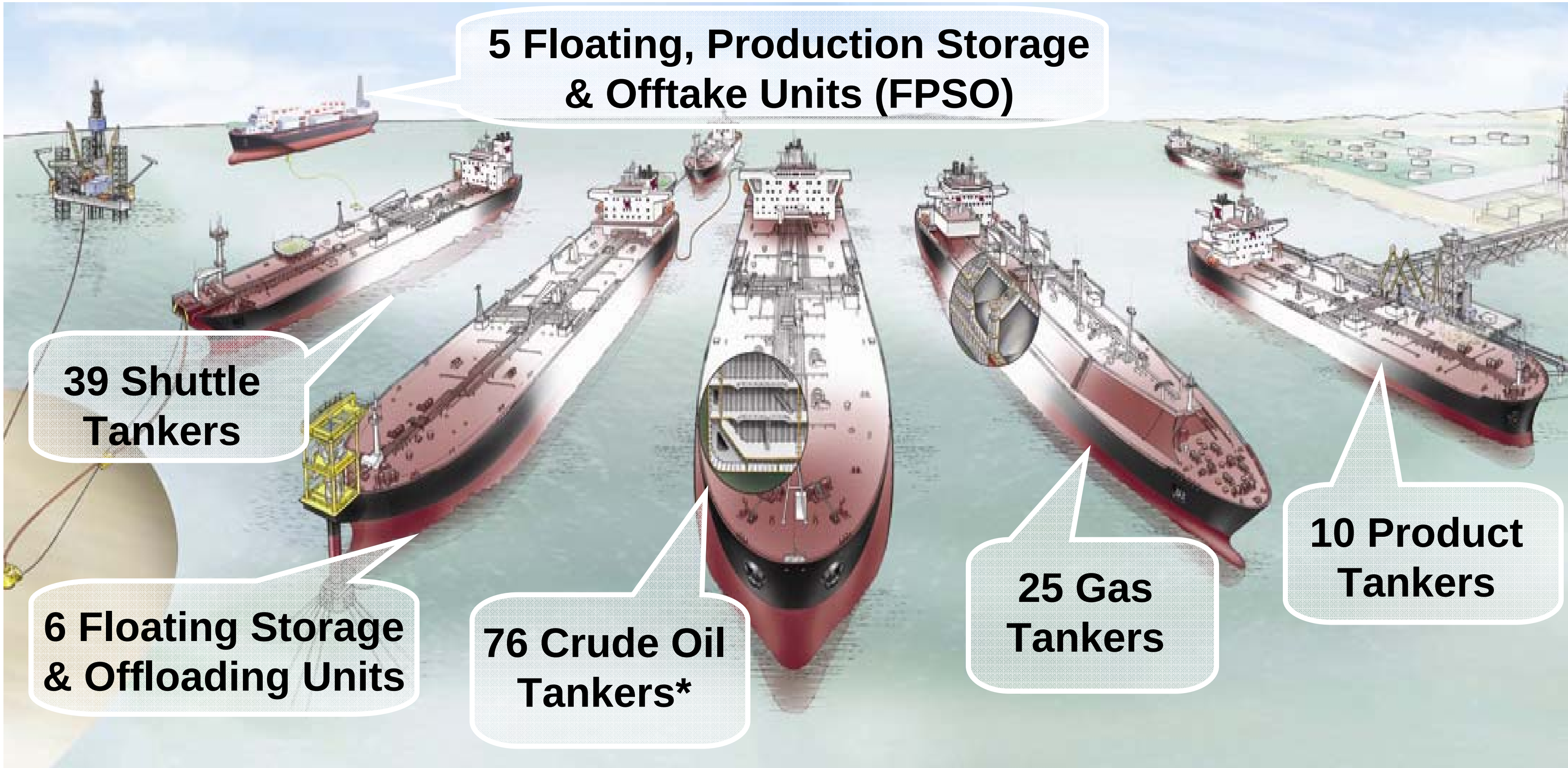
Teekay Creates Value through Active Asset Management

- Track record of:
  - Buying and building valuable franchises
  - Managing the cycle
  - Realizing value through well-timed asset sales



* Establishment of Teekay Pools

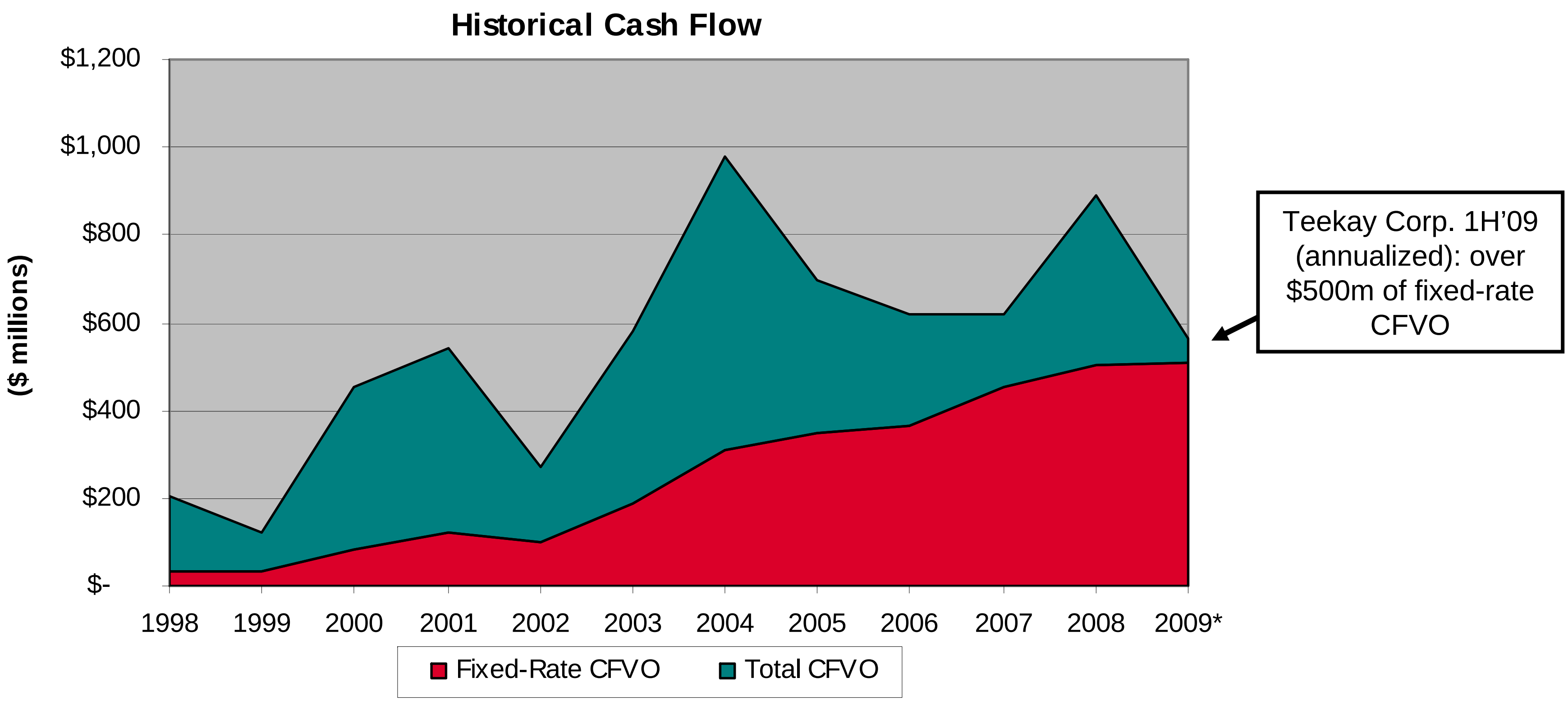
From Reservoir to Refinery



*Excludes commercially managed vessels.

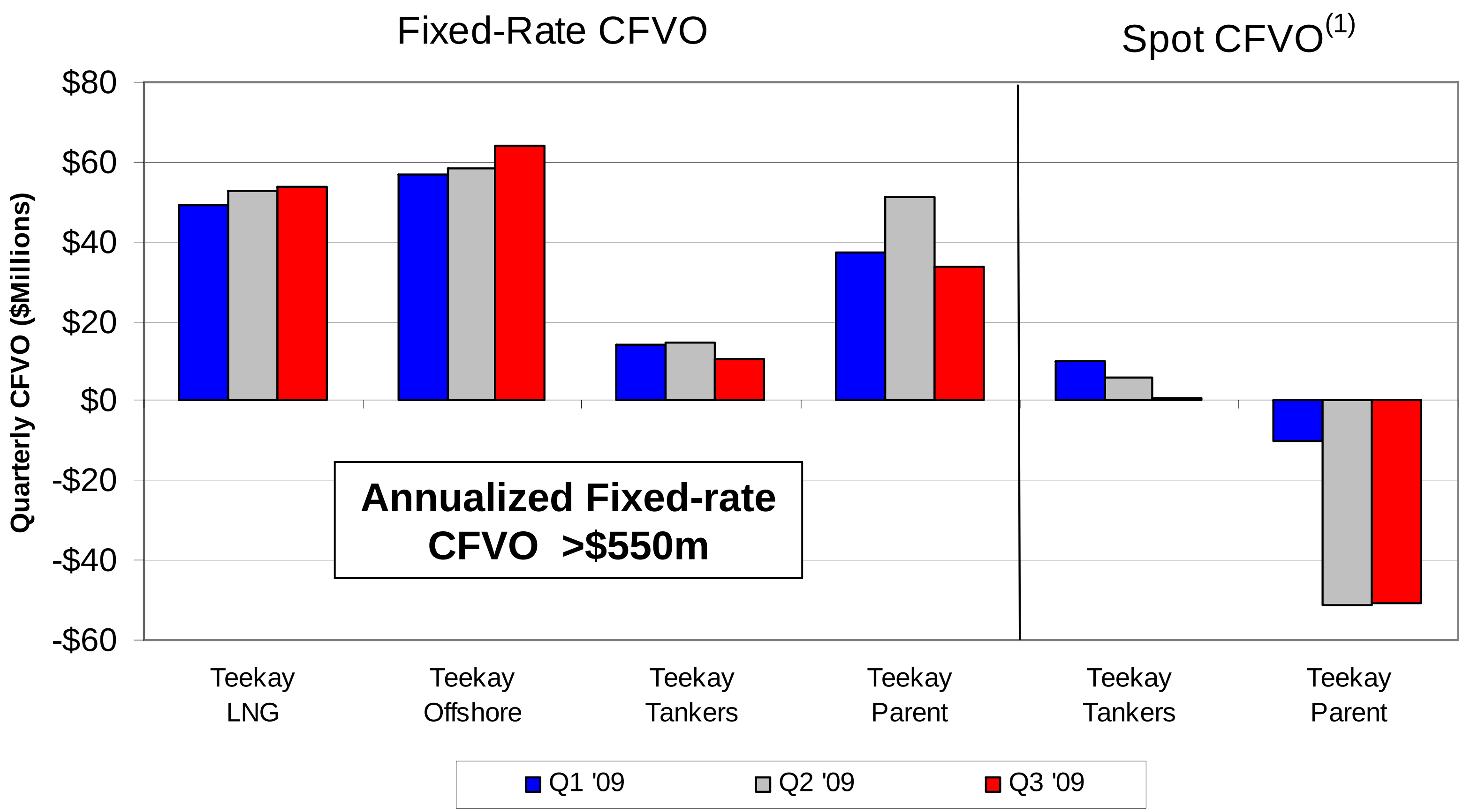
Growing Stable Cash Flows

- Teekay has diversified its cash flow streams beyond cyclical spot tanker markets



* 1H2009 Annualized

Majority of Teekay's Cash Flows Are Insulated from Volatile Spot Markets



Teekay's total forward fixed-rate revenues exceed $12 billion with an average remaining contract length over 11 years

(1) Spot CFVO includes vessels on fixed-rate charters <1 year in duration.

Financial Market Profile

TEEKAY CORPORATION

NYSE: TK

- Market Cap: $1.7bn*
- Supportive sponsor of its 'daughters'
- ~$2.8bn of assets suitable to sell to appropriate daughter company

49.6% Ownership**
(incl. 2% GP interest)

TEEKAY LNG PARTNERS L.P.

NYSE: TGP

- Market Cap: $1.3bn*
- MLP focused on gas projects
- 10 – 25 year fixed rate contracts
- **Stable Dividend Policy**
  Current Yield: 9%

40.5% Ownership
(incl. 2% GP interest)

TEEKAY OFFSHORE PARTNERS L.P.

NYSE: TOO

- Market Cap: $674m
- MLP focused on offshore projects
- 3 - 10 year fixed rate contracts
- **Stable Dividend Policy**
  Current Yield: 10%

42.19% Ownership

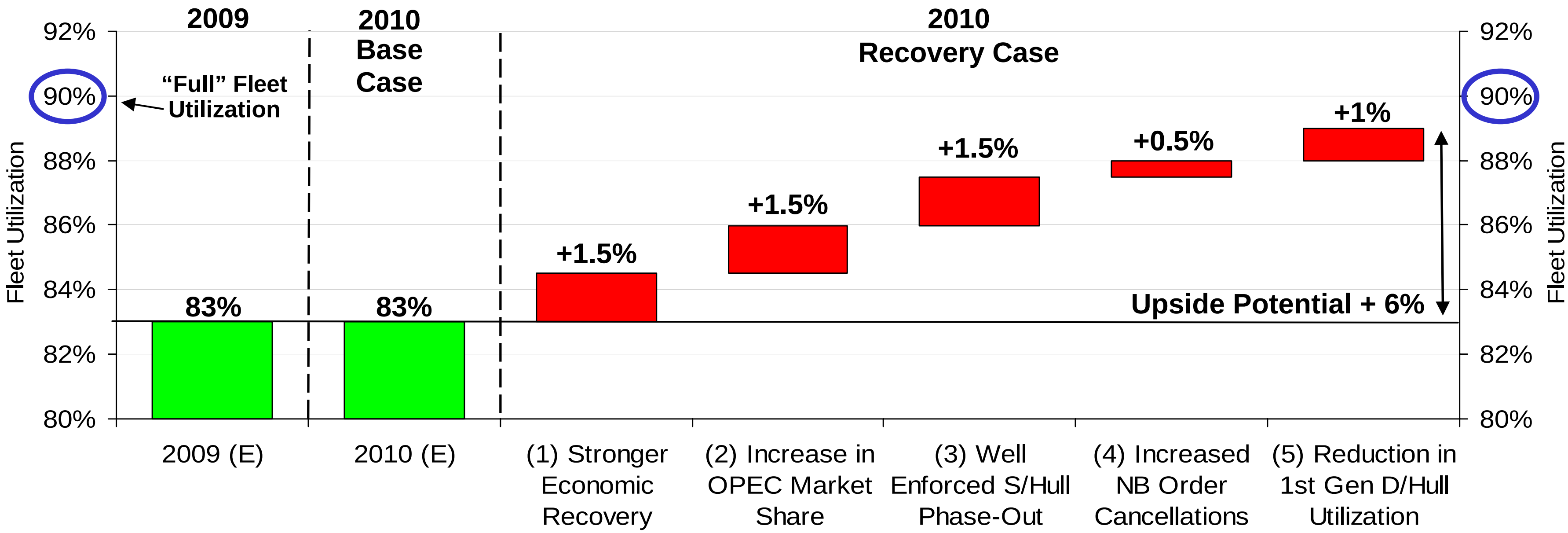
TEEKAY TANKERS LTD.

NYSE: TNK

- Market Cap: $255m
- C-Corp focused on conventional tankers
- Spot and short-term time-charter contracts (0 – 3 years)
- **Variable Dividend**
  LTM Yield: 23%

* Based on November 30, 2009 closing price.
** Pro forma for 3.5m unit (excluding 15% greenshoe) follow-on equity offering which closed on November 20, 2009.

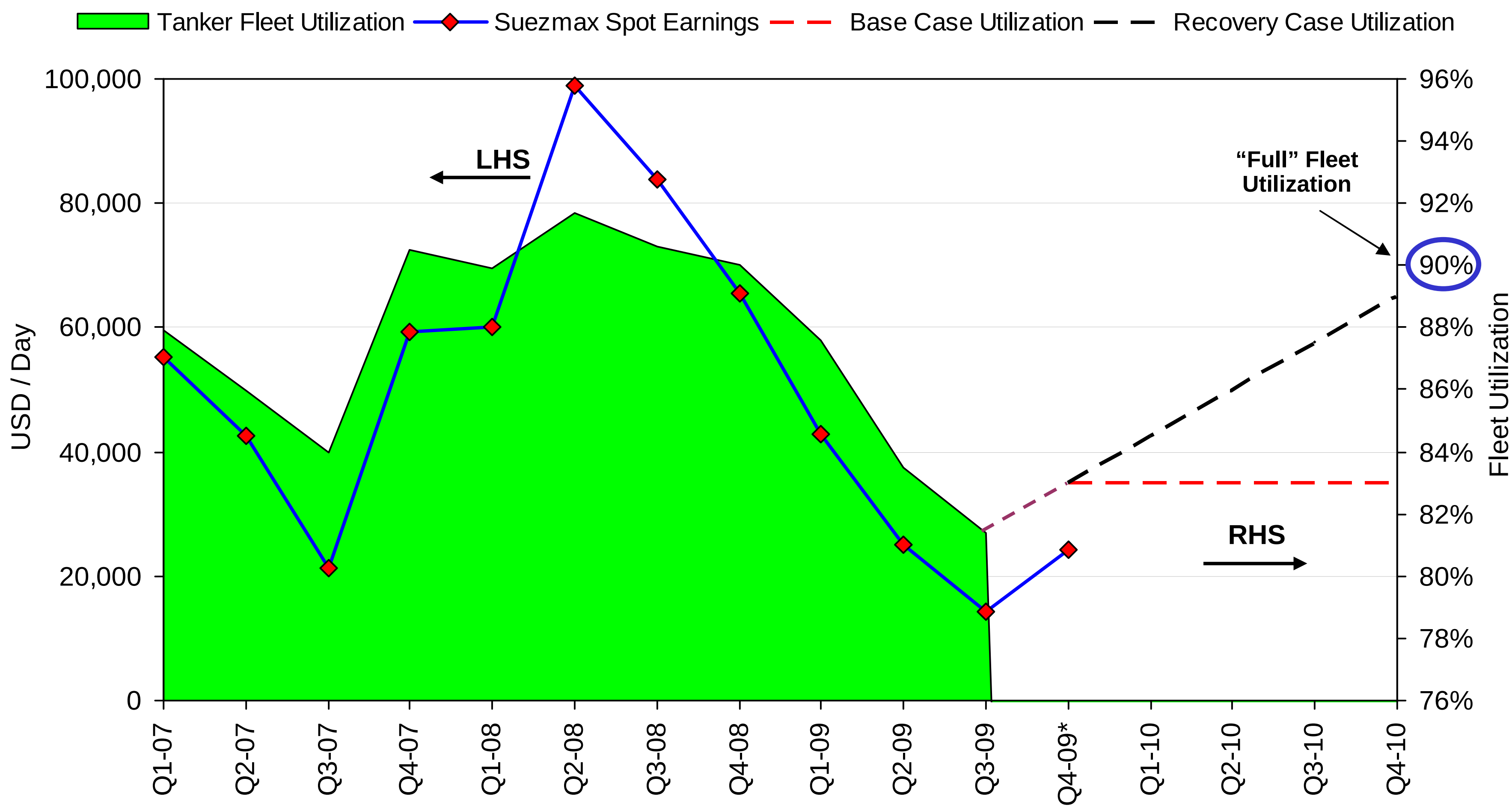
2010 Global Tanker Fleet Utilization Factors



2010 FACTORS	BASE CASE	RECOVERY CASE
(1) Global GDP Growth	3.1%	4 – 5%
(1) Global Oil Demand Growth	1.6%	2 – 2.5%
(2) OPEC Market Share	Unchanged	+1 mb/d
Tanker Demand Growth	***5%***	***8%***
(3) S/Hull Tanker Removals	- 23 mdwt (45% of s/hull fleet)	- 33 mdwt (65% of s/hull fleet)
(4) NB Order Cancellations	- 5 mdwt (10% of delivery schedule)	- 7 mdwt (15% delivery schedule)
(5) Utilization of 1st Gen. D/Hulls (15 yr + = 33mdwt)	-	- 3 mdwt (10% Inefficiency)
Effective Net Tanker Supply Growth	***5%***	***2%***
FLEET UTILIZATION	**83%**	**89%**

Source: IMF / IEA / CRS / Platou / Internal estimates

Tanker Rates Closely Linked to Fleet Utilization



Source : CRS / Platou

*Suezmax earnings Q4 to date

Consensus outlook points towards a challenging tanker market in 2010 but recovery factors could increase fleet utilization

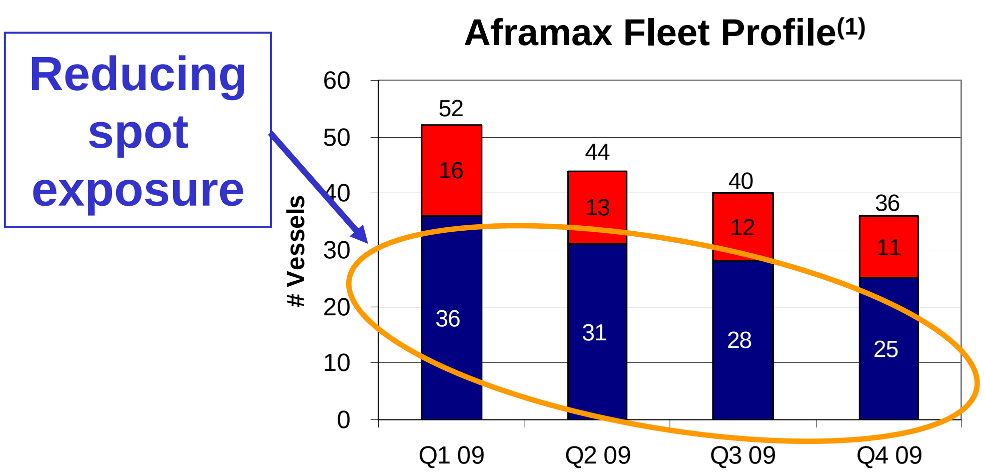
Maintaining Our Focus on Realizing Value

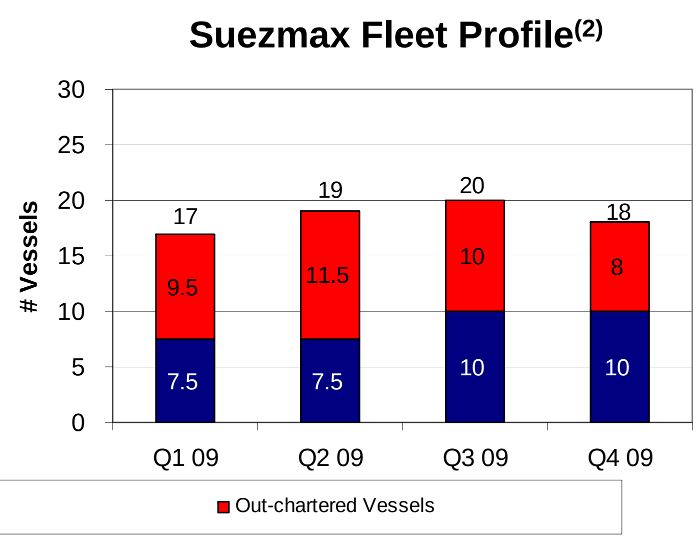
- ✓ Actively managing asset portfolio
- ✓ Improving profitability
- ✓ De-leveraging at Teekay Parent

Actively Managing Asset Portfolio – Reducing Spot Exposure

- Over $60m reduction in quarterly time-charter hire expense between Q3 '08 and Q3 '09
  - 24 in-chartered vessels redelivered over the last four quarters
- Further reduction in spot market exposure as 6 additional in-charters roll-off in Q4 '09

Teekay Parent





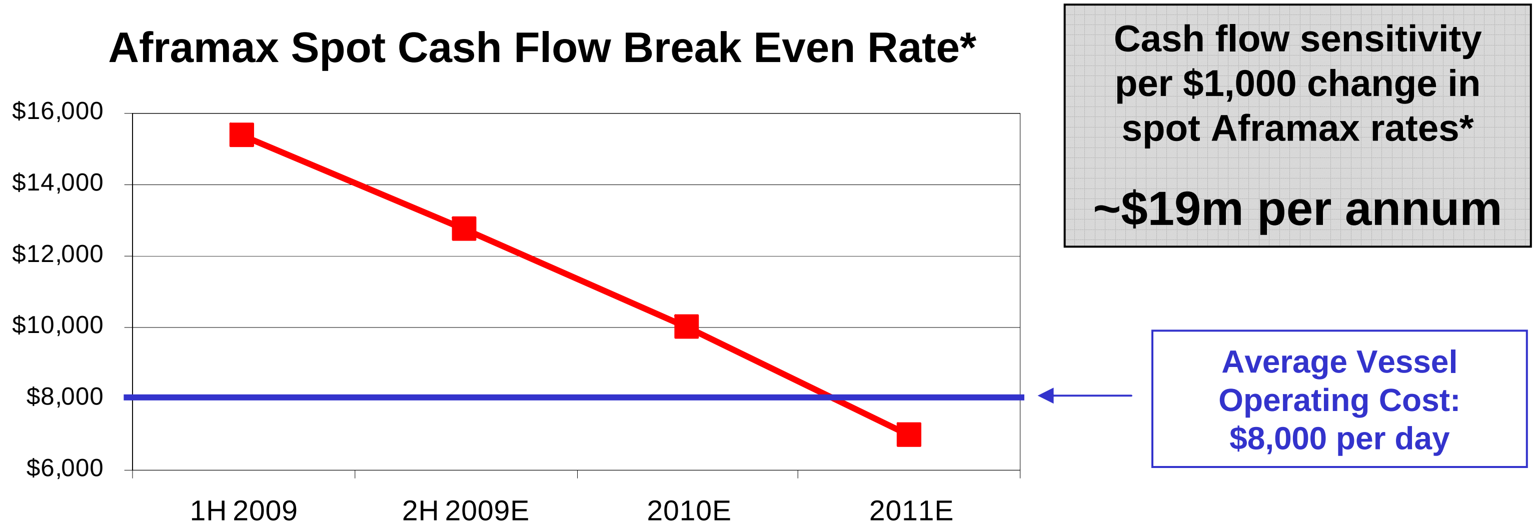
(1) Includes LR2 product tankers and vessels owned by subsidiaries; excludes MRs; includes 12 chartered-in vessels under bareboat contracts.
(2) In Q1 and Q2 '09, Owned Vessels on Out-charter includes 3.5 vessel equivalents from Synthetic Time Charter (STC) contracts; at the end of Q2 '09 and Q3 '09, 2.5 and 1.0 vessel equivalent(s), respectively, will transfer back to the Owned Vessels Trading Spot total as the related STCs expire.

Improving Profitability

- Value enhancement is not dependent on growth
- Teekay Parent expects to earn more from existing assets
  - Renegotiating FPSO contracts at higher rates
  - Reducing G&A and OPEX – Annualized savings of $96m or $1.32 achieved in the past year
- Divesting non-core, less profitable assets

Cash Flow Break-Even Declining Below Operating Cost

- Due to:
  - Roll-off of in-chartered vessels
  - Additional out-charters
  - Renewal of below market contracts at market rates
  - Reduced G&A expenses
  - Reduced operating expenses



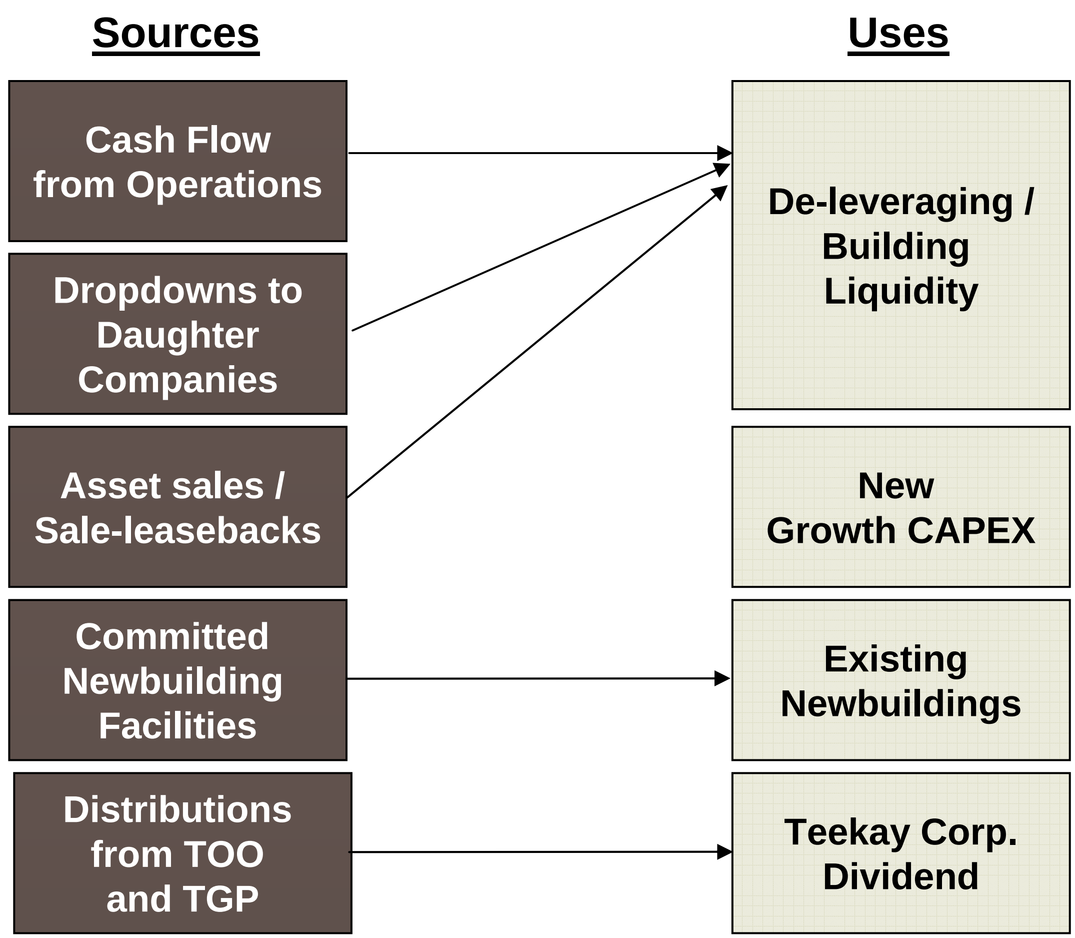
Cash flow sensitivity per $1,000 change in spot Aframax rates*

~$19m per annum

* Cash flow break even rate is the Aframax spot rate above which Teekay Parent is cash flow positive, including daughter distributions/dividends but before capital expenditures and payment of Teekay dividend. Suezmax rates are assumed to be 1.4x Aframax rates.

De-Leveraging is a Top Priority

- De-leveraging the Teekay Parent will position the Company for future growth and/or return of cash to shareholders



Note: Sources exclude cash flows from TNK dividends and 49% of OPCO

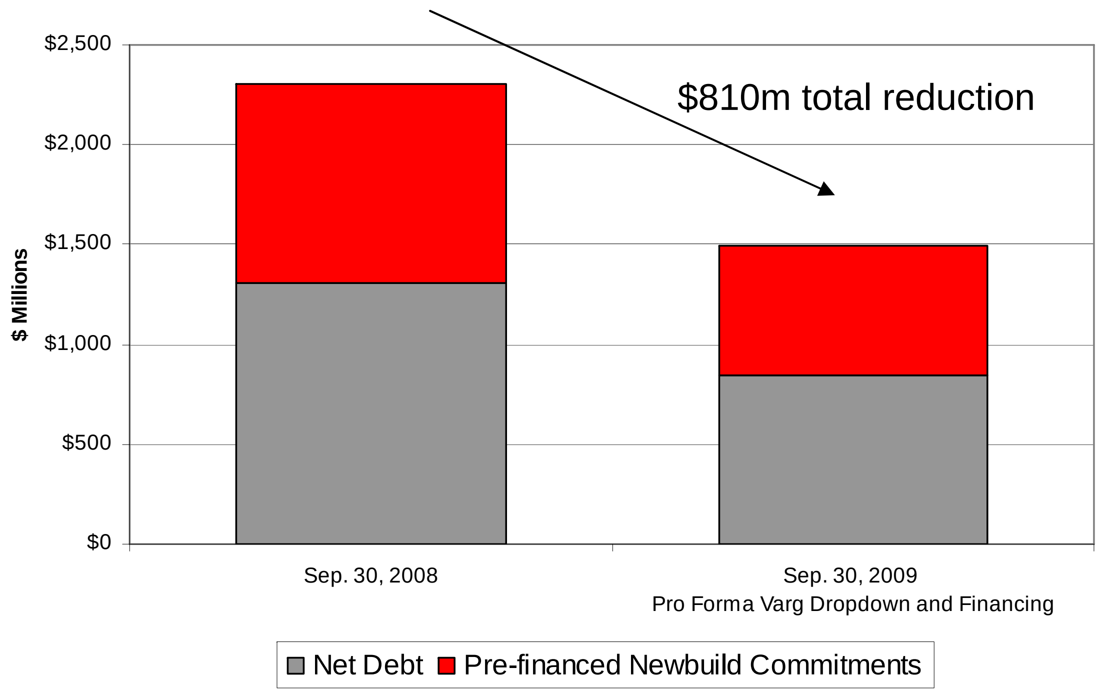
Teekay Parent Net Debt Reducing Due to Dropdowns and Vessel Sales

Asset Dropdowns / Third Party Sales	Transaction	Date	Teekay Parent Net Debt Reduction (USD Millions)
Aframax tanker and MR product tanker (Patriot Spirit and Barrington)	Third Party Sale	Nov '09	$21m
FPSO (Petrojarl Varg)	Dropdown to Teekay Offshore Partners	Sep '09	$260m
LNG carriers (Tangguh Hiri and Tangguh Sago)	Dropdown to Teekay LNG Partners	Aug '09	$70m
Suezmax tanker (Ashkini Spirit)	Dropdown to Teekay Tankers	Jun '09	$57m
LR2 product tankers (Cork Spirit and Rainier Spirit)	Third Party Sale	May '09	$115m
Aframax tanker (Orkney Spirit)	Third Party Sale-Leaseback	Feb '09	$33m
Handymax product tanker (Newbuilding)	Third Party Sale	Jan '09	$51m
2009 YTD Total			**$607m**

Significant Debt Reduction Achieved at Teekay Parent

- Since September 30, 2008:
  - Teekay Parent net debt has been reduced by over $460m[(1)] – net debt to total capitalization of 28%[(1)] as at September 30, 2009
  - Remaining newbuilding capital commitments have declined by almost $350m

Teekay Parent Net Debt and Newbuilding Commitments



(1) Pro forma for new $260m Petrojarl Varg FPSO credit facility signed on November 12, 2009 and Teekay Offshore's repayment of $160m Teekay vendor financing.

Capital Markets Are Open to Teekay

- Teekay has been actively negotiating new debt financing and extensions on existing facilities
- Proceeds from daughter company equity issuance used to finance dropdown transactions from Teekay Parent

Almost $1.2b in transactions completed in 2009 YTD

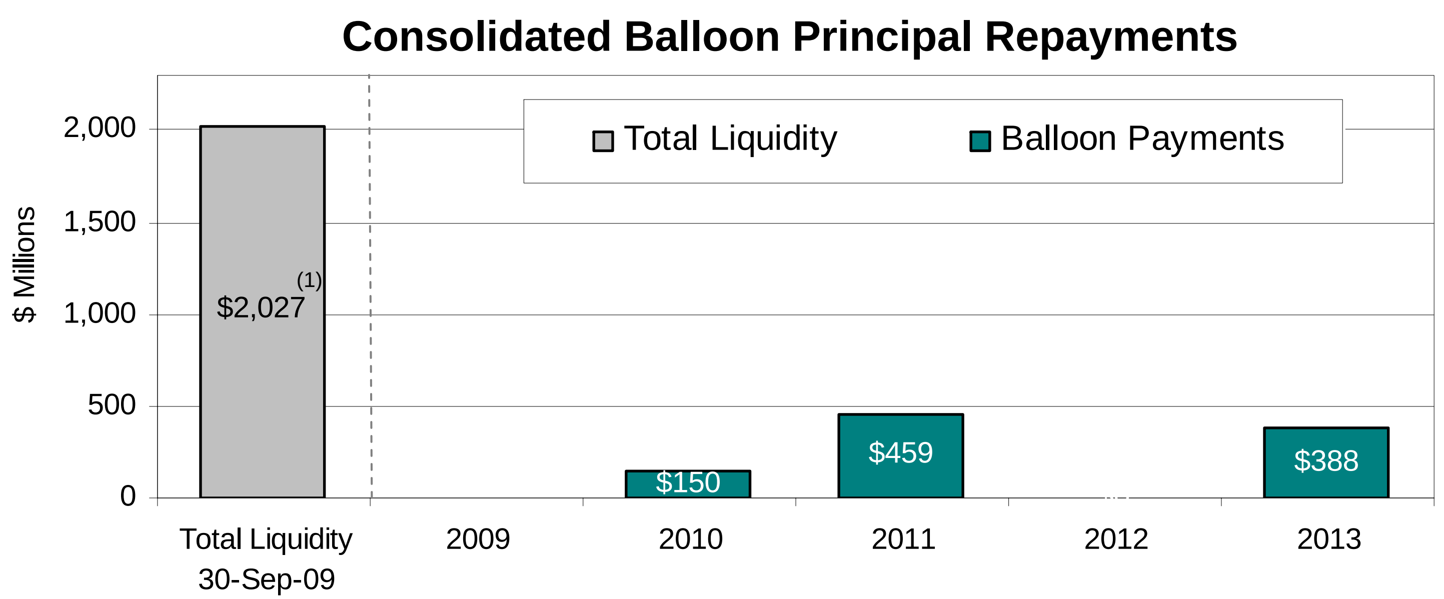
Commercial Debt
$400m facility (TK) – extension ▸ Extended existing Teekay Petrojarl facility
$36m facility (TOO) – refinancing ▸ Refinanced Stena Sirita
$35m facility (TOO) – refinancing ▸ Refinanced Stena Alexita
$122m facility (TGP) – new financing ▸ Financed 5 Skaugen LPG carriers
$260m facility (TOO) – new financing ▸ Financed Petrojarl Varg FPSO
2009 YTD Total: $853m

Public Equity	
TGP	▸ March 25, 2009 ▸ $69m public follow-on offering
TNK	▸ June 19, 2009 ▸ $66m public follow-on offering
TOO	▸ August 4, 2009 ▸ $104m public follow-on offering
TGP	▸ November 20, 2009 ▸ $82m public follow-on offering*
2009 YTD Total: $321m	

* Excludes greenshoe.

Teekay Remains Financially Strong

- Over $2.0b[1] of consolidated liquidity at September 30, 2009
- No significant balloon payments until 2011
- No debt covenant concerns
  - Less than 5% of consolidated total debt tied to hull values
- Additional credit facilities are in place for 98% of future newbuilding capital expenditure commitments of $751m



(1) Pro forma for new $260m Petrojarl Varg FPSO credit facility signed on November 12, 2009.

Majority of Consolidated Debt is Non-Recourse to Teekay Parent

- Of Teekay’s Consolidated $4.2bn net debt at September 30, 2009, $3.4bn is non-recourse to Teekay Parent

Teekay Parent

Total Debt*	1,094
Cash	(248)
Restricted Cash	(2)
Net Debt	844

Teekay Consolidated

Total Debt	5,343
Cash	(495)
Restricted Cash	(653)
Net Debt	4,195

Daughter Debt Non-Recourse to Teekay Parent

Teekay LNG Partners

Total Debt	2,231
Cash	(90)
Restricted Cash	(651)
Net Debt	1,490

Teekay Offshore Partners

Total Debt*	1,711
Cash	(144)
Restricted Cash	-
Net Debt	1,568

Teekay Tankers

Total Debt	306
Cash	(13)
Restricted Cash	-
Net Debt	293

Note: All figures in $ millions as at September 30, 2009
* Adjusted for new $260m Petrojarl Varg facility and repayment of $160m of Teekay Parent vendor financing

Teekay Asset Value Summary

Teekay is trading at 43% of its NAV

	($ millions)	***(per share)***
Conventional Tanker Assets	$1,209	
FPSO Assets	$796	
Newbuildings(1)	$196	
FMV of Teekay Parent Fleet	$2,201	
Less: Teekay Parent Net Debt(2)	($844)	
NAV of Teekay Parent Fleet	$1,357	$18.71
Plus: Value of Daughter Company Equity(3)	$1,698	$23.42
Equity Value of Teekay Corp.	**$3,054**	**$42.13**

Current(3) TK/share

$24.00

(1) Payments to date on nine newbuilding vessels currently under construction.
(2) Adjusted completion of the new $260m Petrojarl Varg FPSO facility on November 12, 2009 and Teekay Offshore's repayment of $160m Teekay vendor financing.
(3) Closing price on November 30, 2009.

Benefiting from Our Unique Business Model

	Current Typical Shipping Company Concerns	Teekay's Position
Business Mix	▶ Spot conventional tanker focus	▶ Diversified business mix includes FPSOs, FSOs, shuttle tankers, LNG carriers, fixed-rate conventional tankers and spot conventional tankers ▶ $12b of forward fixed-rate revenue ▶ Spot conventional tankers represent only 20% of invested capital
Financial Leverage vs. Cash Flow	▶ High financial leverage and falling cash flows due to weakening spot tanker markets	▶ Debt matched to assets under long-term contract ▶ Over $550m cash flows annually from fixed-rate businesses ▶ 80% of consolidated debt is non-recourse to Teekay Parent
Debt Covenants	▶ Falling asset values threaten to trip loan-to-value covenants	▶ Main covenant is minimum liquidity ▶ <5% of debt tied to hull values
Debt Maturities & CAPEX	▶ Significant balloon payments due in the next 1-2 years ▶ Unfinanced CAPEX commitments	▶ No significant near-term balloon payments due ▶ Fully-funded CAPEX commitments
Access to Capital	▶ Bank market remains closed and weak institutional demand is limiting equity issuance	▶ Over $1b of debt and equity transactions completed 2009 YTD

Investment Highlights

- Over 40% of Teekay's value not yet reflected in current stock price
- Management is executing on its plan to narrow the value gap by:
  - Actively managing our asset portfolio
  - Improving profitability of our existing businesses
  - Further enhancing our financial strength
  - Providing greater transparency for shareholders

Committed to Realizing Teekay's True Value