TEEKAY CORPORATION

Teekay's Third Quarter 2008 Earnings Presentation

January 25, 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: the Company's future growth prospects; tanker market fundamentals, including the balance of supply and demand in the tanker market, and spot tanker charter rates; expected demand in the offshore oil production sector and the demand for vessels; the Company's future capital expenditure commitments and the financing requirements for such commitments; the timing of newbuilding deliveries; the commencement of charter contracts; and the amount and timing of the Company's determination of restated results for prior periods and the effect of restatements on prior period results. 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; the Company's future capital expenditure requirements; the Company's, Teekay LNG's, Teekay Offshore's, and Teekay Tankers' potential inability to raise financing to purchase additional vessels; conditions in the United States capital markets; changes affecting the conventional tanker market; the extent and nature of any remaining issues to be resolved and the potential for such issues to impede the timely determination of the Company's restatement of prior period results; 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, 2007. 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.

Third Quarter Highlights

- 3Q-08 operating net income* of $60.8m, or $0.83 per share
  - (excluding specific items which decreased net income by $45.6m, or $0.62 per share)
- Generated cash flow from vessel operations* (CFVO) of $184.8m, of which $115.6m, or 63%, from fixed-rate businesses
- Enjoying strong tanker market fundamentals
- Actively executing on 2008 value creation strategy

*Please see the Company's website, www.teekay.com for the reconciliation of this non-GAAP financial measure

Restatement Process Completed

Key Findings:

- As anticipated, all reported changes are non-cash in nature
  - no impact on historical or future cash flows, liquidity or dividends
  - no impact on adjusted net earnings and EPS
- Restatements strictly related to accounting treatment and presentation - no impact on the economics of the Company
- Relevant accounting processes have been amended
- VIP Incentive plan …..

*see slide 8 for further information

Executing on 2008 Strategy

TEEKAY CORPORATION

Gas

- Agreed to acquire 2 more Skaugen Multigas carriers

Tankers

- Sale of Swift product tanker completed
- Sold Product Chemical Tanker for $98 million

Offshore

- Renegotiation of existing FPSO contracts [finalized]
- Increased tender activity in offshore sector

Teekay LNG (TGP)

- Tangguh Hiri vessel delivered in November
- Declared quarterly distribution of $0.57/share

GP at 25% I.D.R. split

Teekay Tankers (TNK)

- Expansion of Gemini Suezmax Pool benefits Teekay Tankers
- Declared quarterly dividend of $1.07/share

TK Performance fee if annual div'd > $3.20

Teekay Offshore (TOO)

- Declared quarterly distribution of $0.45/share, a 12.5 percent increase from the previous quarter

GP at 2% I.D.R. split increased to 25%

New disaggregated financial statements help illuminate impact of 'drop-down' strategy

Teekay Petrojarl Update

- Varg Charter contract extended to at least 2013

Sum-of-the-Parts Value

$60.07
per Share

"Standalone" assets $36.68 per TK Share

TGP
$9.23 per TK Share

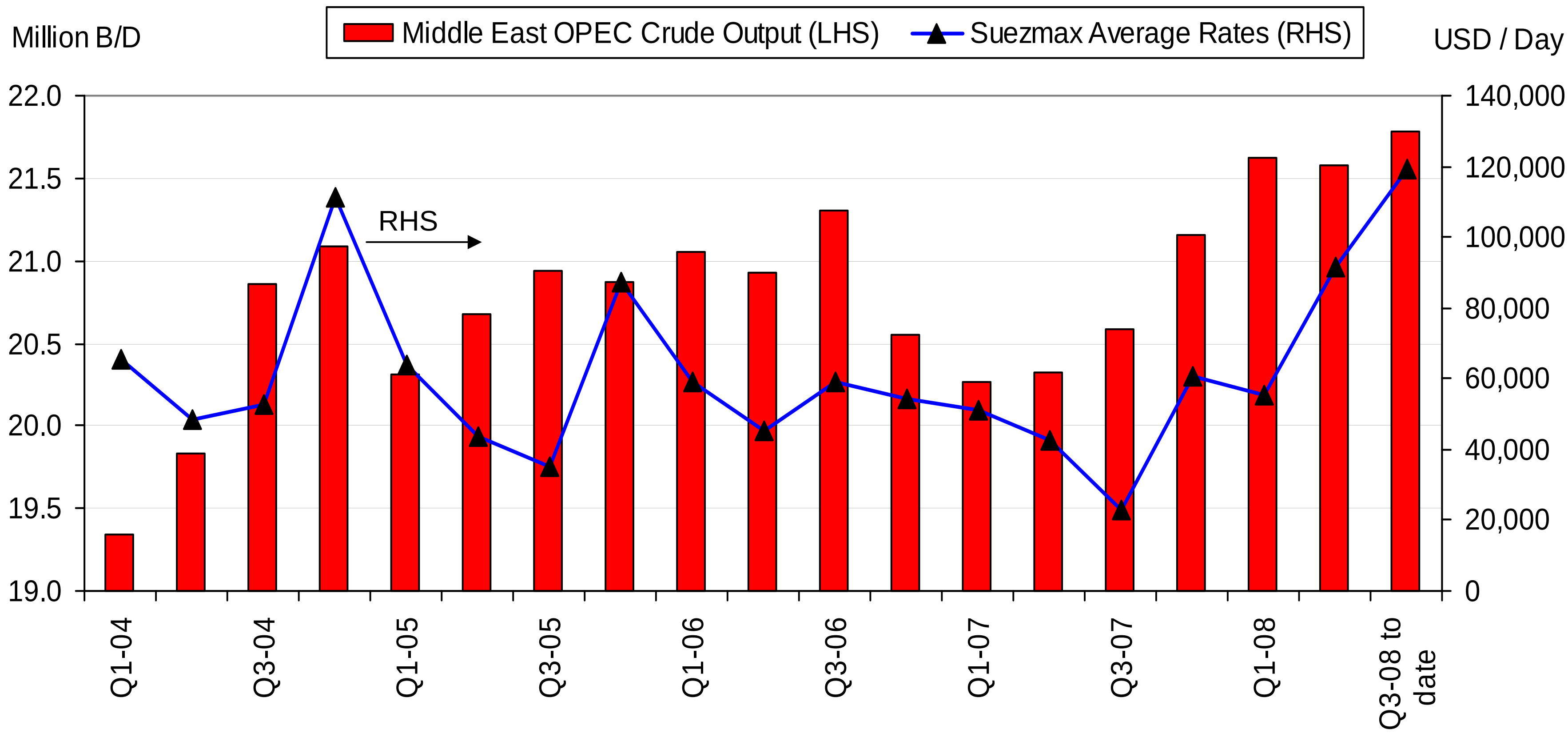
TNK
$3.91 per TK Share

TOO/OPCO
$10.25 per TK Share

Current Teekay trading price of ~ $42 is a 30% discount to sum-of-parts value

See following slides for detailed calculations

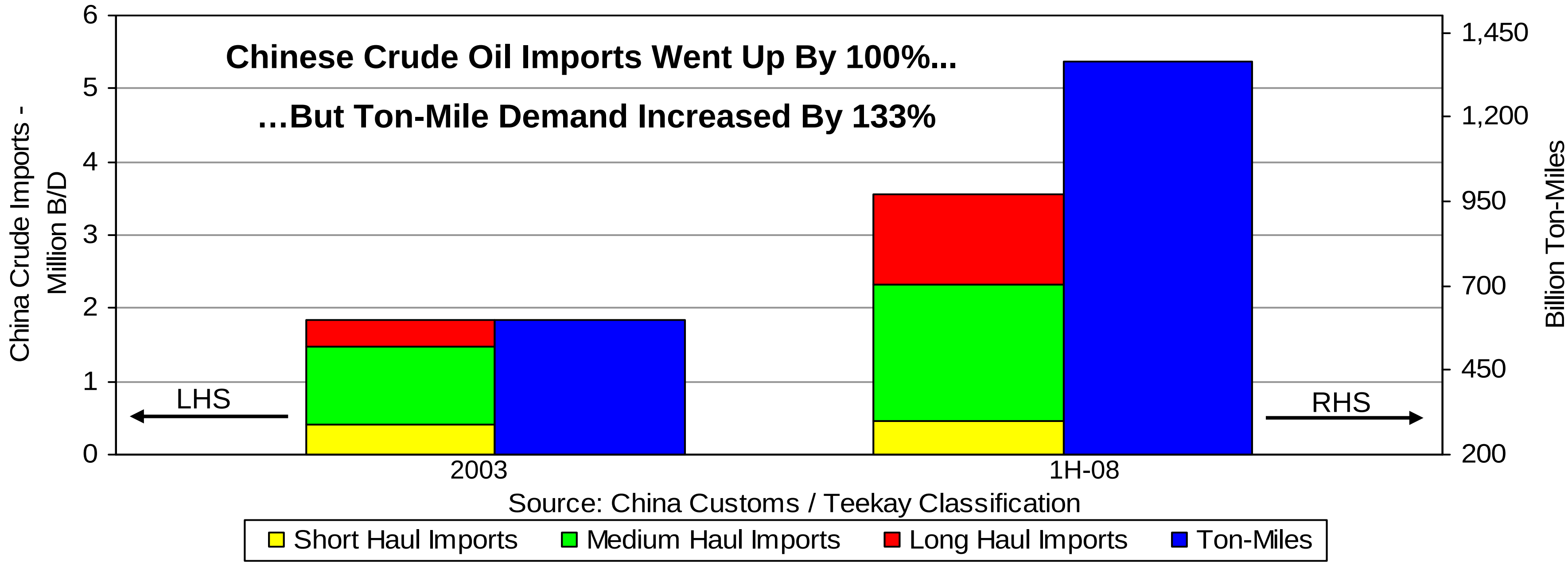
Q2-08 : Strongest Second Quarter On Record



Source : IEA / CRS

- Q2-08 Middle East OPEC output up ~1.3 mb/d year on year
  - Increase in output led by Saudi Arabia (8.9 mb/d) as Nigerian output hampered by attacks
  - Saudi Arabia production capacity to rise to 12.5 mb/d by end-2009 E and next target is 15 mb/d
- 2008 YTD crude oil tanker average earnings at record highs

Combination of Volume and Distance Driving Tanker Demand



- Chinese Oil imports from the Atlantic basin increasing:
  - Angola is now the single largest crude supplier – WAF supplies 25% of imports
  - 6% of crude imports sourced from Venezuela
- Growing distance is now a widespread phenomenon
  - Mexico / Venezuela exports to US down 0.5 mb/d vs. 2003; MED / WAF imports up 0.7 mb/d
  - USWC refiners replacing depleting Alaskan production with WAF / Brazil barrels
  - Indian crude imports from the Atlantic rising (5 mb / month Venezuela - Jamnagar)

More tankers required to move the same volume of oil

Scrapping / Conversions Constraining Fleet Supply Growth

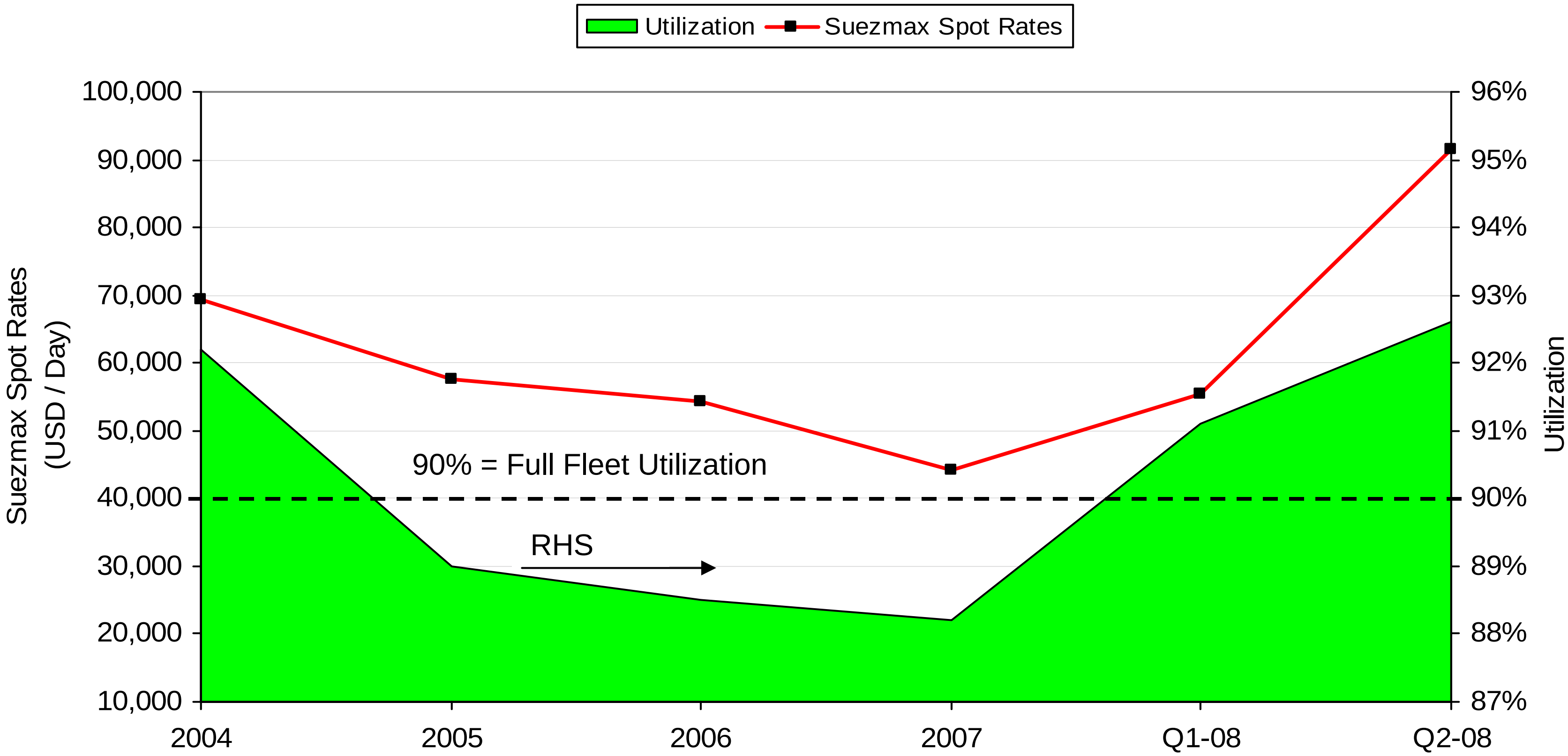
	1H 2008 Actual					2H 2008 Estimate*			
Type	Fleet End-2007	Deliveries	Scrapping	Conversions	Net Change	Deliveries	Scrapping (Only IMO Mandated)	Conversions (Sold but yet to leave)	Net Change
VLCC	504	16	3	11	+2	20	1	15	+4
Suezmax	316	8	1	4	+3	9	-	10	-1
Aframax	726	21	5	14	+2	45	6	22	+17
Total	1,546	45	9	29	+7	74	7	47	+20

Source: CRS (numbers do not include shuttle tankers or tankers laid up / in long term storage) / Industry Sources

* 2H 2008 figures assume zero voluntary scrapping, 75% of ships sold for conversion leaving fleet by end 2008, and 50% of 2H08 Chinese newbuilding deliveries slip into 2009

- Tanker sales for conversion to drybulk and offshore continued at high levels through 1H 2008
- Delivery of tanker newbuildings delayed at many Chinese shipyards
- Growing inefficiency in the use of the world tanker fleet
  - Increasing discrimination against world single hull tanker fleet (~20% of the total world fleet)
  - Increasing duration of dry-docking and repair times
  - Slow steaming due to high bunker prices

Rates Spike – A Result of a Stretched World Tanker Fleet



Source : CRS / Platou

- Q2-08 – Second highest tanker fleet utilization after Q4-04
- Platou: 1H-08 tanker demand up 6.8% vs. 2007. Fleet supply growth ~2.1% since end of 2007
- Q4-08 – IEA's global oil demand estimate is 1.9 mb/d higher than Q2-08

Tanker fundamentals in place for a strong winter market

Q3/08
Financial Update

Teekay is well-positioned in the current economic and financial environment:

1. Strong liquidity position, with all future CAPEX fully financed
2. Favorable debt profile with no near-term refinancing requirements and no covenant concerns
3. Substantial long-term fixed-rate revenue and cash flow

Strong Liquidity Position with 100% Funding for CAPEX

TOTAL LIQUIDITY

As of September 30, 2008

Cash	$ 876m
Undrawn Revolving Facilities	$ 873m
Current Liquidity	$1,749m
Pre-arranged, committed newbuild financing	$1,053m
Total Available	$2,802m

CAPEX & FUNDING

As of September 30, 2008

Total CAPEX	$1,197m
Pre-arranged, committed newbuild financing	<$1,053m>
To be funded from operating cash flow and/or Current Liquidity	$ 144m

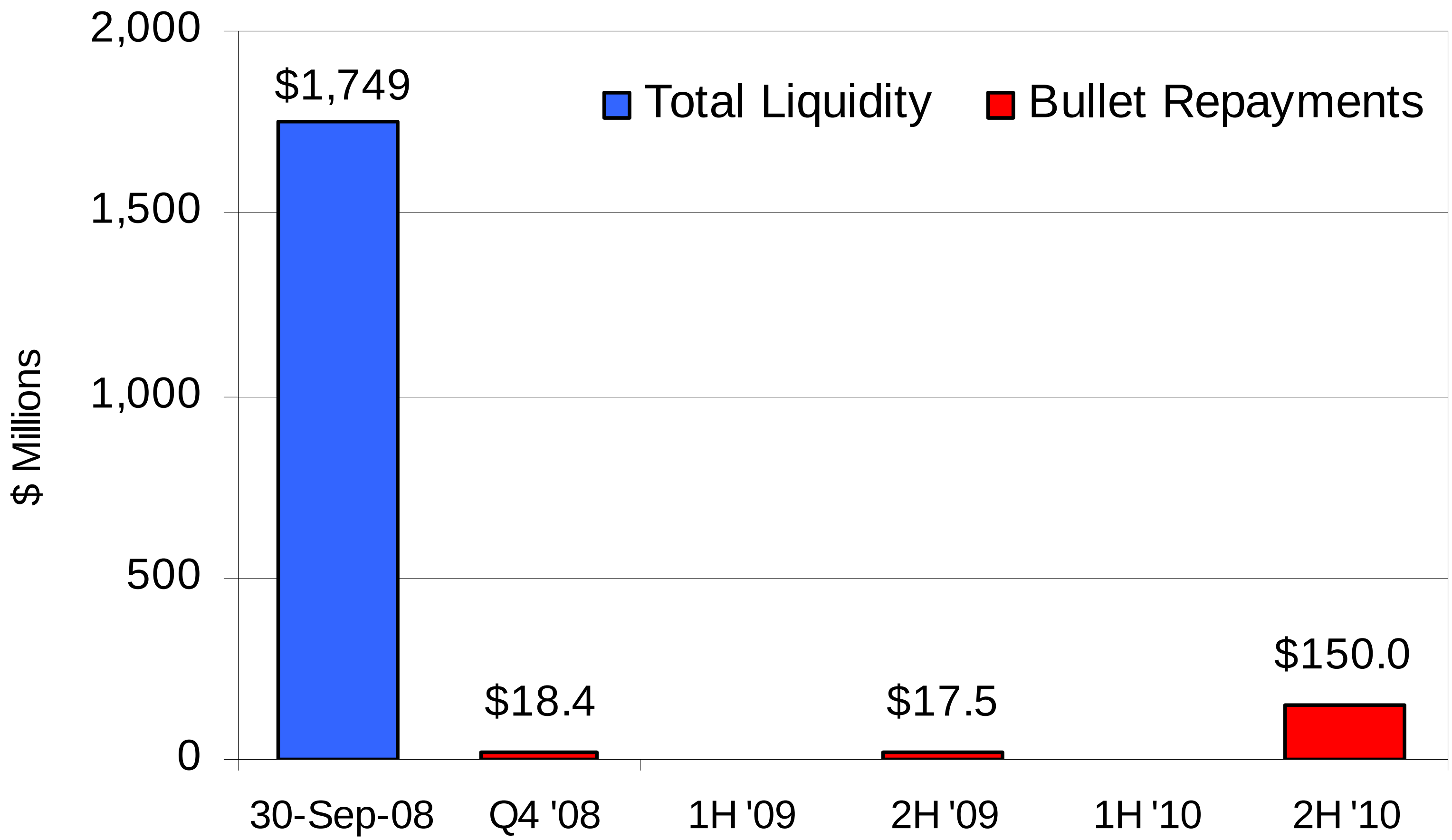
Available liquidity exceeds required funding by **$1.9bn**

- Teekay arranged financing at the time newbuild orders were placed
- No requirement for Teekay or its 'Daughter' companies to raise capital to fund existing CAPEX commitments
- All newbuild CAPEX funding provided by major banks and Export Credit Agencies

Teekay Has a Favorable Debt Profile

No refinancing requirements through 2010

- Only $36 million in balloon payments due between now and mid-2010
- Current liquidity more than sufficient to repay all facilities coming due



Teekay's Business Model Provides Substantial Stable Revenues

Over 70% of Teekay's Invested Capital operates under long-term, fixed-rate contracts with high quality counterparties

Total Forward Fixed-rate Revenues exceed $12.2 billion

Segment	# of Vessels	Avg. Remaining Contract (2) (years)	Forward Fixed-rate Revenues ($ billions)	Primary Charterers
Shuttle Tankers	36	5.3	$2.30	StatoilHydro, Petrobras
Gas Carriers	21	17.5	$5.10	Qatar/Exxon, Repsol
Offshore Units (1)	10	4.2	$2.62	BP, Talisman, Petrobras
Conventional Tankers (contracts > 3 years)	18	9.2	$1.85	CEPSA, ConocoPhillips
Conventional Tankers (contracts < 3 years)	24	1.2	$0.30	ConocoPhillips, Valero
		10.7 yrs	$12.2 billion	

- Vessels and Contracts are integral to end users' logistics chain

(1) FPSO and FSO units
(2) Weighted average

Fixed-rate Business Supports Teekay's Entire Current Debt Servicing

- Annualized Fixed-rate CFVO* alone is more than sufficient to service 100% of the Company's current principal and interest payments

Annualized Fixed-rate CFVO	$467m
Current **TOTAL** Teekay principal payments	<$179m>
Current **TOTAL** Teekay net interest expense	<$227m>
Fixed-rate CFVO in excess of debt service costs	$ 61m

- Above table excludes CFVO from our entire spot fleet
- LTM spot fleet CFVO** = $223m

*CFVO=cash flow from vessel operations
**12 months ended June 30, 2008
See Appendix for supporting calculations and definitions

Teekay Debt Profile

As of September 30, 2008, 80% of consolidated total debt is at subsidiary level and is non-recourse to Teekay Standalone

Teekay Disaggregated Debt (as at June 30, 2008)

Teekay LNG Partners		Teekay Offshore Partners		Teekay Tankers		Teekay Petrojarl		Teekay Standalone		Teekay Consolidated	
Net Debt	2,211.8									Net Debt	5,405.6
RasGas adj.*	(484.9)									RasGas adj.	(484.9)
Net adj. Debt	1,726.9	Net Debt	$1,505.5	Net Debt	$300.9	Net Debt	$399.1	**Net Debt**	**$988.2**	Net adj. Debt	4,920.7

Over 2/3 of consolidated total debt at June 30, 2008 is serviced by assets operating under long-term, fixed-rate contracts

Teekay Disaggregated Credit Statistics (as at June 30, 2008)

Teekay LNG Partners	Teekay Offshore	Teekay Tankers	Teekay Petrojarl	Teekay Standalone	Teekay Consolidated
Net Debt (excl. n/b)/ CFVO 6.1x	**Net Debt / CFVO 5.1x**	Net Debt / FMV 42%	Net Debt / FMV 30%	Net Debt / FMV 32%	Net adj. Debt / Total Book Cap 59%

*Represents other venturer's share of full consolidation of RasGas 3 J/V
See Appendix for supporting calculations

Accounting Treatment Does Not Reflect Net Principal Payments

Debt and Capital Lease Obligations in Financial Statements Overstate Actual Cash Repayments

	2H 2008	2009	2010
Long-term debt	139.6	326.0	477.4
Commitments under capital leases	62.8	198.8	74.8
Debt and Capital Lease Obligations per financial statements at June 30, 2008	202.4	524.8	552.2
Adjustments to arrive at Teekay's share of actual cash debt and capital lease obligations			
less: 'gross-up' of joint venturer's portion of debt payments	(58.0)	(81.6)	(40.9)
less: non-cash purchase obligations under capital leases		(111.5)	
less: payments already funded by restricted cash deposits	(50.5)	(64.4)	(66.4)
	(108.4)	(257.5)	(107.3)
Actual Teekay cash debt and capital lease obligations	**94.0**	**267.3**	**444.9**
less: Teekay portion of bullet payments included above	(19.5)	(21.5)	(150.0)
Actual Teekay cash principal and capital lease obligations (excl. bullet payments)	**74.5**	**245.8**	**294.9**

Teekay is well-positioned in the current economic and financial environment:

1. Total available liquidity of ~$3.0 billion, including committed financing for all future CAPEX

2. Favorable debt profile with no need to access capital markets and no covenant concerns

3. Substantial fixed-rate contract portfolio of over 10 years in length, with revenues of $12.2 billion and current annualized fixed-rate CFVO of ~$500m

Appendix

Sum-of-the-Parts Support

Teekay Offshore Partners and OPCO in (millions)	
TOO	
L.P. units outstanding	30.2
Price per unit	$ 16.61
Market Capitalization	502.0
Teekay's L.P. ownership of TOO	48.0%
TOO Equity Value	**240.9**
OPCO	
TOO Ent. Value/EBITDA trading multiple	9.2x
Implied OPCO Ent. Value (based on above)	2,489.9
Less: Net Debt	1,505.5
OPCO Equity Value	984.4
Teekay's Equity Value in OPCO (49%)	**482.3**
Total TOO/OPCO Equity Value	**723.3**
G.P. Cash Flow (dist'n of $1.60 p.a.)	1.5
G.P. Comp Multiple of DCF	18.5
Est. value of G.P. interest	**27.6**
Diluted shares o/s at Jun. 30, 2008	73.3
Equity Value per Teekay share	**10.25**

Teekay Tankers	
TNK	
Shares outstanding	25.0
Price per share	21.21
Market Capitalization	530.3
Teekay's economic interest in TNK	54.0%
TNK Equity Value	**286.3**
Diluted shares o/s at Jun. 30, 2008	73.3
Equity Value per Teekay share	**3.91**

Teekay LNG Partners	
TGP	
L.P. units outstanding	44.4
Price per unit	$ 23.99
Market Capitalization	1,064.9
Teekay's L.P. ownership of TGP	55.7%
TGP Equity Value	**592.6**
G.P. Cash Flow (dist'n of $2.20 p.a.)	4.5
G.P. Comp Multiple of DCF	18.5
Est. value of G.P. interest	**83.8**
Diluted shares o/s at Jun. 30, 2008	73.3
Equity Value per Teekay share	**9.23**

Teekay Standalone	
FMV of owned 'on-the-water' fleet	2,020.0
(per Clarkson's)	
Teekay Petrojarl (TPO) Ent. Value	1,202.1
less: Net Debt *(Teekay Standalone + Petrojarl)*	1,819.7
Equity Value of owned fleet	1,402.4
Less: TPO Minority Equity	-
Equity Value of Owned Fleet+ TPO	**1,402.4**
Other Items	
Equity value of in-chartered fleet	154.8
(Management est.)	
'In-the-money' amount of N/Bs	402.6
N/B Installments paid to-date	693.3
Angola Installments to-date	35.0
(not consolidated)	
Subtotal Other Items	**1,285.7**
Total Teekay Standalone Equity Value	**2,688.1**
Diluted shares o/s at Jun. 30, 2008	73.3
Equity Value per Teekay share	**36.68**

Based on closing prices as at Aug. 6, 2008

Sum-of-the-Parts Support

TOO Net Debt Calculation

Cash	113.0
Restricted cash - current	
Restricted cash - long-term	
Total cash	113.0
Current portion of l/t debt	97.0
Long-term debt	1,521.5
Total debt	1,618.5
Net debt	1,505.5

Teekay LNG Net Debt Calculation

Cash	78.8
Restricted cash - current	33.5
Restricted cash - long-term	661.6
Total cash	773.9
Current portion of l/t debt	253.8
Long-term debt	2,247.0
Total debt	2,500.9
Adjustments:	
Debt on NB's (VIEs)	(387.3)
Net debt	1,339.6

Teekay Tankers Net Debt Calcuation

Cash	19.7
Restricted cash - current	-
Restricted cash - long-term	-
Total cash	19.7
Current portion of l/t debt	3.6
Long-term debt	317.0
Total debt	320.6
Net debt	300.9

Adjustments (i.e. Teekay Standalone + Petrojarl)

Cash	287.4
Restricted cash - current	19.5
Restricted cash - long-term	0.2
Total cash	307.1
Current portion of l/t debt	71.8
Long-term debt	1,622.7
Total debt	1,694.4
Adjustments:	
Debt on TGP VIEs	387.3
Debt for remaining 5.2% of Teekay Petrojarl	45.1
Net Debt	1,819.7

Consolidated Teekay Net Debt Calculation

Cash	498.9
Restricted cash - current	53.1
Restricted cash - long-term	661.8
Total cash	1,213.8
Current portion of l/t debt	426.2
Long-term debt	5,708.2
Total debt	6,134.4
Net debt	4,920.7

Support for Slide #16

Calculation of Q2 2008 Annualized Fixed-rate CFVO

Offshore	53.1
Fixed-rate Tanker	29.8
Liquefied Gas	33.8
Q2'08 Fixed-rate CFVO	116.7
Annualized	**466.9**

Calculation of Q2 2008 Annualized Net Interest Expense

Interest Gain		114.0
SFAS 133 adj.	gain	191.8
actual interest expense		-77.8
Interest (loss)		-2.1
SFAS 133 adj	loss	-23.2
actual interest income		21.1
actual 2Q'08 net interest expense		-56.8
Annualized Total Teekay net interest expense		-227.1

Calculation of Current Total Teekay Principal Payments

Short-term portion of debt and capital lease obligations at June 30, 2008	356.6
less: joint venturer's portion of fully consolidated debt payments	-36.8
less: payments funded by restricted cash deposits	-62.5
less: debt repayments for RasGas 3 and Tangguh vessels (deliver 2H'08; thus no equivalent CFVO in LTM calculation)	-59.0
	198.3
less: bullet payment to be paid with other liquidity	-19.5
Current Total Teekay Principal Payments	**178.8**

*Cash flow from vessel operations represents income from vessel operations before depreciation and amortization expense, vessel write-downs/(gain) loss on sale of vessels and unrealized gains or losses relating to derivatives. Cash flow from vessel operations is a non-GAAP financial measure used by certain investors to measure the financial performance of shipping companies. Please see the Company's web site at www.teekay.com for a reconciliation of this non-GAAP measure as used in this presentation to the most directly comparable GAAP financial measure.

Teekay Disaggregated Debt Support

(USD millions)
as at June 30, 2008

Teekay LNG Partners		Teekay Offshore Partners		Teekay Tankers		Teekay Petrojarl		Teekay Standalone		Teekay Consolidated	
Long-term debt	2,985.8	Long-term debt	1,618.5	Long-term debt	320.6	Long-term debt	446.0	Long-term debt	1,248.4	Long-term debt	6,619.3
Cash	78.8	Cash	113.0	Cash	19.7	Cash	44.2	Cash	243.2	Cash	498.9
Restricted cash	695.1					Restricted cash	2.7	Restricted cash	17.0	Restricted cash	714.8
Net debt	2,211.8	Net debt	1,505.5	Net debt	300.9	Net debt	399.1	Net debt	988.2	Net debt	5,405.6
LTM CFVO	183.786	Q2 Annualized CFVO	273.5	FMV (Clarksons Oct. 3, '08)	$711.0	FMV Broker est. Charter free values	$1,334.0	FMV Mngm't est.	3069.36		
Adjustments:		Adjustments:								Adjustment:	
Newbuild Debt	($536.3)	Lightering ship debt	($106.0)								
RasGas 3 JV Partner Receivable	($484.9)									RasGas 3 JV Partner Receivable	($484.9)
Adj. Net Debt	$1,190.6	Adj. Net Debt	$1,399.5							Adj. Net Debt	$4,920.7
										BV Equity	$2,725.1
										Minority Int.	$672.2
										Total Cap.	$8,318.0

Debt removed from leverage calculation to match cash flow