Teekay Corporation

Q4 2018 Earnings Presentation

February 21, 2019

Forward Looking Statement

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, among other things, regarding: Teekay Parent's delevering and financial flexibility; Teekay Parent's ability to refinance its 2020 Bond with a smaller bond; strengthening of the global tanker market in the second half of 2019 into 2020; completion of Teekay Tankers' sale and leaseback transaction and its effect on Teekay Tankers' liquidity; strength of the LNG shipping market through to the end of 2019 and into 2020 and improving LNG market conditions; Teekay LNG's balanced capital allocation strategy and its impact on Teekay LNG's balance sheet, its ability to maximize equity value for unitholders, including Teekay Parent through its incentive distribution rights structure; potential increases in Teekay LNG's quarterly distributions; and the timing and amount of future settlement payments to Teekay Offshore from Petrobras. 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: market or counterparty reaction to potential action of Teekay Parent to refinance its 2020 Bond; changes in exploration, production and storage of offshore oil and gas, either generally or in particular regions that would impact expected future growth, particularly in or related to North Sea, Brazil and East Coast of Canada offshore fields; changes in the demand for oil, refined products, LNG or LPG; changes in trading patterns significantly affecting overall vessel tonnage requirements; greater or less than anticipated levels of vessel newbuilding orders and deliveries and greater or less than anticipated rates of vessel scrapping; changes in global oil prices; satisfaction of closing conditions to Teekay Tankers' sale and leaseback transactions; Petrobras' payment of settlement amounts and of any potential offsets to such payments; issues with vessel operations; increased operating expenses; potential project delays or cancellations; changes in applicable industry laws and regulations and the timing of implementation of new laws and regulations; the effects of IMO 2020; the potential for early termination of long-term contracts of existing vessels; delays in the commencement of charter or other contracts; the ability to fund remaining capital commitments and debt maturities; actual levels of quarterly distributions approved by Teekay LNG's general partner; and other factors discussed in Teekay's filings from time to time with the SEC, including its Annual Report on Form 20-F for the fiscal year ended December 31, 2017. Teekay 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 Teekay's expectations with respect thereto or any change in events, conditions or circumstances on which any such statement is based.

Q4-18 Results

Consolidated and Teekay Parent cash flows in Q4-18 would have been approx. $8 million higher were it not for unplanned shutdowns on the Foinaven and Banff FPSO units.

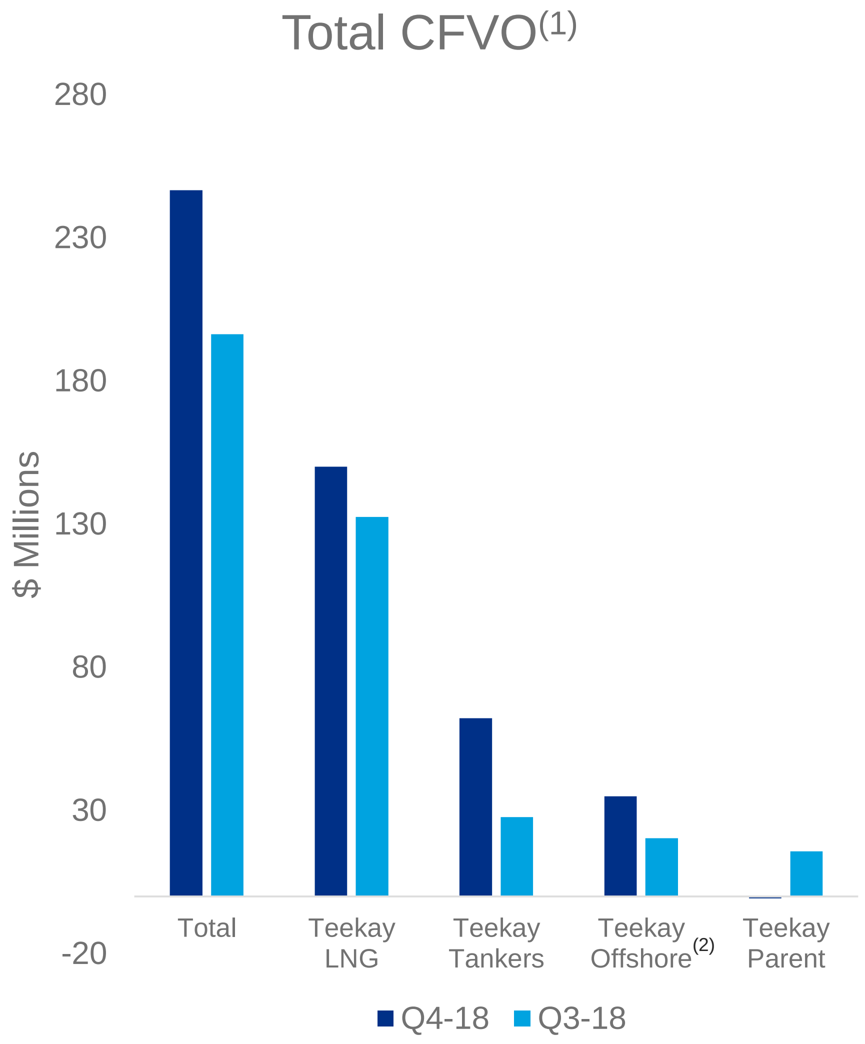
Both FPSO units returned to operation in early-Jan-19 and early-Nov-18, respectively

Teekay Consolidated

- Q4-18 consolidated total CFVO[1] of $246.7 million, compared to $196.4 million in Q3-18
- Q4-18 consolidated adjusted net loss[1] of $2.0 million, or $0.02 per share, compared to adjusted net loss of $11.4 million, or $0.11 per share, in Q3-18

Teekay Parent

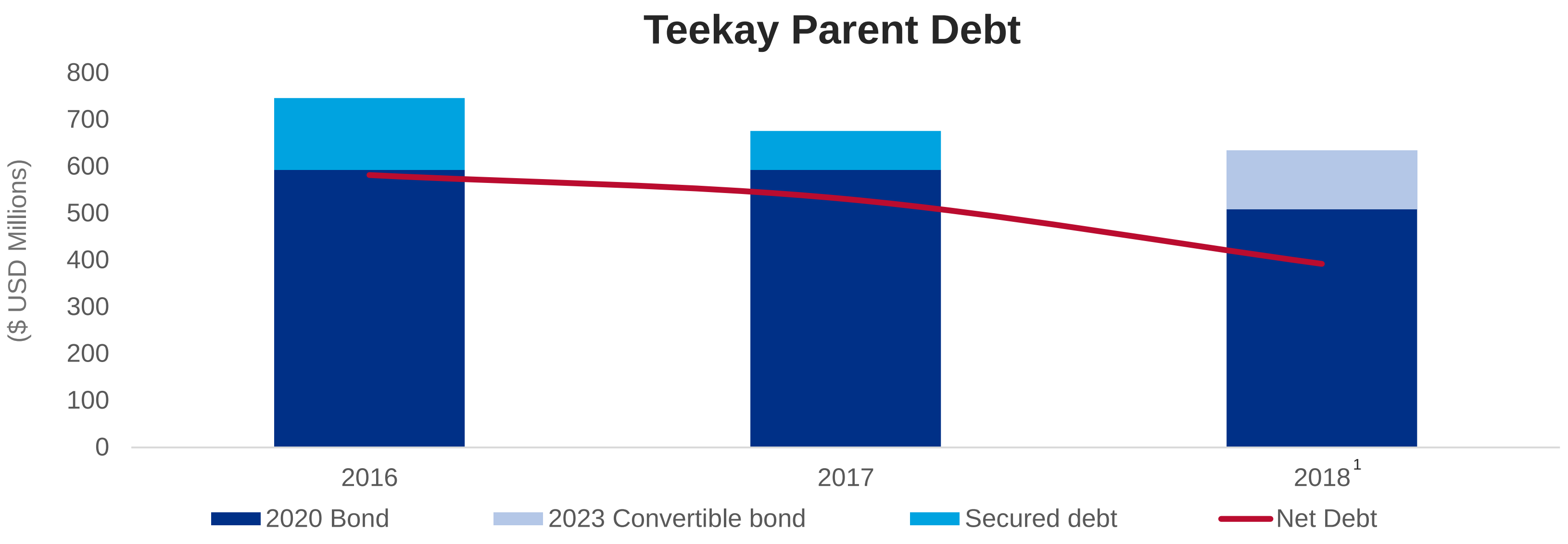
- Q4-18 adjusted CFVO[1] of $3.1 million, including distributions from daughter companies, compared to $19.8 million in Q3-18



(1) These are non-GAAP financial measures. Please see Teekay Corporation, Teekay LNG and Teekay Tankers Q4-18 and Q3-18 releases for definitions and reconciliations to the comparable GAAP measures.
(2) Teekay Offshore CFVO is proportionate based on Teekay Corporation's 14% ownership interest in the entity.

Teekay Parent Delevering Balance Sheet and Growing Cash Flows

- Removed Teekay Parent's TOO guarantees as part of Brookfield transaction in 2017 and reduced TNK guarantees as a result of TNK refinancings
- Since beginning of 2018, repaid all secured debt and repurchased $95 million of unsecured 2020 bonds
- Further delevering driven by a smaller expected bond refinancing and the potential sale of FPSOs in the future
- Adjusted CFVO growth driven by redelivery of in-chartered LNG / crude tankers and new contracts on Hummingbird Spirit and Banff FPSO units
- Cash flows expected to further improve from TGP's 36% distribution increase in 2019 and further potential distribution / dividend increases in the future

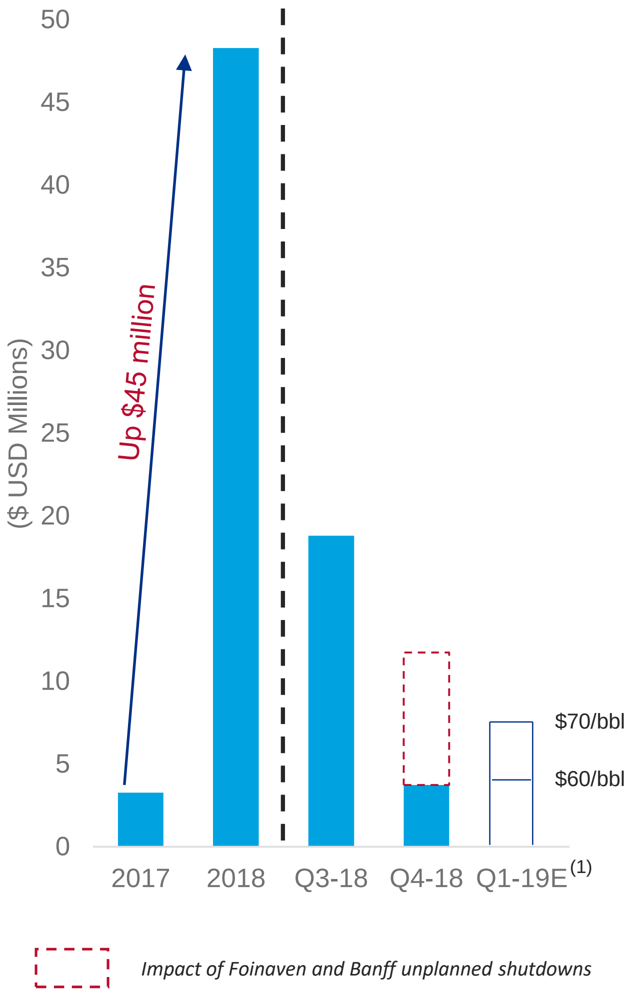


1) Teekay Parent acquired $10.9 million of its 2020 bonds after December 31, 2018. As of February 20, 2019, Teekay Parent's outstanding 2020 bond is approximately $497.7 million.

Maximizing the Value of Teekay Parent’s FPSOs

Continue to have constructive customer discussions on contract extensions and/or amendments for all 3 FPSO units

Historical FPSO CFVO



Hummingbird	Banff	Foinaven
		
SPIRIT ENERGY	Canadian Natural	
• Contracted until September 2020	• Contracted until August 2019	• Operating under Evergreen contract
Base rate plus tariffs linked to oil production and oil price	Base rate plus tariffs linked to oil and gas production and oil price	Base rate plus production tariff plus annual incentives based on oil production and price

(1) E = Q1-19 run-rate production based on 40,000 bbl/day.

Teekay LNG ("TGP")

Recent Highlights

- Q4-18 total CFVO[1] of $150.1 million and adjusted net income[1] of $32.6 million, or $0.32 per common unit, up 13%, 68% and 100% from Q3-18, respectively
- Took delivery of three LNG carrier newbuildings, all on long-term charters
  - Secured long-term financing on TGP's remaining unfinanced newbuilding, the Yamal Spirit MEGI, which commenced its 15-year charter contract in Jan 2019
- Announced balanced capital allocation strategy
  - Distributions to increase by 36% commencing with the May 2019 payment
  - Repurchased 1.1 million common units at a cost of $11.38 per unit
- Provided 2019 Guidance
  - Adjusted net income[1] of $1.85 to $2.20 per unit[2]
  - Total CFVO[1] of $635 to $660 million[2]
  - CFVO from consolidated vessels[1] of $420 to $440 million[2]

Existing Growth Projects

Project	Q4-18	2019
MEGI LNG Carriers (100%)	1 vessel with 13-year contract with BP, and 1 vessel with 15-year contract with Yamal LNG	
Shell (ex. BG) LNG Carrier (20%)	20-year contract, plus extension options	
Yamal LNG ARC 7 Carriers (50%)	Charter contracts through to 2045, plus extension options	
Bahrain Regas Terminal (30%) and FSU (100%)	20-year FSU and terminal contracts	

Charter contract

(1) These are non-GAAP financial measures. Please see Teekay LNG's Q4-18 release for definitions and reconciliations to the comparable GAAP measures.
(2) All estimates are as of the date hereof, are approximations and based on current information (including the number of outstanding common units). Actual results may differ materially from these estimates, and the Partnership expressly disclaims any obligation to release publicly any updates or revisions to any such estimates, including to reflect any change in the Partnership's expectations with respect thereto or any change in events, conditions or circumstances on which any such estimates are based. 2019 guidance is based upon uncontracted TFDE/DFDE and steam vessel spot rates of $60,000/day and $50,000/day, respectively. Based on average LNG spot charter rates, a +/-10% change in underlying spot rates would result in a +/-$0.05 change in Adjusted net income per unit, and a +/-$4.1 million change in Total CFVO.

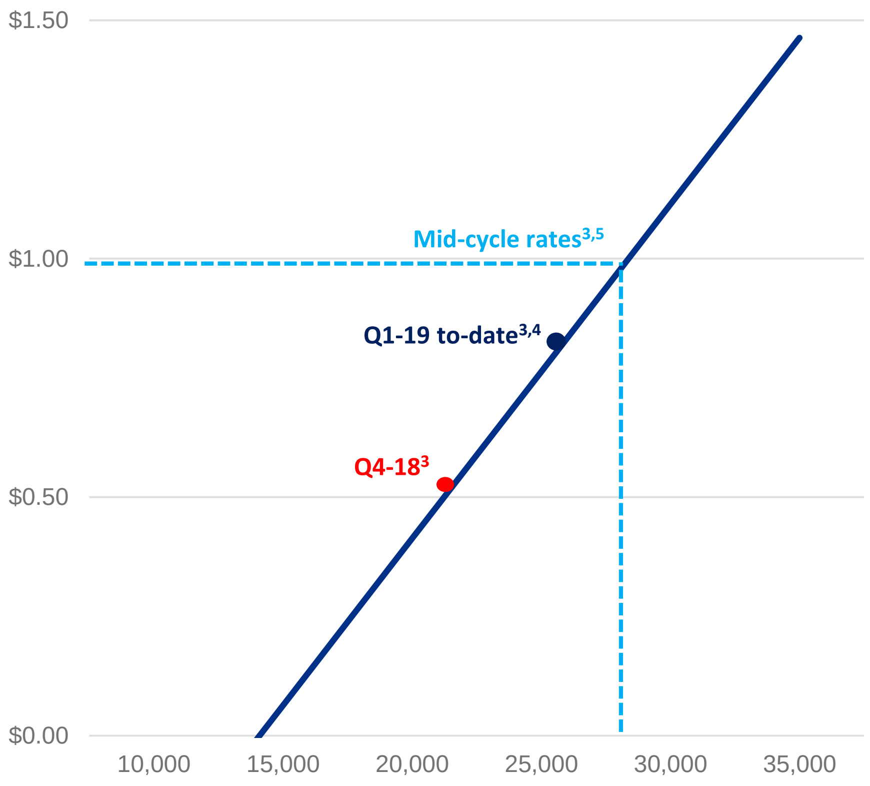
Teekay Tankers (“TNK”)

TNK has significant cash flow and asset price upside from a tanker market recovery

Recent Highlights

- Q4-18 total CFVO(1) of $62.3 million, compared to $27.8 million in Q3-18
- Q4-18 adjusted net income (1) of $14.0 million, or $0.05 per share, compared to an adjusted net loss (1) of $18.0 million, or $0.07 per share in Q3-18
- Seasonal volatility returned in Q4 with spot rates hitting 3-year highs, underpinned by structural shift in fundamentals
- Completed two previously-announced financings amounting to approximately $40 million of additional liquidity
- Signed term sheet for a further sale-leaseback transaction for two vessels, which is expected to increase liquidity by approximately $25 million

FCF[1] Per Share Per Annum Spot Rate Sensitivity[2]



(1) These are non-GAAP financial measures. Please see Teekay Tankers’ Q4-18 earnings release for definitions and reconciliations to the comparable GAAP measures.
(2) Free cash flow (FCF) represents net income, plus depreciation and amortization, unrealized losses from derivatives, non-cash items, FCF from equity accounted investments and any write-offs or other non-recurring items, less unrealized gains from derivatives and other non-cash items. Please refer to the Teekay Tankers Earnings Releases for reconciliation to most directly comparable GAAP financial measure.
(3) For 12 months ending Q4-19
(4) Based on weighted average number of forecast Suezmax and Aframax / LR2 spot market ship days for 12 months ending Q4-19
(5) Combined weighted average Q1-19 spot TCE rate booked-to-date including RSA, non-pool and FSL voyages
(6) Mid-cycle spot rates based on 90% Clarksons global average 15-year mean

Teekay Offshore (“TOO”)

Recent Highlights

- Q4-18 adjusted EBITDA[1] of $289.5 million, compared to $172.3 million in Q3-18
- Q4-18 adjusted net income [1] of $130.5 million, compared to $11.6 million in Q3-18
- Reached positive settlement agreement with key customer for a total of $96 million
  - $91 million was recognized in revenue in Q4-18
  - $55 million of cash received in Q4-18
- Secured Piranema Spirit FPSO contract extension of up to three years from February 2019

Existing Growth Projects

Project	2018	2019	2020	2021
North Sea Shuttle Tankers		Secured on charter contracts		

(1) These are non-GAAP financial measures. Please see Teekay Offshore’s Q4-18 release for definitions and reconciliations to the comparable GAAP measures.

Steady Progress Towards Greater Value Creation

Key Drivers	TGP	TNK	TOO	TKC
Improving Macro	LNG trade increasing; recently hit multi-year high LNG carrier spot rates	Favourable supply/demand fundamentals; recently hit multi-year high tanker spot rates	Increasing offshore activity	Global oil & gas demand growing driving need for oil and gas shipping
Financial Strength	Completed 2019 financings; delevering on the back of project deliveries and balanced capital allocation strategy	Completed numerous financings and continue to focus on increasing liquidity and extending debt maturity profile	Refinanced 2019 bond maturities; naturally delevering as growth projects are fully reflected in cash flows	Completed bond buybacks and repaid secured debt; delevering further with sale of FPSOs over time
Cash flow growth	Total CFVO up 18% (Q4-18 vs. Q3-18) with more to come as projects deliver throughout 2019	Total CFVO up 94% (Q4-18 vs. Q4-17) as a result of higher spot tanker rates and Q1-19 to-date rates higher	Total CFVO up 103% (Q4-18 vs. Q4-17) as a result of project deliveries and a positive customer settlement	Teekay Parent adjusted CFVO up $51 million (FY 2018 vs. FY 2017) as a result of stronger FPSO results

Appendix

Consolidated Adjusted Net Loss Reconciliation

Q4-18 vs Q3-18

(Thousands of U.S. Dollars except per share amounts)	Q4-2018 (unaudited)(1)	Q3-2018 (unaudited)(1)	Comments
Revenues	491,805	416,443	
Voyage expenses	(117,199)	(90,899)	
Net revenues	374,606	325,544	Teekay Parent - $14m decrease primarily due to the *Banff* and *Foinaven* FPSOs due to unplanned shutdowns in Q4-18 and lower oil price linked tariff revenues in Q4-18 Teekay LNG - $28m increase primarily due to the commencement of charter contracts for the *Magellan Spirit,* the deliveries of two vessels in Q3-18 and Q4-18 along with higher spot rates earned by multi-gas vessels Teekay Tankers - $36m increase primarily due to higher spot rates earned and improved lightering results in Q4-18 compared to Q3-18
Vessel operating expenses	(162,268)	(157,463)	Teekay LNG - $5m increase due to new building deliveries in Q3-18 and Q4-18, and timing of repairs and maintenance
Time-charter hire expenses	(25,434)	(20,965)	Teekay LNG - $4m increase due to full quarter impact of Magellan Spirit LNG carrier chartered-in from Teekay LNG-Marubeni JV in Q3-18
Depreciation and amortization	(71,069)	(69,967)	
General and administrative expenses	(26,751)	(19,050)	Increase primarily due to higher professional fees and certain non-recurring costs incurred in Q4-18
Income from vessel operations	**89,084**	**58,099**	
Interest expense	(74,063)	(71,266)	Teekay LNG - $3m increase due to vessel deliveries
Interest income	2,650	2,103	
Equity income	24,332	9,509	Teekay Parent - $14m increase due to higher earnings in Teekay Offshore, primarily due to the positive settlement with Petrobras recognised in Q4-18
Income tax expense	(6,727)	(4,060)	Teekay Parent - $3m increase due to higher freight tax and tax legislation changes in certain jurisdictions
Other - net	204	(363)	
Net income (loss)	**35,480**	**(5,978)**	
Net income attributable to non-controlling interests	(37,494)	(5,400)	Increase due to higher adjusted net income in Teekay LNG and Teekay Tankers
Net loss attributable to stockholders of Teekay Corporation	**(2,014)**	**(11,378)**	
Basic loss per share	**(0.02)**	**(0.11)**	

(1) Amounts are after adjusting Q4-18 and Q3-18 for items included in Appendix A to our Fourth Quarter 2018 Results Earnings Release and realized gains and losses on derivatives (see slide 13 to this presentation for the Consolidated Adjusted Statement of Net Loss Reconciliation for Q4-18 and Q3-18)

Q1 2019 Outlook – Teekay Consolidated

Income Statement Item	Q1 2019 Outlook (expected changes from Q4-18) (1)
Net Revenues	Teekay Parent • $8m decrease from the *Foinaven* FPSO from the recognition of annual operational tariff revenues in Q4-18 and no oil tariff revenues in Q1-19 • $4m increase from the *Foinaven* FPSO due to an unplanned shutdown in Q4-18 • $2m decrease from the *Hummingbird* FPSO primarily from lower expected oil tariff revenues • $2m increase from the *Banff* FPSO from an unplanned shutdown in Q4-18, higher oil tariff revenue in Q1-19, partially offset by a lower day rate commencing in Q1-19 Teekay LNG • $9m increase from *Sean Spirit* and *Yamal Spirit* due to full quarter activity forecasted for Q1-19 • $3m increase from *Torben Spirit* relating to a higher time-charter rate in Q1-19 • $3m increase from *Polar Spirit* due to off-hire in Q4-18 for repairs • $8m decrease from fewer calendar days in Q1-19, dry-docking scheduled for *Galicia Spirit in Q1-19*, the sales of *Toledo Spirit* and *European Spirit* in Q1-19 and Q4-18, respectively • $3m decrease from *Magellan Spirit* relating to certain bonuses and fees recognized in Q4-18 Teekay Tankers • Increase of approximately 50 net revenue days in TNK, mainly due to the timing of in-chartered vessels that were delivered in Q1-19 and in Q4-18, partially offset by fewer calendar days in Q1-19 compared to Q4-18. Approximately 68% and 70%, or 1180 and 1720 spot revenue days for Aframaxes and Suezmaxes have been fixed at $28,500/day and $26,000/day, respectively, so far in Q1-19 compared to actual rates of $22,000/day and $23,600/day, respectively, in Q4-18
Vessel Operating Expenses (OPEX)	• Teekay Tankers – $3m increase primarily due to the timing of purchasing activities • Teekay LNG – $2m increase due to newbuilding deliveries, net of vessel sales, in Q4-18 and Q1-19 • Teekay Parent – $4m decrease for *Foinaven* and *Banff* FPSOs due to shutdowns in Q4-18 and timing of maintenance
Time-Charter Hire Expense	• Teekay Tankers - $4m increase due to the timing of deliveries of in-chartered vessels in Q1-19 and Q4-18.
Depreciation and Amortization	• Teekay LNG – $1m increase due to vessel deliveries in Q4-18 and Q1-19
Net Interest Expense	• Teekay LNG - $3m increase due to newbuilding deliveries, net of vessel sales, in Q4-18 and Q1-19 • Teekay Parent - $1m decrease due to bond repurchases in Q1-19
General & Administrative	• Expected to range from $25m - $27m on a consolidated basis, as non-recurring costs in Q4-18 are expected to be partially offset by accelerated stock-based compensation recognized in Q1 of each year
Equity Income	• $13m decrease due to lower earnings in Teekay Offshore, due to the positive settlement with Petrobras recognized in Q4-18
Adjusted Net Income Attributable to Non-controlling Interests	• Expected to range from $40m to $42m due to higher expected adjusted net income in Teekay Tankers, partially offset by lower expected net income in Teekay LNG (compared to adjusted net income attributable to non-controlling interests in Q4-18 of $38m)

(1) Changes described are after adjusting Q4-18 for items included in Appendix A to our Fourth Quarter 2018 Results Earnings Release and realized gains and losses on derivatives (see slide 13 to this presentation for the Consolidated Adjusted Statement of Net Loss Reconciliation for Q4-18)

Consolidated Adjusted Net Loss Reconciliation

Q4-18 vs. Q3-18

Teekay Corporation

Consolidated Adjusted Statement of Net Loss

(in thousands of US dollars, except per share amounts)	Three Months Ended December 31, 2018				Three Months Ended September 30, 2018			
	As Reported	Appendix A Items (1)	Reclass for Realized Gains/ Losses on Derivatives (2)	As Adjusted	As Reported	Appendix A Items (1)	Reclass for Realized Gains/ Losses on Derivatives (2)	As Adjusted
Revenues	491,532	-	273	491,805	416,562	-	(119)	416,443
Voyage expenses	(117,199)	-	-	(117,199)	(90,899)	-	-	(90,899)
Net revenues	374,333	-	273	374,606	325,663	-	(119)	325,544
Vessel operating expenses	(162,268)	-	-	(162,268)	(157,585)	122	-	(157,463)
Time charter hire expenses	(25,434)	-	-	(25,434)	(20,965)	-	-	(20,965)
Depreciation and amortization	(71,069)	-	-	(71,069)	(69,967)	-	-	(69,967)
General and administrative expenses	(26,751)	-	-	(26,751)	(19,050)	-	-	(19,050)
Write-down and loss on sale of vessels	-	-	-	-	(2,201)	2,201	-	-
Restructuring charges	-	-	-	-	(813)	813	-	-
Income from vessel operations	**88,811**	**-**	**273**	**89,084**	**55,082**	**3,136**	**(119)**	**58,099**
Interest expense	(72,632)	2,529	(3,960)	(74,063)	(67,343)	525	(4,448)	(71,266)
Interest income	2,650	-	-	2,650	2,103	-	-	2,103
Realized and unrealized losses on derivative instruments	(32,833)	30,753	2,080	-	(2,168)	(655)	2,823	-
Equity income	19,356	4,976	-	24,332	13,744	(4,235)	-	9,509
Income tax expense	(6,727)	-	-	(6,727)	(4,334)	274	-	(4,060)
Foreign exchange loss	(5,764)	4,157	1,607	-	3,553	(5,297)	1,744	-
Other - net	782	(578)	-	204	(2,400)	2,037	-	(363)
Net (loss) income	**(6,357)**	**41,837**	**-**	**35,480**	**(1,763)**	**(4,215)**	**-**	**(5,978)**
Net income attributable to non-controlling interests	(11,996)	(25,498)	-	(37,494)	(10,242)	4,842	-	(5,400)
NET LOSS ATTRIBUTABLE TO STOCKHOLDERS OF TEEKAY CORP.	**(18,353)**	**16,339**	**-**	**(2,014)**	**(12,005)**	**627**	**-**	**(11,378)**
Basic loss per share	**(0.18)**			**(0.02)**	**(0.12)**			**(0.11)**

The above provides a Normalized Income Statement by adjusting for the following:

(1) removal of Appendix A items as documented in the Earnings Release

(2) putting the realized gains/losses to their respective line as if hedge accounting had applied