Teekay Corporation

Q1-2019 Earnings Presentation

May 23, 2019

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, among other things, regarding: Teekay Parent’s delevering and financial flexibility; expected reductions in Teekay Parent’s interest expense and increases in its free cash flow resulting from reductions in Teekay Parent’s gross debt; strengthening of the global tanker market in the second half of 2019 into 2020; improving tanker and gas shipping market fundamentals; Teekay Parent's ability to create greater long-term value; a tanker market recovery that would increase Teekay Tankers’ cash flows and asset values; the ability of Teekay LNG to return capital to unitholders while also continuing to delever its balance sheet; future forward fee-based revenues average remaining contract duration; and future cash flows from Teekay Parent’s FPSO units. 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 changes in exploration, production and storage of offshore oil and gas, either generally or in particular regions that would impact expected future growth; 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; 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; 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, 2018. 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.

Q1-19 Results And Teekay Parent Highlights

Over 40% increase in total adjusted EBITDA in Q1-19 vs. Q1-18

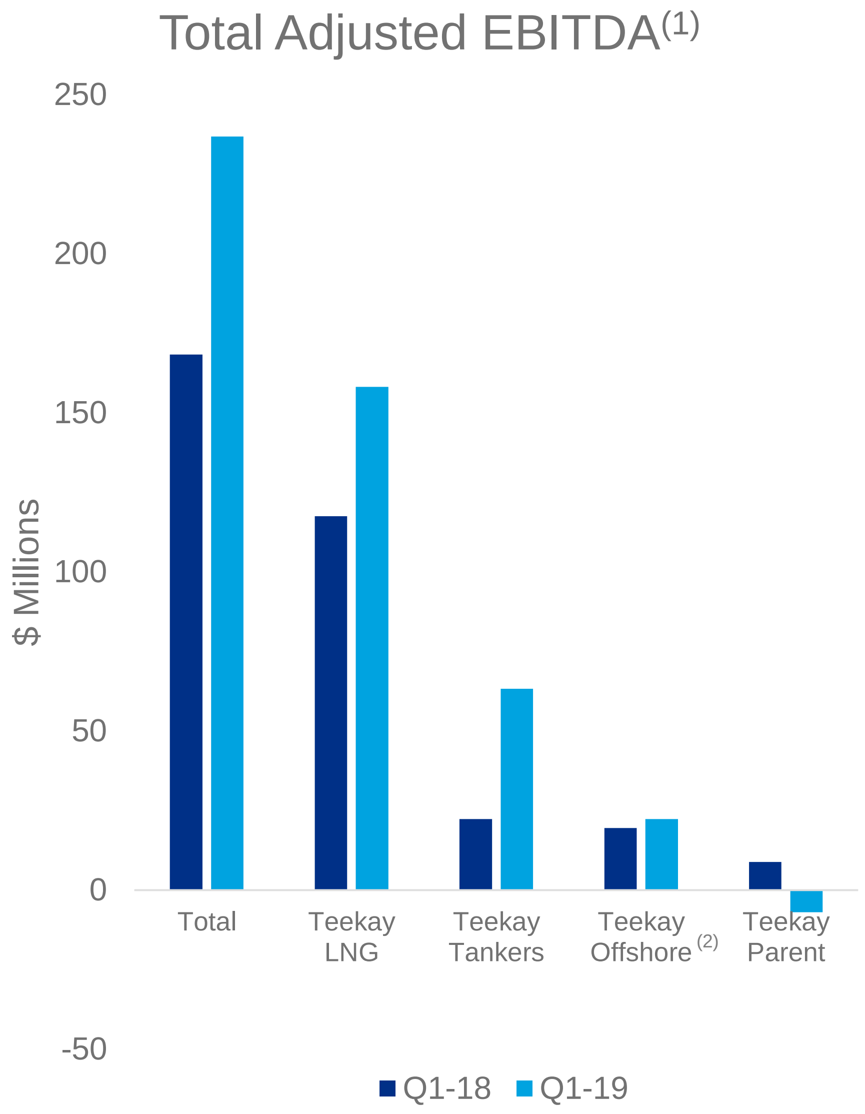
Teekay Parent's balance sheet further strengthened with sale of remaining interests in Teekay Offshore and completion of 2020 bond refinancing

Teekay Consolidated

- Q1-19 total adjusted EBITDA(1) of $237 million, compared to $168 million in Q1-18
- Q1-19 consolidated adjusted net loss(1) of $13 million, or $0.13 per share, compared to adjusted net loss of $18 million, or $0.19 per share, in Q1-18

Teekay Parent

- Q1-19 adjusted EBITDA(1) of $(2) million, including distributions from daughter companies, compared to $13 million in Q1-18
- In May 2019, completed the sale of remaining interests in Teekay Offshore for total cash proceeds of $100 million
- In May 2019, refinanced 2020 bond maturity with a new $250 million secured bond due in Nov. 2022, proceeds from the sale of Teekay Offshore and existing cash
- Nearing completion of a one-year contract extension for the Banff FPSO to August 2020



(1) These are non-GAAP financial measures. Please see Teekay Corporation, Teekay LNG and Teekay Tankers Q1-19 and Q1-18 earnings 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 during Q1-19 and Q1-18.

Positive Turning Point: Now Positioned To Maximize Value

Objectives over the past few years:

- De-risk
- Delever
- Preserve value and optionality

Benefits of completed initiatives:

- A stronger, more stable balance sheet
- Positioned to benefit from strong outlook for both TGP and TNK
- Opportunity to maximize value of existing FPSOs and TGP IDRs

- ☑ Strategic transactions with Brookfield relating to Teekay Offshore (TOO)
- ☑ Eliminated over $500 million of TOO guarantees and reduced TNK guarantees to $161 million
- ☑ Delivered and financed over $2.5 billion[1] of gas projects with fixed-rate charter contracts
- ☑ Adopted more conservative financial policies to retain more capital (incl. eliminating Teekay Parent's dividend)
- ☑ Completed the sale of remaining interest in TOO for $100 million in cash
- ☑ Refinanced 2020 bond maturity with a new 3.5-year, $250 million secured bond offering, reducing Teekay Parent's gross debt by over $260 million, or 40%, since beginning of 2018

[1] Figure based on fully built-up costs of vessels that have delivered since December 31, 2016

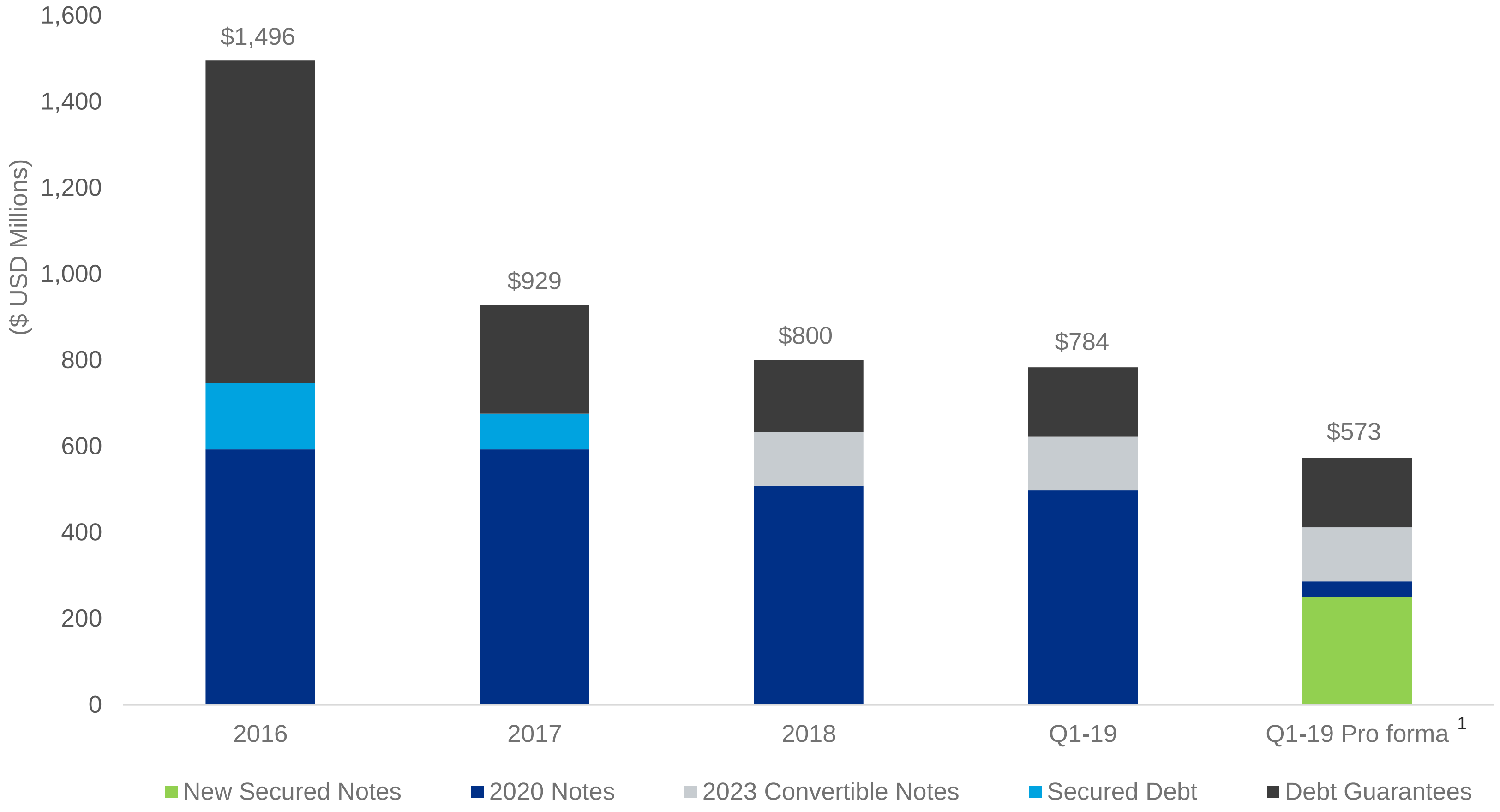
Teekay Parent Delevering Balance Sheet

Removed Teekay Parent's TOO guarantees as part of TOO / Brookfield transaction in 2017 and reduced TNK guarantees as a result of TNK refinancings

Since beginning of 2018, reduced gross debt by over $260 million, or approximately 40%, using proceeds from January 2018 financings and sale of remaining interests in TOO for $100 million

Further delevering expected from potential asset sales

Teekay Parent Debt and Financial Guarantees*



* Debt balances are based on principal balances excluding loan costs and other accounting differences.
[1] Q1-19 Pro forma amounts based on March 31, 2019 balances giving pro forma effect for the $250 million secured notes offering and tender of $460.9 million for the 2020 notes completed in May 2019.

Pro Forma Teekay Parent Capitalization

Debt reductions since the beginning of 2018 and the 2020 bond refinancing results in cash interest savings of $23 million per year to run-rate level of $35 million per year ($8.75 million per quarter)

Sources & Uses

Sources	Amt. ($mm)
Cash from balance sheet	$148
Sale of TOO interest	100
New Secured Notes	250
Total Sources	**$498**

Uses	Amt. ($mm)
Cash tender for Senior Unsecured Notes due 2020 [2]	$489
Estimated fees and expenses	9
Total Uses	**$498**

Teekay Parent Pro Forma Capitalization*

($ millions)	As of 03/31/2019	Adjustments	Pro-Forma
Cash & Cash Equivalents	$213	($148)	$65
$150 million Equity Margin RCF	-	-	-
Senior Unsecured Notes due 2020	498	(461)	37
New Secured Notes due 2022	-	250	250
Convertible Senior Notes due 2023	125	-	125
Total Debt	**$623**		**$412**
Net Debt	**$410**		**$347**
Cash & cash equivalents	$213	($148)	$65
Equity Margin Revolver Availability [3]	143		114
Total Liquidity	**$356**		**$179**

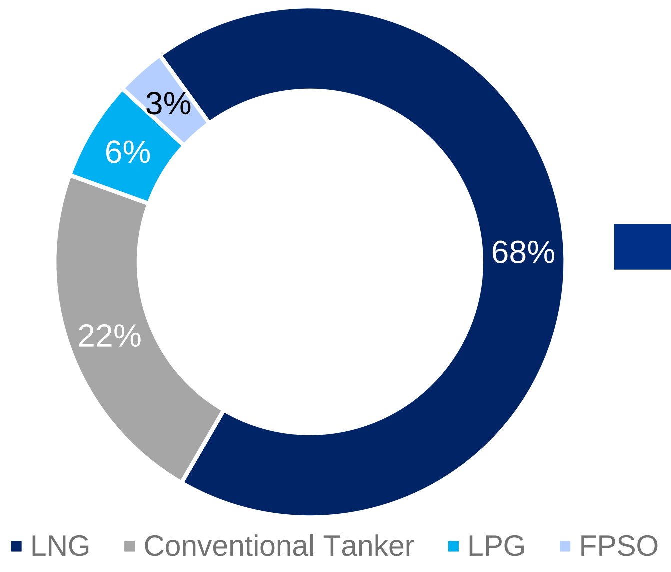
* Debt balances are based on principal balances excluding loan costs and other accounting differences.
[1] Teekay Parent Net Debt is a non-GAAP financial measure and is defined as total debt less cash, cash equivalents and restricted cash; [2] Includes $460.9 million of principal repurchased in the tender offer, tender premium totaling $14.8 million and accrued interest of $12.8 million; [3] Pro-forma availability as of May 22, 2019. A majority of the reduction in availability can be attributed to the sale of Teekay Offshore common units, which were previously used as collateral for Teekay Parent's equity margin revolver.

Stable Asset Portfolio With Diverse Customer Base

Supported by unrivaled contracted revenue with strong counterparties

Growing fixed-rate gas cash flows provide stability with significant upside from tanker cash flows

Invested Capital Breakdown By Segment[(1)]



LNG

$10.1B

Forward fee-based revenues[(2)]

12 years

Average remaining contract duration[(2)]

(1) Based on consolidated book values as of March 31, 2019 and includes proportionate share of equity-accounted joint ventures and remaining newbuild CAPEX

(2) As of April 1, 2019. Based on existing contracts, including recently secured LNG charter contracts, but excludes extension options; includes proportionate share of equity-accounted joint ventures.

Maximizing The Value Of Teekay Parent's FPSOs

Q1-19 results for Foinaven and Banff were impacted by:

- Unplanned shutdowns and lower production ($4M)
- Adoption of new lease accounting standard ($4M of revenue deferred to future quarters)

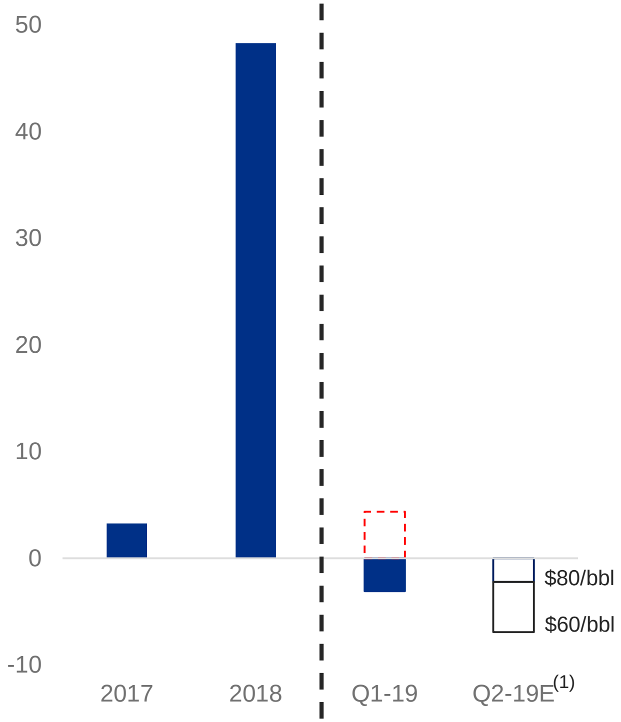
Q2-19 results estimated to be consistent with Q1-19 as a result of additional shutdowns and higher maintenance costs

Oil prices have strengthened materially since the beginning of 2019

- For every $1/bbl change in Brent oil prices results in approximately $1M change annual adjusted EBITDA

Focused on reducing the losses from the Foinaven (contributed $40M of negative EBITDA since the beginning of 2017) and continue to have constructive customer discussions on contract extensions/amendments and/or dispositions

Historical FPSO Adj EBITDA



Avg. Brent Crude price/bbl	$54.75	$71.67	$63.83	$71.45 (2)

Impact of unplanned shutdowns, lower production and adoption of new leasing standard

(1) E = Q2-19 run-rate production based on 29,000 bbl/day.
(2) Average price for Q2-19 up to May 22, 2019.

Hummingbird

- Contracted until September 2020

Base rate plus tariffs linked to oil production and oil price

Banff

- Near completion of 1-year contract extension to August 2020

Extension at substantially similar terms, which include a base rate plus tariffs linked to oil and gas production and oil price

Foinaven

- Operating under Evergreen contract

Base rate plus production tariff plus annual incentives based on oil production and price

Teekay LNG ("TGP")

Recent Highlights

- Q1-19 total adjusted EBITDA[1] of $158 million and adjusted net income[1] of $33 million, or $0.34 per unit, up 35%, 51% and 79% from Q1-18, respectively
- Secured new charters on 4 LNG carriers locking-in $70 million of total adjusted EBITDA
- Returning capital to unitholders:
  - May 2019 distribution increased by 36%
  - May opportunistically repurchase units
- Previously provided guidance ranges still appropriate:
  - Adjusted net income[1] of $1.85 to $2.20 per unit[2]
  - Total adjusted EBITDA[1] of $635 to $660 million[2]
  - Adjusted EBITDA from consolidated vessels[1] of $420 to $440 million[2]

Existing Growth Projects

Project	2019
Yamal LNG ARC 7 Carriers (50%)	Charter contracts through to 2045, plus extension options
Bahrain Regas Terminal (30%)	20-year terminal contract

Charter contract

Ship Naming ceremony for remaining Yamal ARC 7 LNG vessels

(1) These are non-GAAP financial measures. Please see Teekay LNG's Q1-19 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.

Positive Outlook For 2H-19; 2020 To Remain Strong

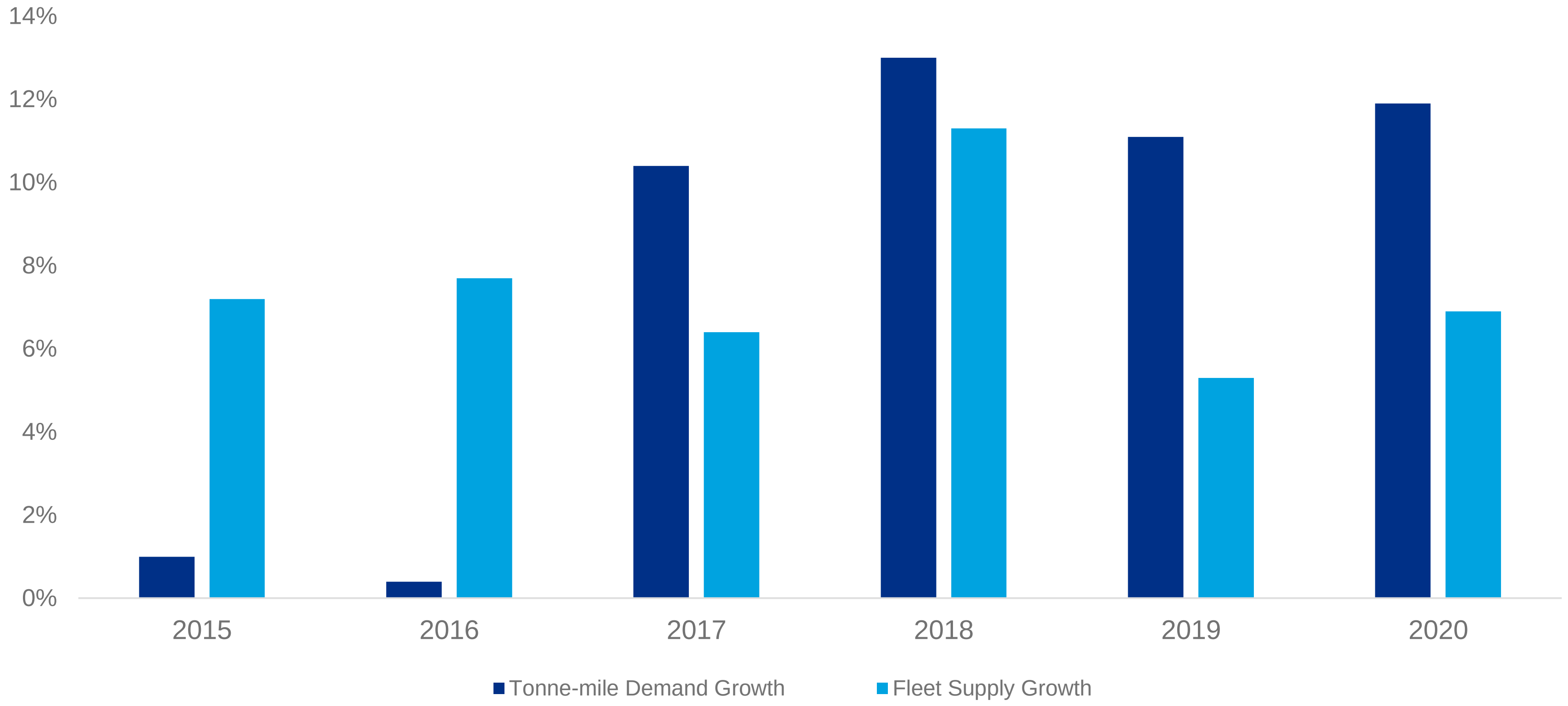
Expected tonne-mile demand growth of 11% in 2019 due to increasing exports

- 2018 projects continue to ramp up production as some were delayed until 2nd half of the year
- 33 MTPA* expected to start up in 2019

Momentum to continue into 2020

- Tonne-mile demand growth of 12% in 2020 from new export projects
- But rates may soften as 70 newbuild orders in 2018 expected to deliver post-2020

LNG Fleet Demand and Supply Growth



Source: Clarksons

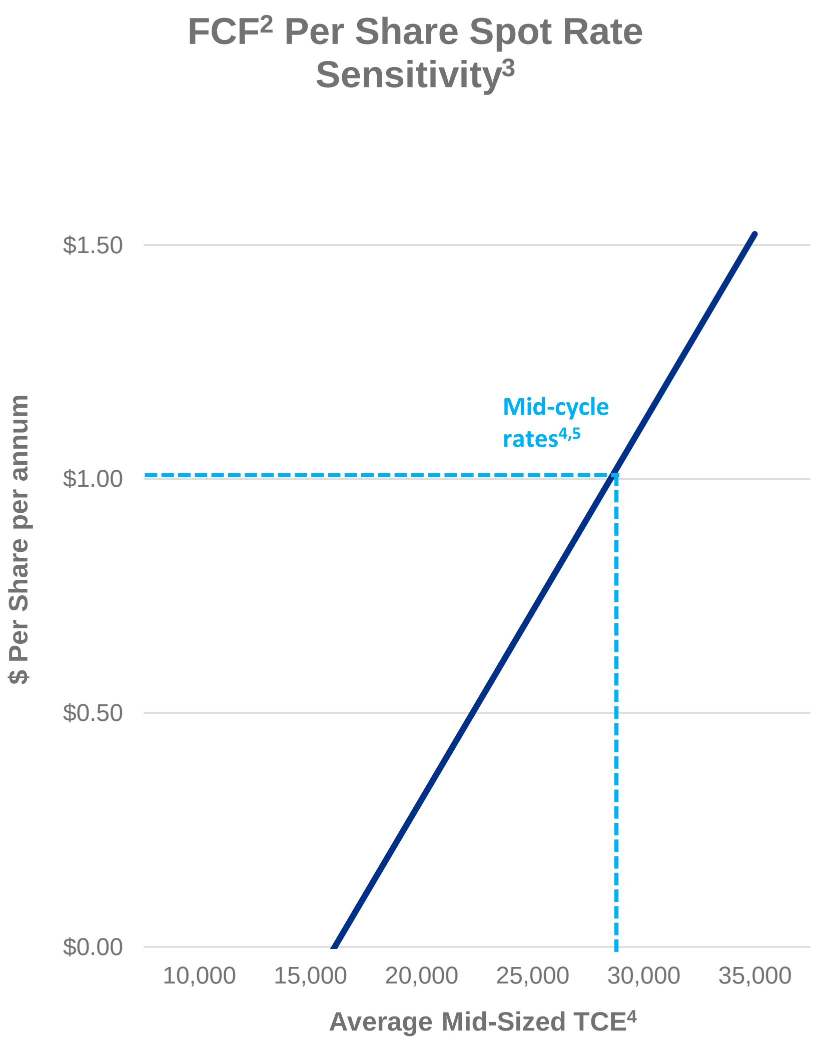
* MTPA = million tonnes per annum

Teekay Tankers (“TNK”)

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

Recent Highlights

- Q1-19 total adjusted EBITDA(1) of $63 million, compared to $22 million in Q1-18
- Q1-19 adjusted net income(1) of $15 million, or $0.05 per share, compared to ($22) million, or ($0.08) per share, in Q1-18
- Completed two previously-announced financings amounting to approximately $40 million of additional liquidity



(1) These are non-GAAP financial measures. Please see Teekay Tankers' Q1-19 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 Q1-20
(4) Based on weighted average number of forecast Suezmax and Aframax / LR2 spot market ship days for 12 months ending Q1-20
(5) Mid-cycle spot rates based on 90% Clarksons global average 15-year mean

Tanker Market Fundamentals Set To Tighten From 2H-2019

Strong global oil demand

- Estimated 1.3 mb/d oil demand growth in 2019
- Refinery throughput set to increase by 5 mb/d from seasonal low in March to peak in August
- IMO 2020 to create additional tanker demand

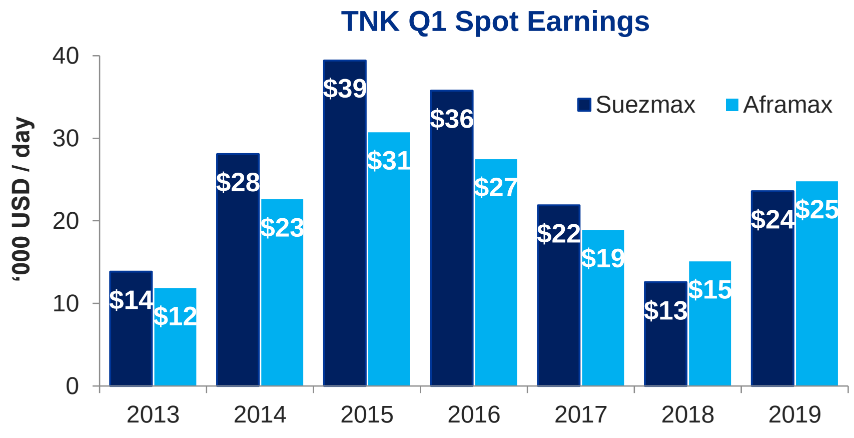
U.S. crude exports set to grow

- U.S. crude exports projected to reach 4 mb/d by end-2019 and over 4.5 mb/d by end-2020
- Positive for mid-size tanker and lightering demand

Period of low fleet growth ahead

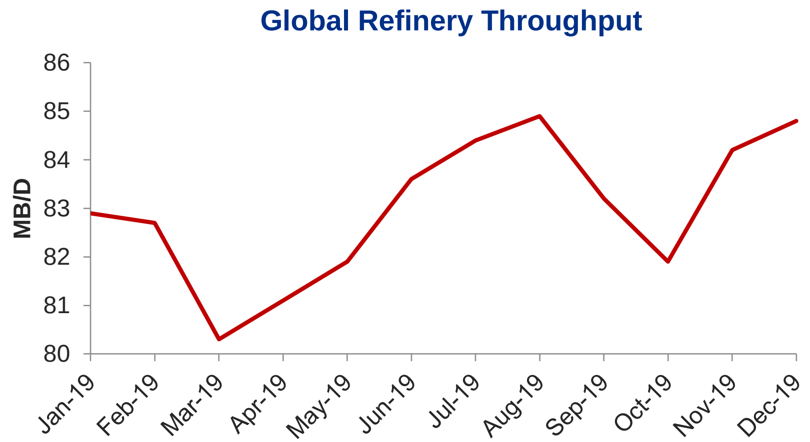
- Tanker orderbook-to-fleet ratio the lowest in over 20 years
- Large pool of potential scrap candidates aged 15+ years to keep scrapping levels elevated

Highest Q1 Spot Rates Since 2016



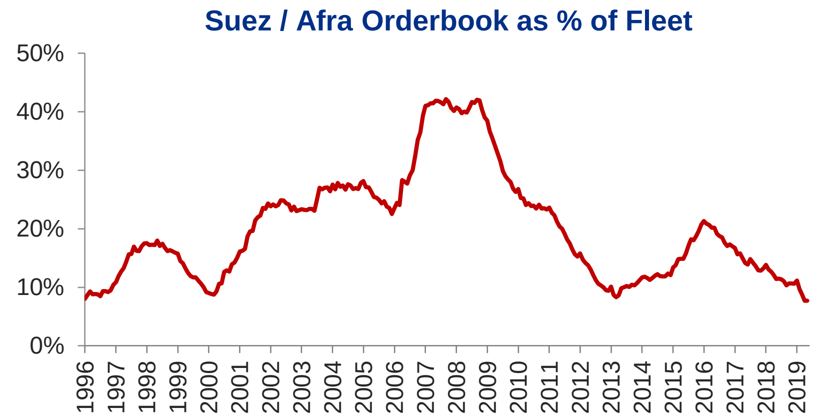
Source: Teekay Tankers

Refinery Throughput Set to Surge



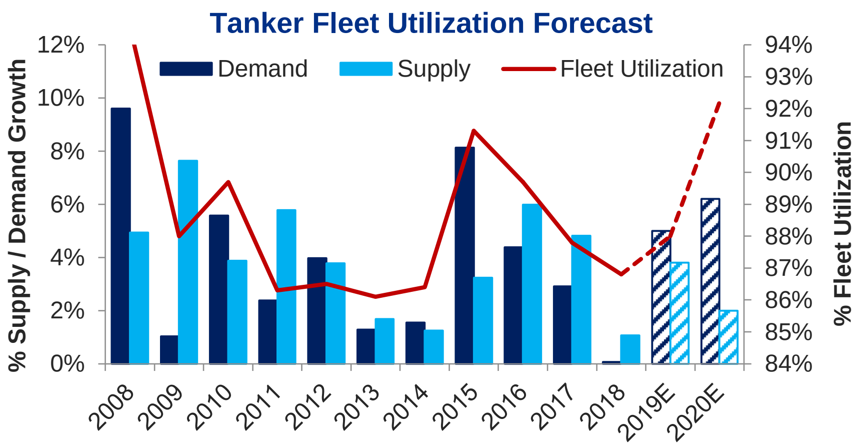
Source: IEA

Orderbook-to-Fleet Ratio At 20-Year Low



Source: Clarksons

Return to Full Fleet Utilization in 2020



Source: Clarkson / Internal Estimate

Teekay Group Positioned To Create Value

Key Drivers	TGP	TNK	TKC
Improving Macro	LNG trade increasing; seasonal spot LNG charter rate weakness with medium-term time charter rates remaining strong	Favourable supply/demand fundamentals	Global oil & gas demand growing driving need for oil and gas shipping
Financial Strength	Delevering on the back of nearly completed, fully financed newbuild program	Delevering as the tanker market strengthens	Refinanced 2020 bond maturity and reduced gross debt significantly; further delevering with potential asset sales
Cash Flow Growth	Newbuild program nearing completion, driving significant cash flow growth with further upside from strengthening LNG and LPG carrier markets	Significant cash flow operating leverage to an expected tanker market recovery	Improving cash flow from lower interest expense and G&A with potential upside from FPSOs and future TGP/TNK distribution/dividend increases

Appendix

Consolidated Adjusted Net Loss Reconciliation

Q1-19 vs Q4-18

(Thousands of U.S. Dollars except per share amounts)	Q1-2019 (unaudited)(1)	Q4-2018 (unaudited)(1)	Comments
Revenues	474,737	491,805	
Voyage expenses	(103,123)	(117,199)	
Net revenues	371,614	374,606	Teekay Parent - $10m decrease primarily due to the recognition of annual operational tariff revenues and oil tariff revenues in Q4-18 for the *Foinaven* FPSO Teekay LNG - $1m increase primarily due to vessel deliveries in Q1-19 and Q4-18, the *Torben Spirit* earning a higher time-charter rate commencing late Q4-18, and higher spot rates earned on the multi-gas vessels. These increases were partially offset by the *Magellan Spirit* earning a lower time-charter rate upon re-employment during Q4-18, an increase in off-hire days due to dry dockings and repairs, and the sales of three Suezmax vessels in Q4-18 and Q1-19. Teekay Tankers - $6m increase primarily due to higher overall spot rates earned.
Vessel operating expenses	(156,992)	(162,268)	Teekay Parent - $4m decrease primarily due to the timing of maintenance in the FPSO fleet Teekay LNG - $4m decrease primarily due to the sales of three Suezmax vessels, and timing of repairs and maintenance. These decreases were partially offset by vessel deliveries between Q4-18 and Q1-19. Teekay Tankers - $3m increase primarily due to the timing of maintenance and purchasing activities
Time-charter hire expenses	(29,838)	(25,434)	Teekay Tankers - $5m increase primarily due to the timing of in-chartered vessels that were delivered at various times in Q1-19 and Q4-18
Depreciation and amortization	(72,107)	(71,069)	Teekay LNG - $1m increase primarily due to the delivery of the *Yamal Spirit* in Q1-19.
General and administrative expenses	(22,972)	(26,751)	Decrease primarily due to professional fees and certain non-recurring costs incurred in Q4-18, partially offset by accelerated equity-based compensation recognised in Q1-19
Income from vessel operations	**89,705**	**89,084**	
Interest expense	(74,794)	(74,063)	Teekay Parent - $1m decrease primarily due to the bond repurchases in Q1-19 Teekay LNG - $2m increase primarily due to vessel deliveries in Q4-18 and Q1-19
Interest income	2,689	2,650	
Equity income	12,012	24,332	Teekay Parent - $11m decrease due to lower earnings in Teekay Offshore, primarily due to the positive settlement with Petrobras recognised in Q4-18
Income tax expense	(5,036)	(6,727)	Teekay Parent - $4m decrease primarily due to lower taxable income in certain jurisdictions and adjustments to freight tax liabilities Teekay LNG - $3m increase due to additional freight tax liability recognized in Q1-19
Other - net	28	204	
Net income	**24,604**	**35,480**	
Net income attributable to non-controlling interests	(37,559)	(37,494)	
Net loss attributable to stockholders of Teekay Corporation	**(12,955)**	**(2,014)**	Decrease is primarily due to lower equity income due to lower earnings in Teekay Offshore in Q1 2019
Basic loss per share	**(0.13)**	**(0.02)**	

(1) Amounts are after adjusting Q1-19 and Q4-18 for items included in Appendix A to our First Quarter 2019 Results Earnings Release and realized gains and losses on derivatives (see slide 17 to this presentation for the Consolidated Adjusted Statement of Net Loss Reconciliation for Q1-19 and Q4-18)

Q2 2019 Outlook – Teekay Consolidated

Income Statement Item	Q2 2019 Outlook (expected changes from Q1-19) (1)
Net Revenues	Teekay Parent • $5m increase from the *Banff* FPSO from higher oil tariff revenue in Q2-19 Teekay LNG • $3m increase from *Yamal Spirit* due to full quarter activity forecasted for Q2-19 • $3m increase from the multi-gas vessels due to higher forecasted rates for Q2-19 • $7m increase from more calendar days in Q2-19, and dry-dockings for *Galicia Spirit* and *Madrid Spirit* in Q1-19 • $8m decrease from *Magellan Spirit* due to scheduled dry dock and idle days before commencing new contract in late-May 2019 Teekay Tankers • Decrease of approximately 60 net revenue days, mainly due to more scheduled drydocks in Q2-19, partially offset by more calendar days in Q2-19 and a full quarter of operation of two chartered-in vessels that were delivered to us in Q1-19. Approximately 55%, 61% and 54% or 940, 1,475 and 510 spot revenue days for Aframaxes, Suezmaxes and LR2s have been fixed at $21,200/day, $17,300/day and $15,000/day, respectively so far in Q2-19 compared to actual rates of $24,800/day, $23,600/day and $20,700/day, respectively, in Q1-19.
Vessel Operating Expenses (OPEX)	• Teekay Parent – $4m increase for *Banff* FPSO and *Foinaven* FPSO due to higher maintenance costs in Q2-19 • Teekay LNG – $3M increase due to timing of repairs and maintenance and full quarter of *Yamal Spirit* in Q2-19
Time-Charter Hire Expense	• Teekay LNG - $3m decrease from scheduled dry docking of *Magellan Spirit* in Q2-19 • Teekay Tankers - $1m increase due to a full quarter for two in-chartered vessels delivered in Q1-19
Depreciation and Amortization	• Teekay LNG – $1m increase due to full quarter of Yamal Spirit in Q2-19
Net Interest Expense	• Teekay Parent - $1m decrease due to bond refinancing in Q2-19
General & Administrative	• Decrease by $1-2m on a consolidated basis, as accelerated stock-based compensation is recognized in Q1 each year
Equity Income	• Teekay LNG - $6m decrease due to timing of repairs and maintenance and drydocking of various vessels in the Malt JV in Q2-19
Adjusted Net Income Attributable to Non-controlling Interests	• Expected to range from $9m to $11m due to lower expected adjusted net income in Teekay Tankers, (compared to adjusted net income attributable to non-controlling interests in Q1-19 of $38m)

(1) Changes described are after adjusting Q1-19 for items included in Appendix A to our First Quarter 2019 Results Earnings Release and realized gains and losses on derivatives (see slide 17 to this presentation for the Consolidated Adjusted Statement of Net Loss Reconciliation for Q1-19)

Consolidated Adjusted Net Loss Reconciliation

Q1-19 vs Q4-18

Teekay Corporation
Q1-2019 Consolidated Adjusted Statement of Net Loss

(in thousands of US dollars, except per share amounts)	Three Months Ended March 31, 2019 As Reported	Appendix A Items (1)	Reclass for Realized Gains/ Losses on Derivatives (2)	As Adjusted	Three Months Ended December 31, 2018 As Reported	Appendix A Items (1)	Reclass for Realized Gains/ Losses on Derivatives (2)	As Adjusted
Revenues	481,213	(6,463)	(13)	474,737	491,532	-	273	491,805
Voyage expenses	(103,123)	-	-	(103,123)	(117,199)	-	-	(117,199)
Net revenues	378,090	(6,463)	(13)	371,614	374,333	-	273	374,606
Vessel operating expenses	(156,992)	-	-	(156,992)	(162,268)	-	-	(162,268)
Time charter hire expenses	(29,838)	-	-	(29,838)	(25,434)	-	-	(25,434)
Depreciation and amortization	(72,107)	-	-	(72,107)	(71,069)	-	-	(71,069)
General and administrative expenses	(22,972)	-	-	(22,972)	(26,751)	-	-	(26,751)
Asset impairments	(3,328)	3,328	-	-	-	-	-	-
Restructuring charges	(8,621)	8,621	-	-	-	-	-	-
Income from vessel operations	**84,232**	**5,486**	**(13)**	**89,705**	**88,811**	**-**	**273**	**89,084**
Interest expense	(73,671)	1,998	(3,121)	(74,794)	(72,632)	2,529	(3,960)	(74,063)
Interest income	2,689	-	-	2,689	2,650	-	-	2,650
Realized and unrealized losses on derivative instruments	(5,423)	3,723	1,700	-	(32,833)	30,753	2,080	-
Equity (loss) income	(61,653)	73,665	-	12,012	19,356	4,976	-	24,332
Income tax expense	(5,036)	-	-	(5,036)	(6,727)	-	-	(6,727)
Foreign exchange loss	(2,630)	1,196	1,434	-	(5,764)	4,157	1,607	-
Other - net	28	-	-	28	782	(578)	-	204
Net (loss) income	**(61,464)**	**86,068**	**-**	**24,604**	**(6,357)**	**41,837**	**-**	**35,480**
Net income attributable to non-controlling interests	(22,793)	(14,766)	-	(37,559)	(11,996)	(25,498)	-	(37,494)
NET LOSS ATTRIBUTABLE TO STOCKHOLDERS OF TEEKAY CORP.	**(84,257)**	**71,302**	**-**	**(12,955)**	**(18,353)**	**16,339**	**-**	**(2,014)**
Basic loss per share	**(0.84)**			**(0.13)**	**(0.18)**			**(0.02)**

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