Teekay Corporation

First Quarter 2021 Earnings Presentation

May 13, 2021

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: the expected impact of Teekay Parent's wind-down of its FPSO segment, including anticipated reductions of its accrued net asset retirement obligation liabilities and the timing thereof; the ability of Teekay Parent and CNRI to satisfy the conditions of the Banff DSA and the timing thereof; the ability of CNRI to assume responsibility for Teekay Parent's remaining asset retirement and decommissioning obligations with respect to the Banff field decommissioning and incorporate these obligations into its own decommissioning process; the expected redelivery and recycling of the Foinaven FPSO, as well as the anticipated timing thereof and the ability of Teekay Parent to fund the recycling thereof under the agreed contractual terms with the customer; the impact of COVID-19, market volatility and related global events on the Company's business and financial results, including the impact and timing of coronavirus vaccination programs; estimated fluctuations in global oil demand and supply levels, including anticipated future fluctuations in global oil inventories and the timing thereof; forecasts of worldwide tanker fleet growth or contraction and vessel scrapping; the future outlook of the tanker market, and the impact thereon of various factors; fixed charter coverage for Teekay LNG's fleet for 2021 and 2022; the impact of the increase in Teekay LNG's common unit distribution, which is expected to commence in the first quarter of 2021, on Teekay Parent's free cash flows and on Teekay LNG's delevering, financial flexibility and capital allocation plans as well as its financial position; forecasts of growth in global demand for LNG; Teekay Tankers' plans to potentially finance, and the timing of closing, the repurchase of sale-leaseback vessels; the timing of commencement of new charter contracts and maturity of certain credit facilities; and Teekay consolidated outlook for the second quarter of 2021.

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 or tanker rates; OPEC+ and non-OPEC production and supply levels; the duration and extent of the COVID-19 pandemic and any resulting effects on the markets in which the Company operates; the impact of the pandemic on the Company's ability to maintain safe and efficient operations; the impact and timing of coronavirus vaccination programs; issues with vessel operations; higher than expected costs and expenses, off-hire days or dry-docking requirements (both scheduled and unscheduled); the ability of Teekay Parent and CNRI to meet various conditions precedent under the Banff DSA and the timing thereof; higher than expected costs and/or delays associated with the remediation of the Banff field or the decommissioning/recycling of the Banff FPSO unit or the Foinaven FPSO unit; changes in applicable industry laws and regulations and the timing of implementation of new laws and regulations, including IMO 2030; the potential for early termination of long-term contracts of existing vessels; changes in borrowing costs or equity valuations; declaration by Teekay LNG's board of directors of common unit distributions; the inability of Teekay Tankers to finance the repurchase of sale leaseback vessels within anticipated timeframes; potential lack of cash flow for Teekay LNG to continue paying distributions on its common units and other securities; available cash to reduce financial leverage at Teekay Parent, Teekay LNG and Teekay Tankers; the impact of geopolitical tensions and changes in global economic conditions; 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, 2020. 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.

Q1-21 Financial Highlights

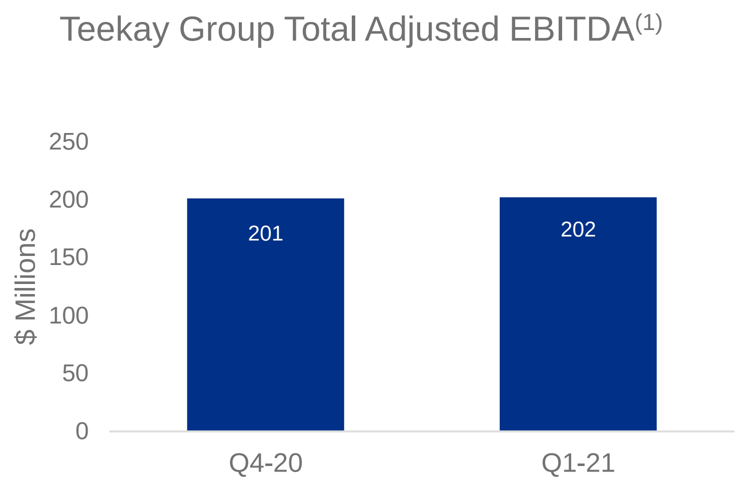
All Teekay entities reported stronger results compared to prior quarter despite the continued weakness in the tanker market as a result of ongoing impact of COVID-19 on oil demand

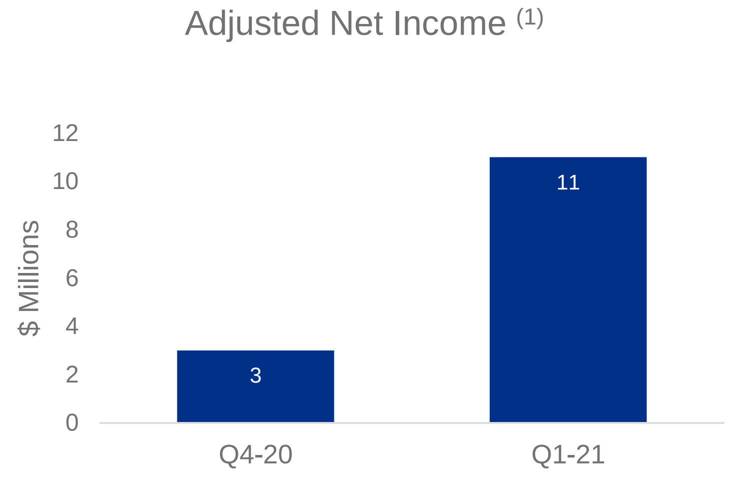
Quarterly Cash Flows and Earnings

- Total Adjusted EBITDA(1) of $202M in Q1-21, compared to $201M in Q4-20
- Consolidated Adjusted Net Income(1) of $11M, or $0.11 per share, in Q1-21, compared to $3M, or $0.03 per share, in Q4-20

Significant positive progress on winding down FPSO segment

Published new 2020 Sustainability Report in April 2021(2)





(1) These are non-GAAP financial measures. Please see Teekay Corporation's,Q1-21 earnings releases for definitions and reconciliations to the comparable GAAP measures.
(2) Click here for link to our 2020 Sustainability Report.

Significant Progress on Winding Down FPSO Segment

Assuming conditions of decommissioning agreement are met by June 2021, expect to reduce total accrued asset retirement obligations (ARO) in Q2-21

Banff

- Successfully completed Phase I of decommissioning project below budget
- Recorded net negative EBITDA of $1M in Q1-21, which came in $3M ahead of our expectations of net negative EBITDA of approximately $4M
- Expect to incur approximately $5M-$6M of costs in Q2-21 related to green recycling of FPSO
- Entered into conditional agreement in April 2021 with customer whereby they will take over our remaining Phase II decommissioning responsibilities, which is expected to eliminate our remaining exposure to the Banff field

Foinaven

- Operating under contract at nominal day rate since receiving upfront cash payment of $67M in April 2020
- Expect unit to be redelivered in 1H-2022 due to BP's recent decision to suspend production on Foinaven field
- Upon redelivery, expect to green-recycle the unit with the costs expected to be covered by fixed contractual lump sum payment from customer

Hummingbird

- Continues to produce on Chestnut field under its existing fixed-rate contract
- Steady oil production, averaging 4,000 barrels per day in Q1-21

Daughter Company Updates

Teekay LNG (TGP)

- Q1-21 adjusted net income[1] of $60M, or $0.61 per unit, which is slightly better than Q4-20
- Experiencing counter-seasonal strength in LNG shipping spot and short-term charter rates, and long-term LNG demand expected to double by 2040
- Secured three charters, including one spot market-linked charter contract
  - LNG fleet now 98% fixed for remainder of 2021 and 89% fixed in 2022
- Increased common unit distribution by 15% to $1.15 per unit on an annualized basis
  - Distribution is well-covered by long-term, fixed-rate cash flows
  - Still enables TGP to continue delevering its balance sheet and retain financial flexibility to optimally allocate capital as demand for LNG continues to grow
  - Teekay Parent to receive $43 million per year in cash distributions from TGP based on new distribution level

Teekay Tankers (TNK)

- Q1-21 adjusted net loss[1] of ($22.0)M, or ($0.65) per share, compared to $(40.7)M, or ($1.21) per share, in Q4-20
- Despite near-term headwinds due to continued impact of COVID-19, positive signals indicate market rebound starting in 2H-2021
- Maintaining strong financial position
  - Liquidity position of $372M at Mar 31/21
  - Net debt to cap of 32% at Mar 31/21
- Enabling TNK to reduce its cost of capital
  - Exercised additional purchase options on 6 vessels on higher-cost sale-leaseback financings (exercised purchase options on a total of 8 vessels closing in May and Sept 2021)
  - Negotiating term sheets on lower-cost sale-leasebacks for all 8 vessels

(1) These are non-GAAP financial measures. Please see Teekay LNG's and Teekay Tankers' Q1-21 earnings release for definitions and reconciliations to the comparable GAAP measures.

Appendix

Consolidated Adjusted Net Income Reconciliation(1)

Q1-21 vs. Q4-20

(Thousands of U.S. Dollars except per share amounts)	Q1-2021 (unaudited)	Q4-2020 (unaudited)	Variance	Comments
Revenues	359,602	357,807	1,795	
Voyage expenses	(76,225)	(64,437)	(11,788)	
Net revenues	283,377	293,370	(9,993)	Teekay Parent - $12m decrease primarily due to the completion of a drydocking management project and lower reimbursable service revenues during Q1-21, as well as higher third-party management revenues in Q4-20 compared to Q1-21. Teekay LNG - $3m decrease mainly due to the scheduled drydocking and repositioning of the Creole Spirit upon charter contract ending in Q1-21. Teekay Tankers - $5m increase primarily due to higher overall spot TCE rates as well as fewer scheduled dry dockings and off-hire days in Q1-21; partially offset by a number of vessels returning from time-charter out contracts earning lower spot rates compared to previous fixed rates.
Vessel operating expenses	(127,949)	(141,822)	13,873	Teekay Parent - $15m decrease primarily as a result of the completion of a drydocking management project and lower reimbursable costs in Q1-21 compared to Q4-20. Teekay LNG - $1m decrease primarily due to timing of repairs and maintenance activities. Teekay Tankers - $2m increase primarily due to timing of repair and maintenance activities and certain crewing-related costs.
Time-charter hire expenses	(11,121)	(16,717)	5,596	Teekay Parent - $1m decrease due to the termination of an in-charter contract during Q1-21. Teekay Tankers - $4m decrease primarily due to the redelivery of three in-chartered vessels to their owners during Q4-20 and early Q1-21, as well as impairment recorded for two in-chartered vessels in Q4-20.
Depreciation and amortization	(58,586)	(60,926)	2,340	Teekay LNG - $1m decrease primarily due to the write-down of four vessels in Q4'20. Teekay Tankers - $1m decrease primarily due to the write-down of four vessels and the classification of two vessels as held-for-sale in Q4-20, as well as the full amortization of certain dry docks in early 2021 prior to the next dry dockings scheduled for Q2-21.
General and administrative expenses	(22,367)	(19,210)	(3,157)	Increase mainly due to timing of expenses.
Income from vessel operations	**63,354**	**54,695**	**8,659**	
Interest expense - net	(53,158)	(56,487)	3,329	Teekay Parent - $1m decrease due to reduction in accretion expense related to the Convertible Notes as a result of the early adoption of ASU 2020-06. Teekay LNG - $2m decrease primarily due to principal repayments and a decrease in LIBOR.
Equity income	28,104	30,391	(2,287)	Teekay LNG - $2m decrease mainly due to estimated off-hire claims for two vessels in the Yamal JV to carry out repairs and higher operating expenses due to the timing of maintenance and repairs on certain LNG carriers in the MALT JV. These decreases were partially offset by decreases in net interest expense primarily due to principal repayments and a decrease in LIBOR.
Income tax expense	(2,032)	(14,179)	12,147	Teekay Tankers - $9m increase due to a freight tax accrual adjustment in Q4-20. Teekay LNG - $1m increase due to a freight tax accrual adjustment in Q4-20.
Other - net	(103)	(358)	255	
Adjusted net income	**36,165**	**14,062**	**22,103**	
Adjusted net income attributable to non-controlling interests	(24,845)	(11,213)	(13,632)	Increase primarily due to decrease in Teekay Tankers' net loss in Q1-21.
Adjusted net income attributable to shareholders of Teekay Corporation	**11,320**	**2,849**	**8,471**	
Adjusted basic earnings per share	**0.11**	**0.03**	**0.08**	

(1) Amounts are after adjusting Q1-21 and Q4-20 for items included in Appendix A to our First Quarter 2021 Results Earnings Release and realized gains and losses on derivatives (see slide 9 to this presentation for the Consolidated Adjusted Statement of Net Income Reconciliation for Q1-21 and Q4-20)

Q2-2021 Outlook – Teekay Consolidated

Income Statement Item	Q1-21 in millions adjusted basis	Q2-21 Adjusted Net Income Outlook (expected changes from Q1-21) (1)
Net Revenues	283	Teekay Parent • $4m decrease due to non-recurring completion payment received in Q1-21 from our marine services business in Australia. Teekay LNG • $4M decrease due to reversal of operational claims in Q1-21 for certain of the Partnership's LNG carriers. • $3M decrease due to more off-hire for scheduled drydockings in Q2-21. • $1M decrease from multi-gas vessels due to lower forecasted daily rates in Q2-21. Teekay Tankers • Decrease of approximately 320 net revenue days, comprised of a reduction of 490 fixed-rate revenue days and an increase of 170 spot revenue days, primarily due to more dry dockings in Q2-21 compared to Q1-21, the sale of two tankers and the redelivery of two in-chartered tankers in Q1-21, partially offset by an additional calendar day in Q2-21.
Vessel Operating Expenses (OPEX)	(128)	• Teekay LNG - $1m increase primarily due to timing of spares and consumables. • Teekay Tankers - $1m increase primarily due to the timing of repair and maintenance activities, partially offset by the sale of two tankers in Q1-21.
Time-Charter Hire Expense	(11)	• Teekay Tankers - $1m decrease due to the redelivery of two in-chartered tankers and one ship-to-ship support vessel during Q1-21 and early Q2-21.
Depreciation and Amortization	(59)	• Expected to be consistent with Q1-21.
General & Administrative	(22)	• Expected to be consistent with Q1-21.
Net Interest Expense	(53)	• Teekay Tankers - $1m decrease primarily due to lower balances on obligations related to finance leases and the Q2-21 repurchase of two tankers currently under sale-leaseback arrangements.
Equity Income	28	• Teekay LNG - $3m increase due to less off-hire days for repairs.
Tax expense	(2)	• Teekay Tankers - $2m decrease primarily due to vessel trading activities and regular assesment of tax positions.
Adjusted Net Income Attributable to Non-controlling Interests	(25)	• Expected to range from ($9m) to ($11m) due to expected lower adjusted net income in Teekay Tankers and Teekay LNG

Vessel type - Days (% fixed) at Day Rate in $	Aframax (2)	Suezmax	LR2 (3)
Spot: Q2 To-Date (fixed days quarter-to-date)	558 days (49%) at $10,500	1,233 days (55%) at $10,500	341 days (49%) at $11,900
Spot: Q1 Actual	1,266 days at $10,100	1,906 days at $10,700	727 days at $11,400
Fixed: Q2 To-Date (fixed days quarter-to-date)	235 days (100%) at $22,900	19 days (100%) at $44,200	29 days (100%) at $28,600
Fixed: Q1 Actual	267 days at $22,900	418 days at $44,700	90 days at $28,600

(1) Changes described are after adjusting Q1-21 for items included in Appendix A to our first Quarter 2021 Results Earnings Release and realized gains and losses on derivatives (see slide 9 to this presentation for the Consolidated Adjusted Statement of Net Loss Reconciliation for Q1-21)

(2) Days and percentage booked to-date include Aframax RSA, full service lightering (FSL) and non-RSA voyage charters for all Aframax vessels

(3) Days and percentage booked to-date include Aframax RSA, FSL and non-RSA voyage charters for all LR2 vessels, whether trading in the clean or dirty spot market

Consolidated Adjusted Statement of Net Income Reconciliation

Q1-21 vs. Q4-20

(in thousands of US dollars, except per share amounts)	Three Months Ended March 31, 2021				Three Months Ended December 31, 2020			
	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	359,081	493	28	359,602	362,296	(3,679)	(810)	357,807
Voyage expenses	(76,225)	-	-	(76,225)	(64,437)	-	-	(64,437)
Net revenues	282,856	493	28	283,377	297,859	(3,679)	(810)	293,370
Vessel operating expenses	(128,437)	488	-	(127,949)	(144,951)	3,129	-	(141,822)
Time charter hire expenses	(11,121)	-	-	(11,121)	(16,717)	-	-	(16,717)
Depreciation and amortization	(58,586)	-	-	(58,586)	(60,926)	-	-	(60,926)
General and administrative expenses	(22,367)	-	-	(22,367)	(19,210)	-	-	(19,210)
Asset impairments and write-downs	(715)	715	-	-	(28,690)	28,690	-	-
Restructuring charges	(303)	303	-	-	(1,570)	1,570	-	-
Income from vessel operations	**61,327**	**1,999**	**28**	**63,354**	**25,795**	**29,710**	**(810)**	**54,695**
Interest expense	(48,939)	-	(6,264)	(55,203)	(50,707)	-	(7,251)	(57,958)
Interest income	2,045	-	-	2,045	1,471	-	-	1,471
Realized and unrealized gains (losses) derivative instruments	7,321	(12,211)	4,890	-	(3,453)	(2,935)	6,388	-
Equity income	37,157	(9,053)	-	28,104	15,285	15,106	-	30,391
Income tax recovery (expense)	1,385	(3,417)	-	(2,032)	(18,669)	4,490	-	(14,179)
Foreign exchange gain (loss)	5,723	(7,069)	1,346	-	(12,499)	10,826	1,673	-
Other - net	(4,515)	4,412	-	(103)	(2,355)	1,997	-	(358)
Net income (loss)	**61,504**	**(25,339)**	**-**	**36,165**	**(45,132)**	**59,194**	**-**	**14,062**
Net (income) loss attributable to non-controlling interests	(31,553)	6,708	-	(24,845)	25,688	(36,901)	-	(11,213)
NET INCOME (LOSS) ATTRIBUTABLE TO SHAREHOLDERS OF TEEKAY CORP.	**29,951**	**(18,631)**	**-**	**11,320**	**(19,444)**	**22,293**	**-**	**2,849**
Basic earnings (loss) per share	**0.30**			**0.11**	**(0.19)**			**0.03**

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