Teekay Group

Second Quarter 2025 Earnings Presentation

July 31, 2025

Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Exchange Act of 1934, as amended. All statements included in this release, other than statements of historical fact, are forward-looking statements. When used in this release, the words "expect", "believe", "anticipate", "plan", "intend", "estimate", "may", "will", "should" or similar words are intended to identify forward-looking statements. Readers are cautioned not to place undue reliance on these forward-looking statements and any such forward-looking statements are qualified in their entirety by reference to the following cautionary statements. All forward-looking statements speak only as of the date hereof and are based on current expectations and involve a number of assumptions, risks and uncertainties that could cause actual results to differ materially from such forward-looking statements. Forward-looking statements contained in this release include, among others, statements regarding: our expectations regarding vessel sales and acquisitions, including the occurrence and timing of vessel deliveries, the expected financial impacts of such transactions and our expected operating plans for acquired vessels; the Company's expectations regarding tanker charter-in contracts, including the timing of commencement, expiry or extensions thereof; the timing of payments of cash dividends; any future dividends; geopolitical events and the impact thereof on the global economy, the industry and tanker market, and the Company's business, including the imposition of global trade tariffs; management's view of the tanker operating and rate environments, the strength of the tanker market, and related effects on the Company and its operations; crude oil and refined product tanker market fundamentals, including expectations regarding oil supply and demand, as well as tonne-mile demand; forecasts of worldwide tanker fleet growth or contraction, vessel scrapping levels, and newbuilding tanker orders; expected full recovery from a customer of severance cost resulting from the termination of a management contract related to the Company's Australian operations; the Company's ability to benefit from its balance sheet strength and approach to fleet renewal; and the Company's liquidity and market position.

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: potential changes to or termination of the Company's capital allocation plan or dividend policy; the declaration by the Company's Board of Directors of any future cash dividends on the Company's common shares; the Company's available cash and the levels of its capital needs; changes in the Company's liquidity and financial leverage; changes in the annual EBITDA levels of the Company's Australian operations; changes in tanker rates, including spot tanker market rate fluctuations, and in oil prices; changes in the production of, or demand for, oil or refined products and for tankers; changes in trading patterns affecting overall vessel tonnage requirements; non-OPEC+ and OPEC+ production and supply levels; the impact of geopolitical tensions and conflicts, and changes in global economic conditions; greater or less than anticipated levels of tanker newbuilding orders and deliveries and greater or less than anticipated rates of tanker scrapping; the potential for early termination of charter contracts on existing vessels in the Company's fleet; the inability of charterers to make future charter payments; the refusal or inability of a customer to make payments relating to severance costs; delays of vessel deliveries; changes in applicable industry laws and regulations and the timing of implementation of new laws and regulations and the impact of such changes; increased costs; and other factors discussed in Teekay Tankers' filings from time to time with the U.S. Securities and Exchange Commission, including its Annual Report on Form 20-F for the fiscal year ended December 31, 2024. 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.

Photo credit:
Third Officer Jomar Remolagio Verbo
Limerick Spirit

Teekay Tankers Q2-25 Highlights

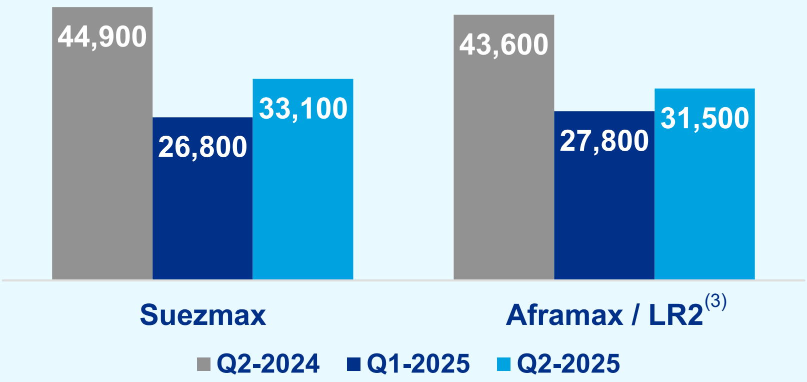
Counter-seasonal strength with spot rates outperforming the last two quarters; and executing on fleet renewal plan

Teekay Tankers Financials:

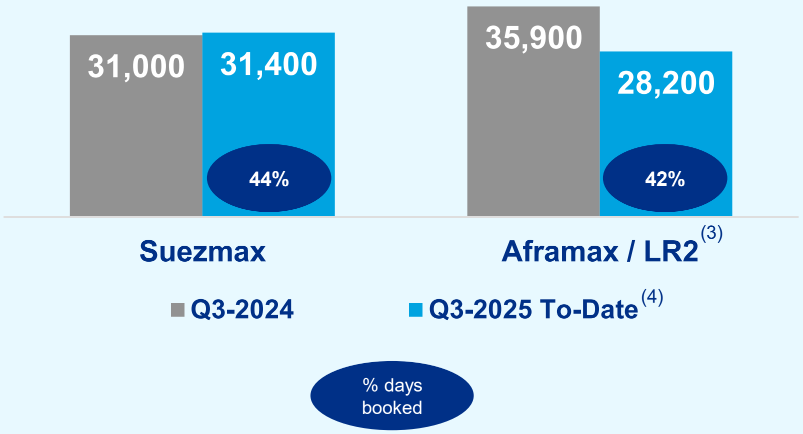
GAAP Net Income	GAAP EPS	Adj. Net Income[(1)]	Adj. EPS[(1)]	FCF[(1)]	Cash[(2)]
$62.6 million	$1.81	$48.7 million	$1.41	$62.8 million	$712 million

- Strong cash flow generation and cash position supports TNK's fleet renewal strategy, which includes selling older vessels, incrementally acquiring more modern tonnage over time, and being patient with larger fleet renewal opportunities
  - Acquired one 2017-built Suezmax, which delivered in July 2025
  - Agreed to acquire remaining 50% ownership interest of the *Hong Kong Spirit* VLCC from our joint venture partner
  - Agreed to sell five vessels with an average age of 17 years old for total gross proceeds of approximately $158.5 million and estimated gains from sales of approximately $46 million
- Declared a fixed quarterly dividend of $0.25 per share payable in August 2025

Q2-24 vs. Q2-25 Spot Rates



QTD Q3-25 vs. Q3-24 Spot Rates

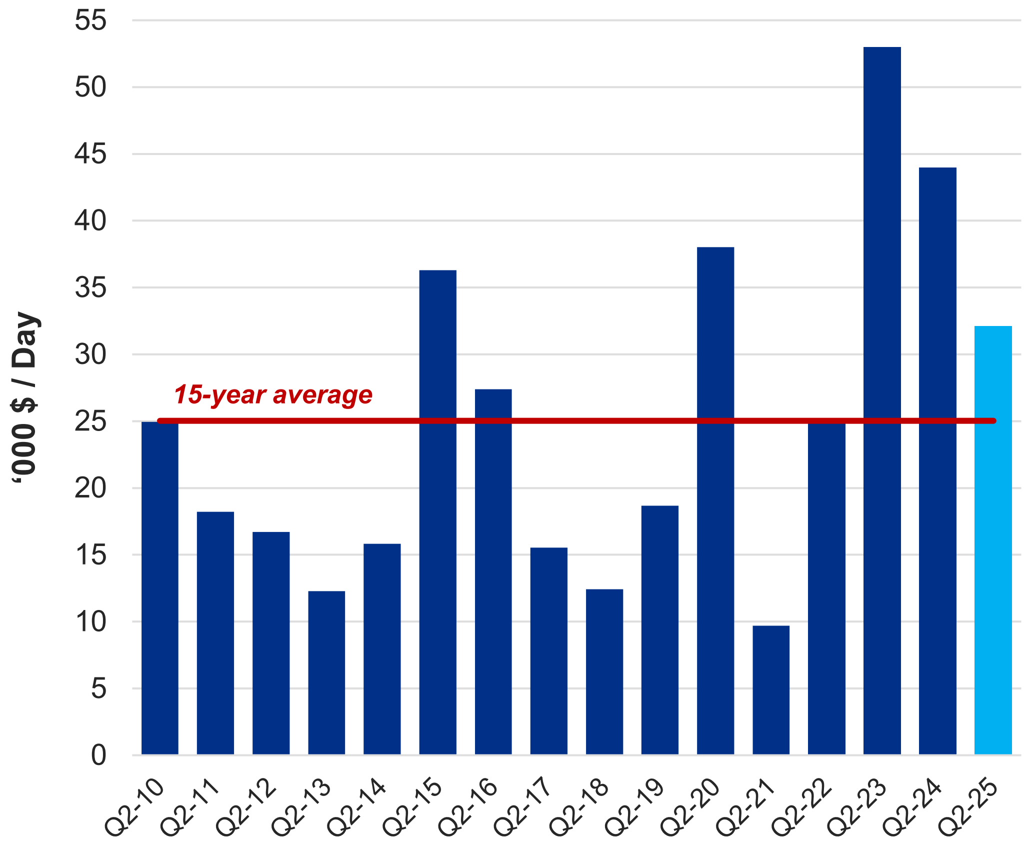


(1) These are non-GAAP financial measures. Please see Teekay Tankers Ltd.'s Q2-25 earnings release for definitions and reconciliations to the comparable GAAP measures. Free cash flow (*FCF*), please see appendix slide 15 for the definition and reconciliations.
(2) Cash, cash equivalents, restricted cash, and short-term investments as of June 30, 2025.
(3) Includes Aframax RSA, non-RSA voyage charters and full-service lightering (*FSL*) for all Aframax and LR2 vessels whether trading in the clean or dirty spot market. Currently there is one vessel trading clean.
(4) Based on 1,750 Suezmax and 1,577 Aframax / LR2 spot ship days available for the full quarter ended September 30, 2025.

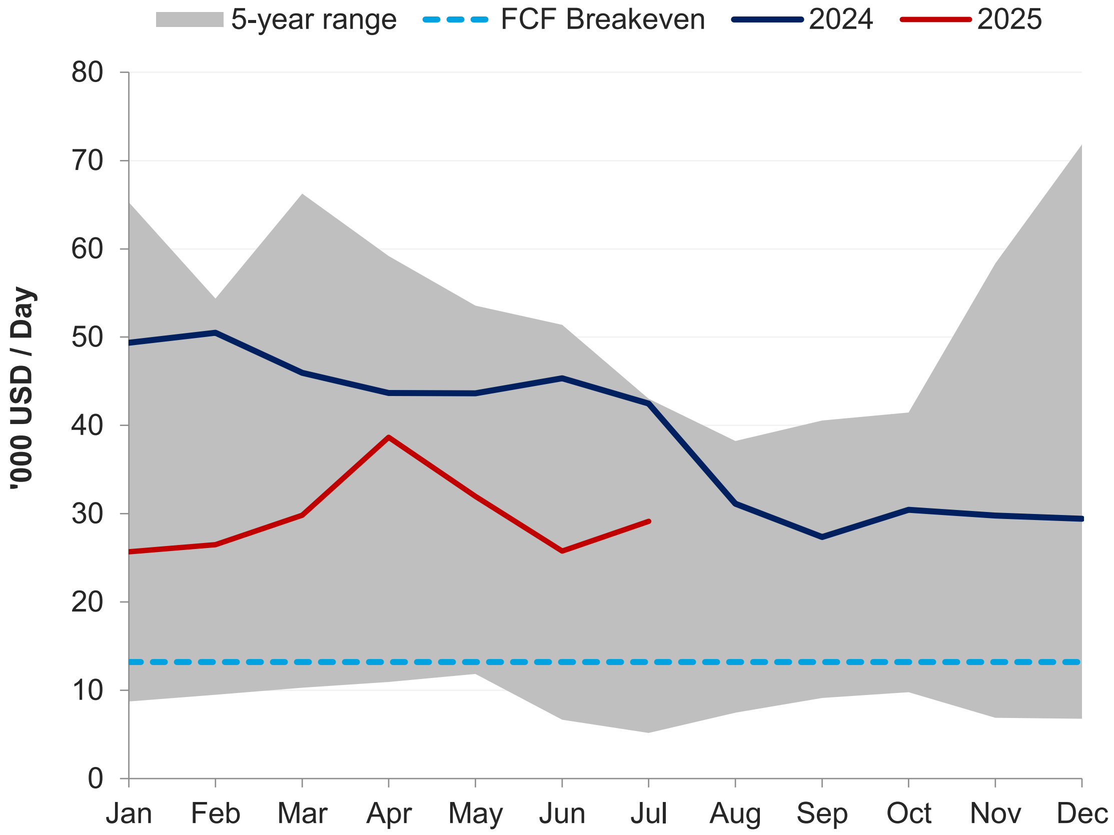
Spot Market Update

Firmer spot tanker rates in Q2-25 due to strength during the first half of the quarter

Q2 rates were lower than the cyclical highs seen in 2023 and 2024 but still well above long-term average levels



Strength at the start of the quarter due to longer voyage distances and higher tonne-miles before falling in line with normal seasonality

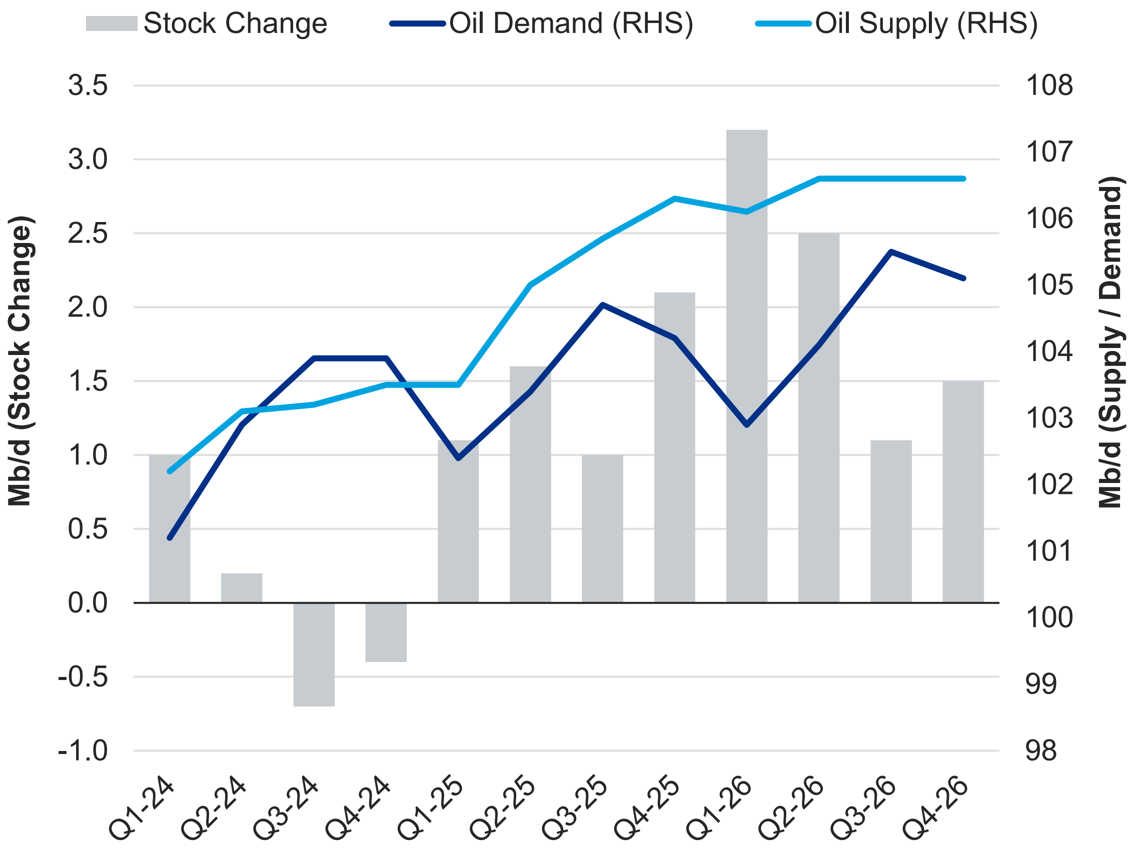


Source: Average of TNK Aframax and Suezmax spot earnings

Tanker Market Tailwinds in 2H-2025

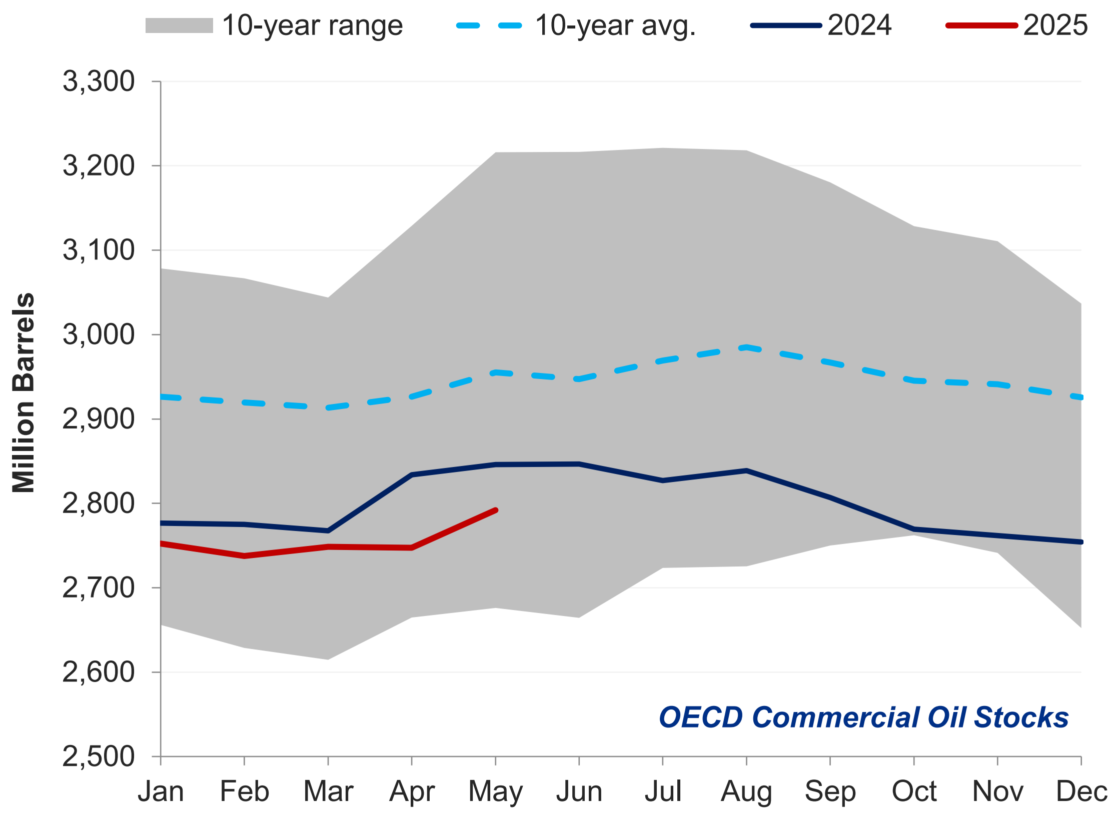
Low inventory levels and rising oil supply pave the way for higher tanker demand

Global oil supply set to accelerate in 2H-2025 due to OPEC+ supply unwind and new production from South America



Source: IEA

Oil inventories outside China are well below average levels. Periods of oil inventory building are generally positive for tanker rates



Source: IEA

Medium-Term Outlook

Balanced underlying supply and demand fundamentals, but complex geopolitical landscape

Key drivers

Tanker Demand

- Global oil demand growth forecast of 0.7 mb/d in both 2025 and 2026[(1)]
- OPEC+ in the process of unwinding supply cuts
- Non-OPEC+ supply growth led by the Americas

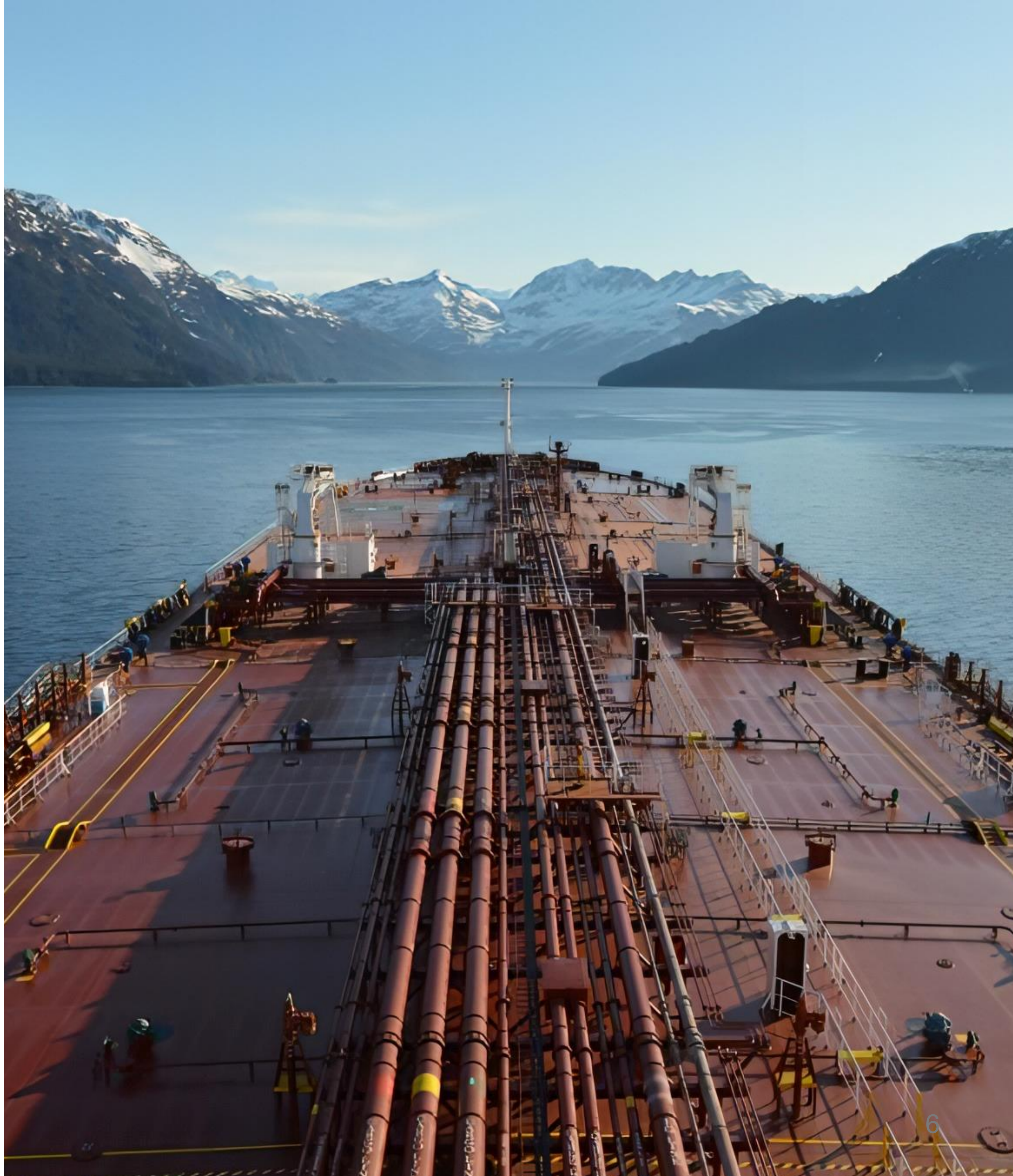
Fleet Supply

- Pace of newbuild orders has fallen in 1H-2025
- Orderbook stable at 15% of the existing fleet size[(2)]
- Average fleet age at a 25-year high of 14.0 years[(2)]

Uncertainties / Wild cards

- War in Ukraine & sanctions on Russia
- Middle East unrest and sanctions on Iran
- Red Sea disruption
- U.S. trade tariffs and impact on economy and oil demand
- USTR Section 301 fees on Chinese owned, operated, and/or built vessels
- Future OPEC+ production policy

(1) Source: International Energy Agency
(2) Source: Clarksons. Includes VLCCs, Suezmaxes, Aframaxes, and LR2s

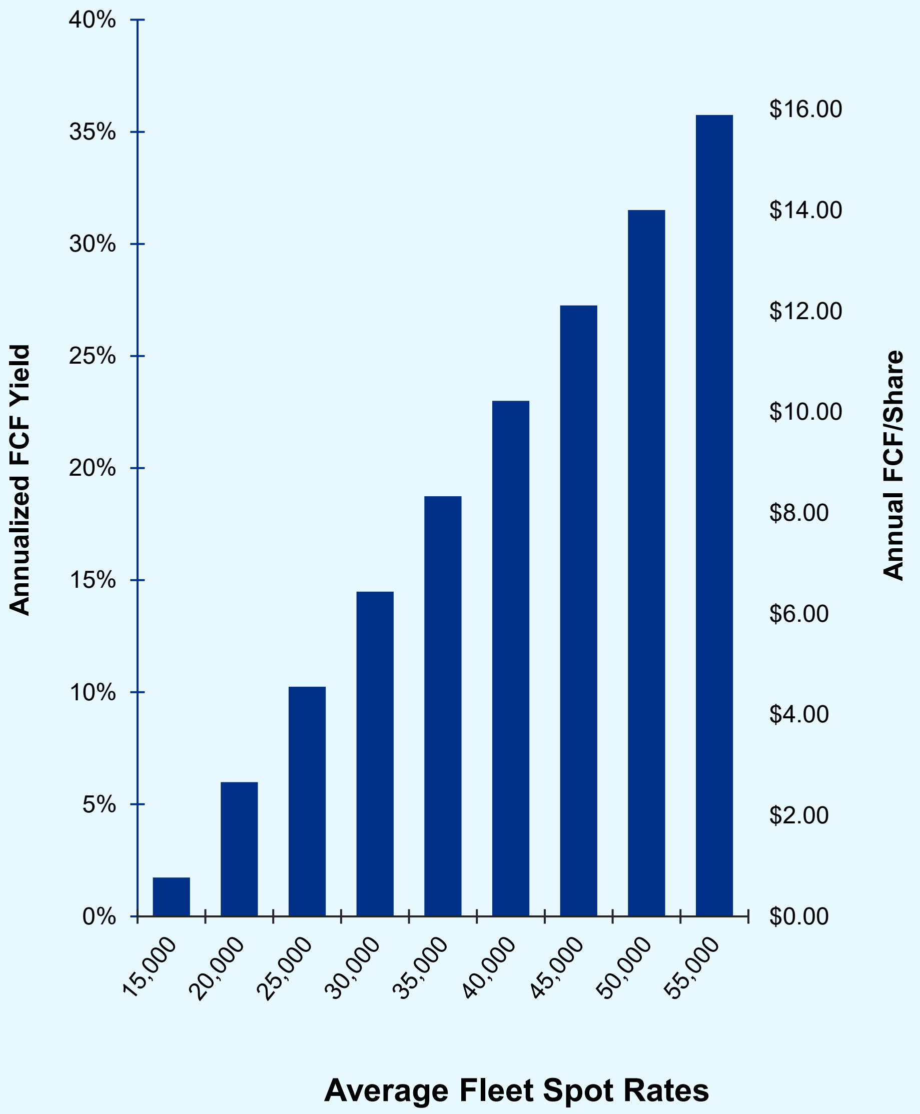


Strong Cash Flow Generation, Patient Fleet Replenishment

Continue to build balance sheet strength in volatile sector

- Improving shareholder value and significant FCF generation with high operating leverage in strong, but volatile, tanker market
  - Low fleet FCF break-even of approximately $13,000 per day(1)(2)
  - Generated 1H-25 FCF of $128 million
  - Every $5,000 increase in spot rates above TNK's FCF break-even expected to increase annual FCF yield by 4.2%(2,3) or generate $1.89(3) of annual FCF per share
- Cyclical, capital-intensive industry requires disciplined capital allocation
  - Generating cash flows and making small, opportunistic acquisitions to offset recent sales
  - Disciplined capital returns to shareholders
  - Remaining patient; balance sheet strength supports larger fleet renewal opportunities without significant levels of debt or dilution

FCF Per Share Spot Rate Sensitivity Next 12 Months (1,2,3)



(1) Free cash flow (*FCF*) is a non-GAAP financial measure. Please see appendix slide 15 for the definition.
(2) For 12 months ending June 30, 2026, based on the current fleet and all in-charters shown on slide 11. Optional periods for in-charter options were excluded.
(3) Free Cash Flow (*FCF*) yield is equal to annual FCF divided by TNK's closing share price on July 30, 2025 of $44.99.

Photo credit:
Second Officer Vadim Kernosenko
Vail Spirit

Appendix

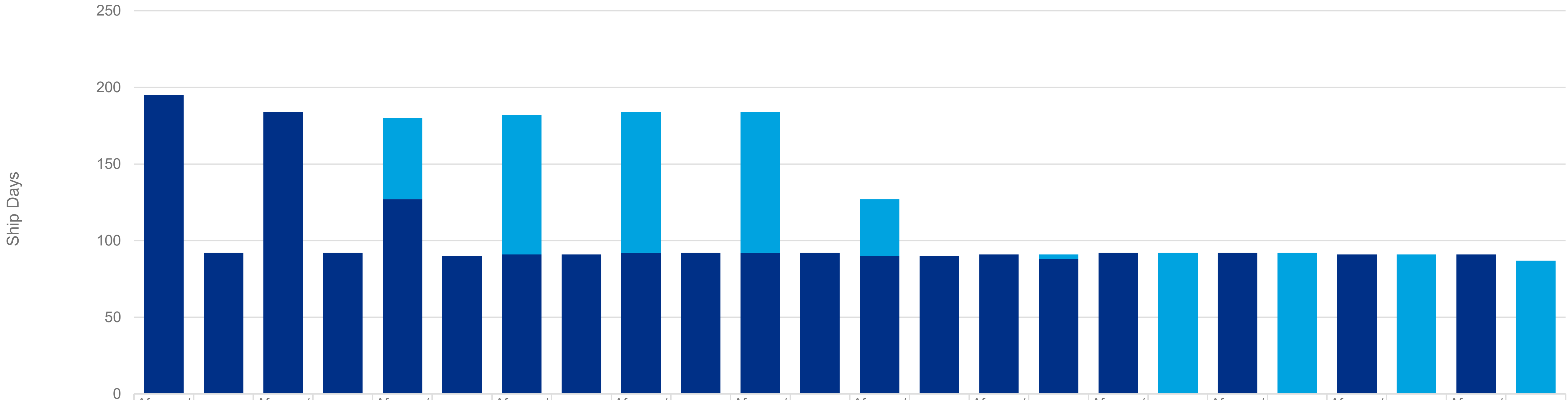
Teekay Corporation Q2-25 Highlights

GAAP Net Income	GAAP EPS	Cash and Cash Equivalents(1)
$18.7 million	$0.22 per share	$200.6 million

- In July 2025, Teekay Corporation paid the previously announced one-time cash dividend of $1.00 per common share for a total of $85.3 million

(1) As at June 30, 2025. Includes short-term investment but excludes special dividend of $1.00 which was paid in July 2025.

Fleet In-charters



	Q3-2025		Q4-2025		Q1-2026		Q2-2026		Q3-2026		Q4-2026		Q1-2027		Q2-2027		Q3-2027		Q4-2027		Q1-2028		Q2-2028	
	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax	Aframax/ LR2	Suezmax
Optional Days	0	0	0	0	53	0	91	0	92	0	92	0	37	0	0	3	0	92	0	92	0	91	0	87
Firm Days	195	92	184	92	127	90	91	91	92	92	92	92	90	90	91	88	92	0	92	0	91	0	91	0
Avg Rate (1)	$25,437	$32,250	$24,925	$32,250	$25,514	$32,250	$25,925	$32,250	$25,925	$32,250	$25,925	$32,250	$22,910	$32,250	$18,700	$32,341	$18,700	$35,000	$18,700	$35,000	$18,700	$35,000	$18,700	$35,000

Firm Days Optional Days

(1) Weighted average rate for the firm and optional period hire rates

Adjusted Net Income(1)

Q2-25 vs. Q1-25

(In thousands of U.S. dollars)

Statement Item	Q2-2025 (unaudited)	Q1-2025 (unaudited)	Variance	Comments
Revenues	227,298	231,639	(4,341)	
Voyage expenses	(78,638)	(86,867)	8,229	
Net revenues (2)	148,660	144,772	3,888	Increase primarily due to higher overall spot TCE rates and the acquisition of one tanker that was delivered in Q2-25, partially offset by the sales of six tankers during Q1-25 and Q2-25, more scheduled dry dockings in Q2-25, as well as the redelivery of one in-chartered tanker in Q1-25.
Vessel operating expenses	(60,499)	(61,168)	669	
Charter hire expenses	(11,618)	(14,409)	2,791	Decrease primarily due to the redelivery of one in-chartered tanker in Q1-25.
Depreciation and amortization	(20,944)	(23,240)	2,296	Decrease primarily due to the sales of six tankers during Q1-25 and Q2-25, partially offset by the acquisition of one tanker that was delivered in Q2-25.
General and administrative expenses	(14,505)	(9,712)	(4,793)	Increase primarily due to the annual recognition of equity-based compensation in Q2-25 and certain non-recurring expenditures.
Write-down of assets	-	(786)	786	
Income from operations	41,094	35,457	5,637	
Interest expense	(777)	(773)	(4)	
Interest income	7,568	5,857	1,711	Increase primarily due to interest income earned on higher average cash balances in Q2-25.
Equity income	659	230	429	
Other (expense) income	(257)	562	(819)	
Income tax recovery	432	470	(38)	
Adjusted net income	48,719	41,803	6,916	

(1) For the Q2-25 and Q1-25 reconciliations of non-GAAP financial measures to the most directly comparable financial measures under United States generally accepted accounting principles (*GAAP*), please refer to Slide 14 and the Q1-25 earnings presentation.
(2) Net revenues is a non-GAAP financial measure. Please refer to the Teekay Tankers Q2-25 Earnings Release for a definition and reconciliation of this term.

Q3-25 Outlook

Income Statement Item	Q2-25 in thousands adjusted basis[1]	Q3-25 Outlook[1] (expected changes from Q2-25)
Net revenues [2]	148,660	Decrease of approximately 76 net revenue days, consisting of a decrease of 26 spot days and a decrease of 50 fixed days, primarily due to the sales of six tankers during Q2-25 and Q3-25, as well as the redelivery of one in-chartered tanker in Q3-25, partially offset by the acquisitions of one tanker during Q2-25 and two tankers during Q3-25. In addition, there was the redelivery of one tanker from its fixed time-charter contract in Q2-25. Refer to Slide 3 for Q3-25 booked to-date spot tanker rates. We anticipate 1,750 Suezmax and 1,577 Aframax / LR2 spot ship days available for the full quarter ended September 30, 2025.
Vessel operating expenses	(60,499)	Decrease of approximately $2.0 million, primarily due to the sales of six tankers during Q2-25 and Q3-25, as well as the timing of planned maintenance, partially offset by the acquisitions of one tanker during Q2-25 and two tankers during Q3-25.
Charter hire expenses	(11,618)	Decrease of approximately $2.0 million, primarily due to the redelivery of one in-chartered tanker in Q3-25.
General and administrative expenses	(14,505)	Decrease of approximately $3.5 million, primarily due to the annual recognition of equity-based compensation in Q2-25.
Income tax recovery	432	Increase of approximately $2.5 million, primarily due to vessel trading activities and the regular assessment of tax positions.

(1) Changes described are after adjusting Q2-25 for items included in Appendix A of Teekay Tankers' Q2-25 Earnings Release. See slide 14 for the reconciliation.
(2) Net revenues is a non-GAAP financial measure. Please refer to the Teekay Tankers Q2-25 Earnings Release for a definition and reconciliation of this term.

Consolidated Adjusted Statement of Income

Q2-25

(In thousands of U.S. dollars)

Statement Item	As Reported	Appendix A Items (1)	As Adjusted
Revenues	232,866	(5,568)	227,298
Voyage expenses	(78,638)	-	(78,638)
Net revenues (2)	154,228	(5,568)	148,660
Vessel operating expenses	(60,499)	-	(60,499)
Charter hire expenses	(11,618)	-	(11,618)
Depreciation and amortization	(20,944)	-	(20,944)
General and administrative expenses	(14,505)	-	(14,505)
Gain on sale of vessels	13,895	(13,895)	-
Restructuring charges	(5,568)	5,568	-
Income from operations	54,989	(13,895)	41,094
Interest expense	(777)	-	(777)
Interest income	7,568	-	7,568
Equity income	659	-	659
Other expense	(257)	-	(257)
Income tax recovery	432	-	432
Net income	62,614	(13,895)	48,719

(1) Please refer to Appendix A in Teekay Tankers Q2-25 Earnings Release for a description of Appendix A items.
(2) Net revenues is a non-GAAP financial measure. Please refer to the Teekay Tankers Q2-25 Earnings Release for a definition of this term.

Reconciliation of Non-GAAP Financial Measure

Free Cash Flow

Free cash flow (FCF) represents net income, plus depreciation and amortization, loss on sale of assets, unrealized losses from derivatives and marketable securities, non-cash items, FCF from equity-accounted investments and any write-offs or other non-cash non-recurring items, less gain on sale of assets, unrealized gains from derivatives and marketable securities, other non-cash items, dry-docking expenditures and other capital expenditures.

(In thousands of U.S. dollars)

	Three Months Ended June 30, 2025 (unaudited)
Net income - GAAP basis	62,614
Add:	
Depreciation and amortization	20,944
Proportionate share of free cash flow from equity-accounted joint venture	1,267
Unrealized loss on marketable securities	390
Less:	
Gain on sale of vessels	(13,895)
Equity income	(659)
Dry-docking and capital expenditures	(7,812)
Free cash flow	**62,849**

Dry-dock & Off-hire Schedule[1][2][3]

Teekay Tankers	March 31, 2025 (A)		June 30, 2025 (A)		September 30, 2025 (E)		December 31, 2025 (E)		Total 2025 (E)	
Segment	Vessels	Total Off-hire Days	Vessels	Total Off-hire Days	Vessels	Total Off-hire Days	Vessels	Total Off-hire Days	Vessels	Total Off-hire Days
Spot Tanker	1	27	4	134	3	138	2	70	10	369
Other - Unplanned Offhire[4]	-	44	-	42	-	30	-	23	-	139
	1	71	4	176	3	168	2	93	10	508

(1) Includes vessels scheduled for dry docking and an estimate of unscheduled off-hire.
(2) In the case that a vessel dry dock & off-hire straddles between quarters, the vessel count has been allocated to the quarter in which a majority of dry-dock days occur.
(3) Vessel count only reflects vessels with dry-dock related off-hire.
(4) Includes 19 days during the quarter ended June 30, 2025 and an estimated 15 days during the quarter ended September 30, 2025 related to days for certain vessels that were unavailable for hire while awaiting delivery to their purchasers.