



First Quarter Report to Shareholders

Thirteen Weeks Ended March 29, 2014

In recent years, High Liner Foods has made a number of strategic acquisitions including:

- In December 2007, we acquired the North American manufacturing and marketing business of FPI Limited, including FPI's prominent foodservice business headquartered in Danvers, MA.
- In December 2010, we acquired the business of Viking Seafoods, Inc. (the "Viking Acquisition" or "Viking"), a value-added frozen seafood business serving the U.S. foodservice market from Malden, MA.
- In December 2011, we acquired the U.S. subsidiary and Asian procurement operations of Icelandic Group h.f., ("Icelandic USA") one of the largest suppliers of value-added frozen seafood to the U.S. foodservice market, serving the market from Newport News, Virginia.
- In October 2013, we purchased the American Pride Seafoods business from American Seafoods Group LLC, a value-added frozen seafood and scallop processing business serving the U.S. foodservice seafood market from New Bedford, MA. This acquisition (the "American Pride Acquisition") is described in detail in the Performance section of this MD&A under the heading "American Pride Seafoods Acquisition".

High Liner Foods' retail branded products are sold throughout the U.S., Canada and Mexico under the *High Liner*, *Fisher Boy*, *Mirabel* and *Sea Cuisine* labels, and are available in most grocery and club stores. The Company also sells branded products to restaurants and institutions under the *High Liner*, *Icelandic Seafood*, *FPI*, *Viking*, *Mirabel*, *Samband of Iceland* and effective October 1, 2013, *American Pride Seafoods* label, and is the major supplier of private label value-added seafood products to North American food retailers and foodservice distributors.

Although our roots are in the Atlantic Canadian fishery, we purchase all our seafood raw material and some finished goods from around the world. From our headquarters in Lunenburg, Nova Scotia, we have transformed our long and proud heritage into worldwide seafood expertise. We deliver on the expectations of the consumer by selling seafood products that respond to their demands for sustainable, convenient, tasty and nutritional seafood at good value.

Vision and Strategy

At High Liner Foods, our reputation for delivering outstanding seafood products is an advantage in the competitive North American market. Our overall direction is set by our vision: **To be the leading supplier of frozen seafood in North America.**

We are focused on frozen seafood, because we are experts in this category and on North America because we continue to see opportunities for growth in the North American markets, by building on our position as a leader in frozen seafood in both the U.S. and Canada.

Our overall business strategy is a simple one: we satisfy the seafood preferences of North American consumers. We need to be, and are, seafood experts. Our focus is on creating and marketing top quality frozen seafood. We are committed to developing, producing and delivering high-quality and innovative seafood products for our retail, club store and foodservice

