

Investor Presentation

February 2024



Disclaimer

Certain statements made in this presentation are forward-looking and are subject to important risks, uncertainties and assumptions concerning future conditions that may ultimately prove to be inaccurate and may differ materially from actual future events or results. Actual results or events may differ materially from those predicted. Certain material factors or assumptions were applied in drawing the conclusions as reflected in the forward-looking information. Additional information about these material factors or assumptions is contained in High Liner Foods' Management's Discussion & Analysis, available on SEDAR+ (www.sedarplus.ca) and in the Investor Center section of the High Liner Foods website (highlinerfoods.com).

Presentation Notes

Presentation Currency

High Liner Foods (“the Company”) reports its earnings and financial statements in USD. The Company’s common shares trade on the TSX and are quoted in CAD and therefore references in this presentation to share price, dividends and market capitalization are in CAD.

Non-IFRS Measures

Certain non-IFRS financial measures and ratios are used when discussing the Company’s financial performance that do not have a standardized meaning prescribed by IFRS, including “Adjusted EBITDA”, “Adjusted EBITDA as a Percentage of Net Sales”, “Adjusted Net Income”, “Adjusted Diluted Earnings Per Share”, “Net Debt” and “Net Debt to Rolling Twelve-Month Adjusted EBITDA”. Management believes these measures provide useful information to both management and investors in measuring the financial performance and condition of the Company. These measures may not be comparable to similarly titled measures presented by other publicly traded companies and should not be construed as an alternative to other financial measures determined in accordance with IFRS. All non-IFRS measures are reconciled to IFRS measures in our MD&A.



Company Overview & Strategy



HIGH LINER FOODS

High Liner Foods at a Glance

- A publicly-traded Canadian company, listed on the Toronto Stock Exchange under the symbol 'HLF'
- A leading North American processor and marketer of value-added frozen seafood to the foodservice and retail channels
- Over 125 years of seafood expertise
- Our core brands across the United States and Canada give us the unique ability to serve our customers with a variety of processed and unprocessed seafood that meets their diverse needs

RETAIL



FOODSERVICE



Investment Thesis

Why Seafood?

- Healthy - for both people and the environment
- Under consumed protein vs. dietary guidelines = opportunity
- Underdeveloped category
- Versatile - the original protein alternative

Why High Liner Foods?

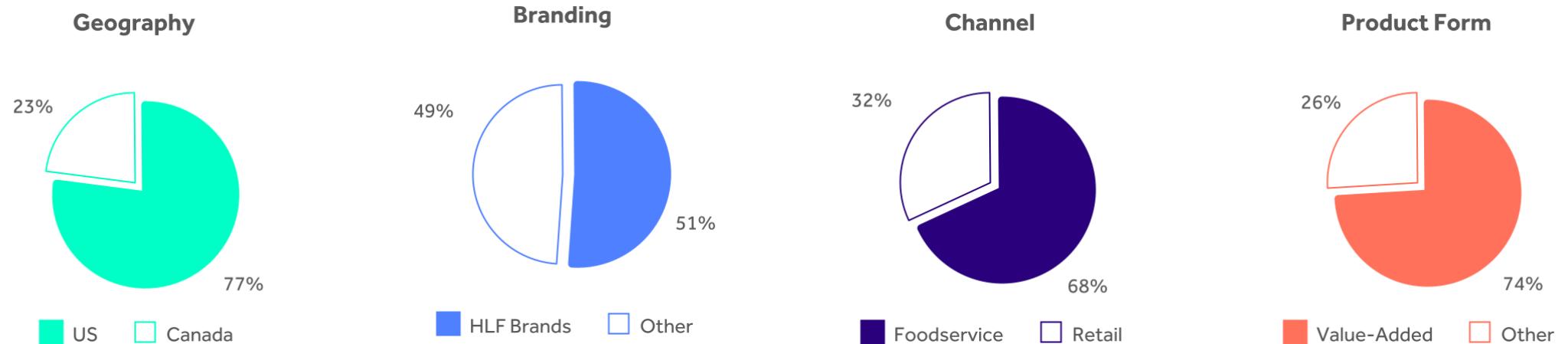
- A North American leader in value-added frozen seafood with over 125 years of seafood expertise
- Integrated North American operations supported by global seafood procurement expertise
- Diversified supply chain, product portfolio and customer base
- Broad market reach and market-leading brands
- Leader in innovation and sustainability
- Purpose driven organization to reimagine seafood to nourish life and support value creation for all stakeholders

Why Now?

- Proven ability to deliver strong financial results despite unprecedented challenges in recent years, including continued inflationary and recessionary pressures, validating the strength of our business.
- Generated record free cash flow in 2023 of over \$179 million, which led to a strengthened balance sheet and leverage ratio below our annual target of 3.0x.
- Financial flexibility to: support continued investment in our business; return capital to our shareholders through steadily rising dividend and increase to our normal course issuer bid; and explore transformational growth opportunities.
- Committed to inspiring more consumers to choose seafood, which will continue to drive our branded and value-added leadership goal.



A North American Leader in Value-Added Frozen Seafood with a Diversified Portfolio



Based on 2023 Sales lbs

- #1 frozen fish manufacturer and #1 frozen value-added seafood manufacturer in Canadian retail market⁽¹⁾
- #1 branded prepared frozen fish manufacturer and #4 branded frozen value-added seafood manufacturer in U.S. Retail Market⁽²⁾
- #1 value-added frozen seafood in foodservice (including private label) in U.S.⁽³⁾

1) Canadian market data per Nielsen, based on retail sales (in lbs.) of total frozen fish category for 52-week period ended December 30, 2023

(2) U.S. market data per IRI, based on retail sales (in lbs) of total frozen seafood category for 52-week period ended December 30, 2023.

(3) Circana Supply Track, L12M PE December 2023. Frozen Value-Added Fish + Crustaceans (Excluding crab). Including large chains.

Our Purpose - *Reimagining Seafood to Nourish Life*

- At High Liner Foods, we recognize our responsibility to support healthy oceans, planets and communities. This is the foundation of our purpose, **Reimagining Seafood to Nourish Life**, which guides every decision we make and every action we take.
- Nothing exemplifies our purpose more than our three pillars of sustainability:
 - Nourishing the health and wellness of our employees who are the backbone of our success
 - Supporting people and the communities in which we operate through volunteerism, philanthropy activities and activism
 - Regenerating Ecosystems to ensure we have the resources to provide our consumers delicious seafood for generations to come

Sustainability

- For over 120 years we have operated as a responsible corporate citizen and in the past two decades we have deeply embedded sustainability practices into our DNA. We are committed to continuous improvement and to build on our progress to date.
- Please visit www.highlinerfoods.com for more details.

2022 sustainability highlights we are proud to share



WATER USE

Reduced water intensity by 7% versus 2021



GHG EMISSIONS

1.8% reduction in GHG emissions compared to our 2021 baseline



EMPLOYEE SAFETY

The number of safety incidents declined 28% compared to 2018 benchmark



RESPONSIBLE SOURCING

96% of the seafood we procured met our Responsibly Sourced criteria



ETHICAL SOURCING

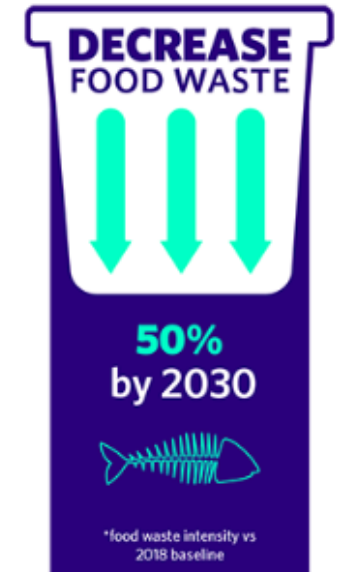
98% of raw materials were sourced from suppliers audited for adherence to High Liner Foods' Supplier Code of Conduct (SCoC)



COMMUNITY GIVING

We donated our 10Mth meal, meeting our 10M meal Hunger Mission goal 3 years early

Setting new public goals in order to achieve new successes and continue to nourish our communities and planet:





Financial Review & 2024 Outlook



HIGH LINER FOODS

Q4 2023 Performance

- In Q4 2023, the Company generated in excess of \$66 million in cash flow from operations.
- The Company improved its leverage ratio to 2.6x at the end of Q4 2023 (3.7x at the end of Fiscal 2022) due to the improvement in its working capital during Fiscal 2023.
- In Q4 2023, the Company once again delivered sales volume and grew market share in Foodservice, while gross profit and EBITDA declined due to softer demand, lower pricing tied to some commodity products and plant inefficiencies. Key highlights include:
 - **Volumes** - Increased by 1.2M lbs (2.1%) to 59.6 million lbs;
 - **Sales** - Decreased by \$13.2 million (5.3%) to \$237.1 million;
 - **Gross Profit** - Decreased by \$6.1 million (11.1%) to \$48.7 million;
 - **Adjusted EBITDA** - Decreased by \$3.5 million (13.8%) to \$21.9 million;
- The volume increase was driven our Foodservice business, offsetting a decrease in our Retail business as we continue to face challenges due to prolonged impact of inflation resulting in softer demand for protein, including seafood, as consumers switch to lower cost alternatives.

YTD 2023 Performance

- In 2023, the Company generated in excess of \$179 million in cash flow from operations.
- Overall YTD 2023 had increased sales volumes, but a decreased gross profit and EBITDA compared to prior year due to softer demand and impact of higher inventory levels which led to higher carrying costs, lower pricing on some commodity products and plant inefficiencies. Key highlights include:
 - **Volumes** - Increased by 6.1M lbs (2.4%) to 257.0 million lbs;
 - **Sales** - Increased by \$10.6 million (1.0%) to \$1080.3 million;
 - **Gross Profit** - Decreased by \$11.2 million (4.9%) to \$218.7 million;
 - **Adjusted EBITDA** - Decreased by \$8.8 million (8.5%) to \$95.1 million;
- The volume success is driven by our foodservice business in institutional, QSR/casual dining and contract manufacturing, offset by continued softness in the retail business.
- Higher inventory levels led to an unfavorable impact of approximately \$11.5 million related to inventory reserves recorded in Fiscal 2023.

2024 Outlook

- The Company is optimistic about the outlook for the business in 2024 and beyond, as the Company has a proven strategy and track record of consistent execution. HLF is focused on profitable growth and is well-positioned to generate Adjusted EBITDA growth and continued strong free cash flow.
- With a strong balance sheet, the Company will continue to be prudent in its capital allocation by investing in organic growth, exploring opportunities for transformative growth through potential M&A activities to build shareholder value, and continuing to return capital to shareholders.
- While there is an expectation that operating conditions will improve through the course of the fiscal year, additional challenges in the geopolitical environment may impact the timeline for improvements to the Company's financial performance and growth agenda.

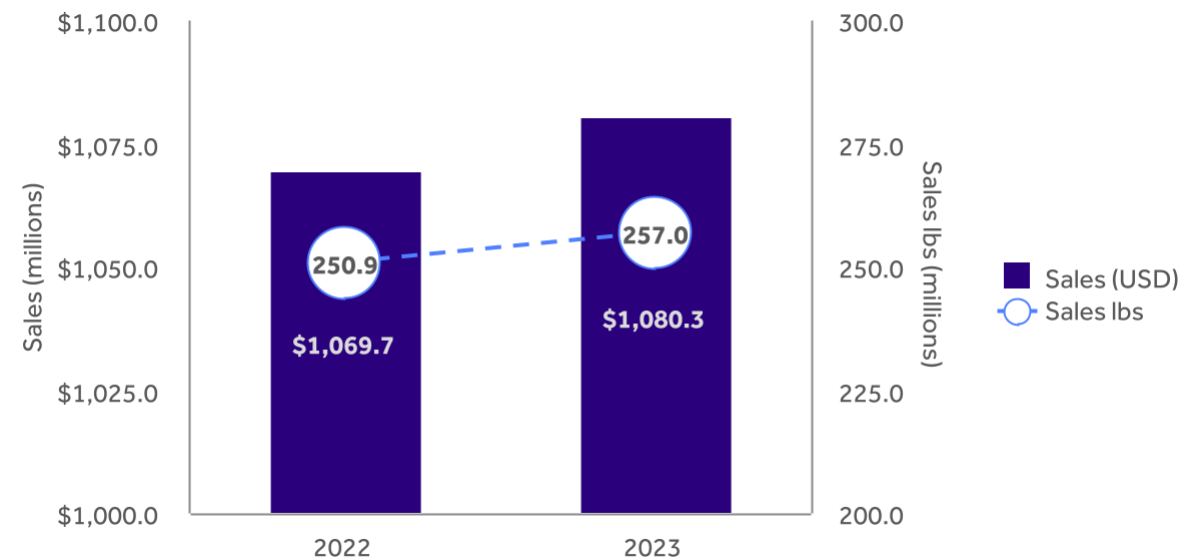
Q4 2023 YTD Sales Volume and Net Sales

Sales volume increased 6.1M lbs (2.4%) to 257.0M lbs

- Foodservice: sales volume is higher due to increased contract manufacturing business, increased sales in newer product lines, new business, and improved customer service levels. The Company achieved strong service levels in 2023 compared to 2022 due to increased investment in working capital in the latter part of Fiscal 2022 to mitigate the impact of the global supply chain challenges.
- Retail: sales are lower in 2023 compared to 2022, including during the Lenten period, primarily due to consumers becoming more price-conscious, resulting in softer demand for protein, including seafood products, as consumers switch to lower cost alternatives.

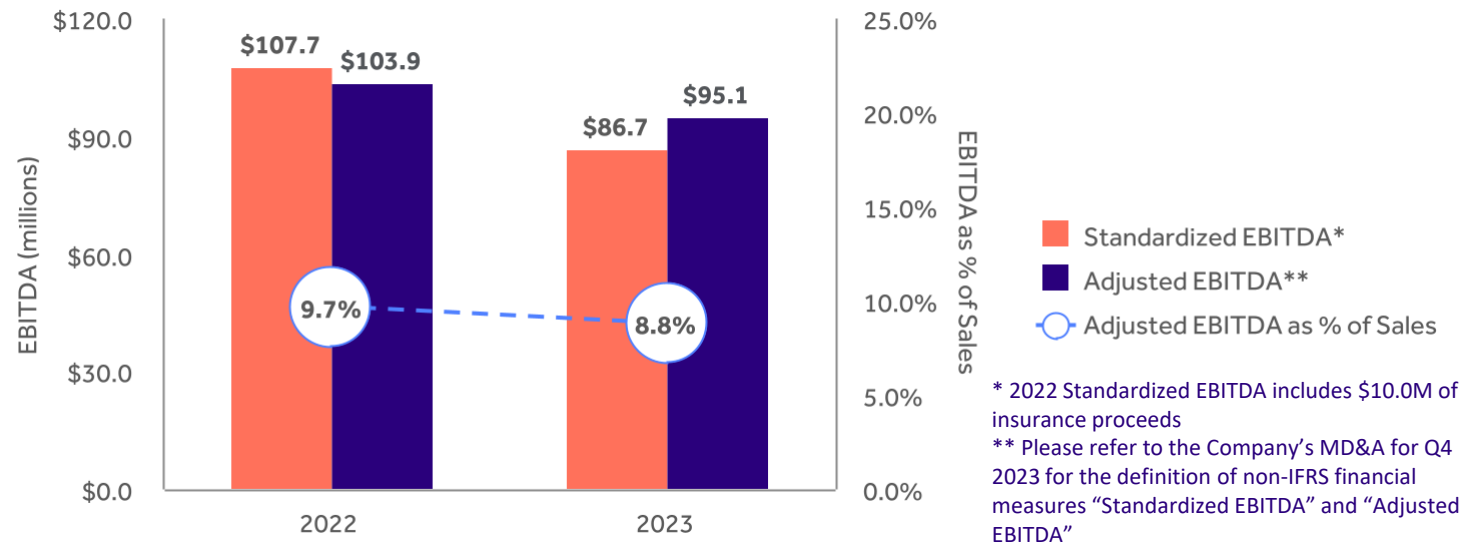
Net sales increased \$10.6M (1.0%) to \$1,080.3M

- The increase in sales reflects the higher sales volumes in 2023 compared to 2022. The higher sales is also a result of the pricing actions implemented during the second half of fiscal 2022 to mitigate inflationary increases on input costs, partially offset by changes in sales mix.
- The weaker Canadian dollar in 2023 compared to prior year, decreased the value of reported USD sales from our Canadian operations in 2023 by approximately \$9.0 million relative to the conversion impact last year.



Q4 2023 YTD Adjusted EBITDA

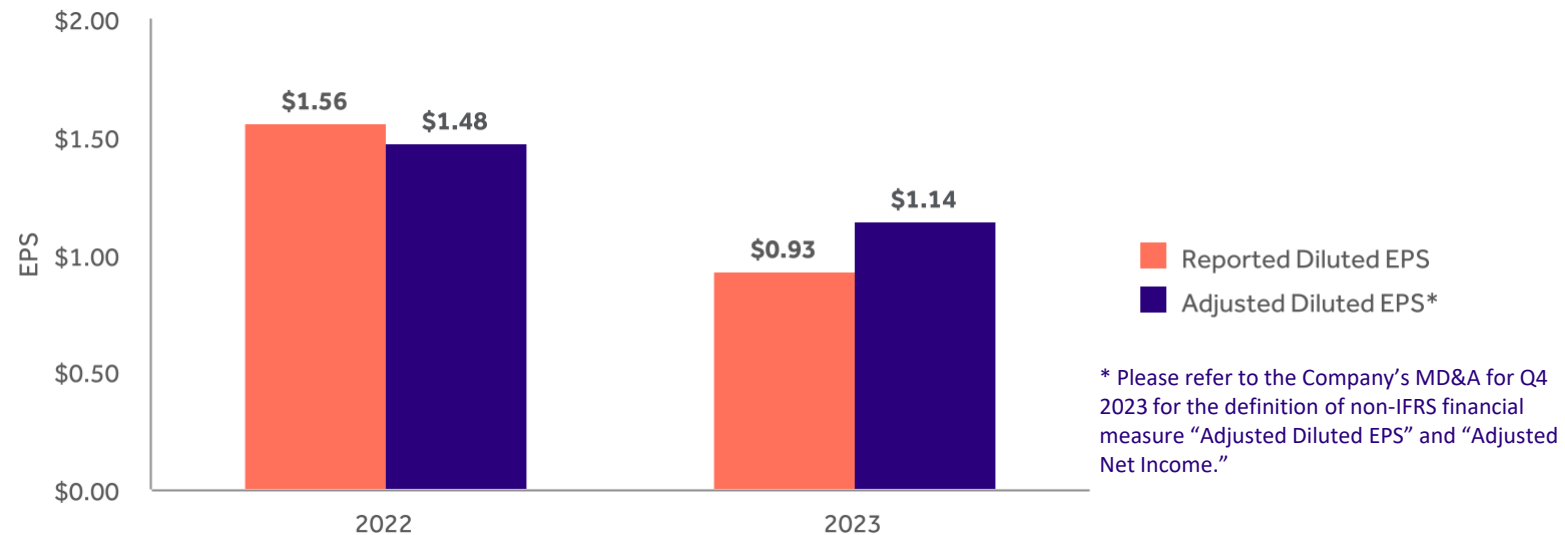
Earnings before Interest, Taxes, Depreciation and Amortization



Adjusted EBITDA decreased \$8.8 M (8.5%) to \$95.1M and decreased by 90 basis points as a percentage of sales to 8.8%

- The decrease in Adjusted EBITDA is a result of a decrease in gross profit and an increase in net SG&A, partially offset by a decrease in distribution expenses.

Q4 2023 YTD Earnings Per Share (EPS)

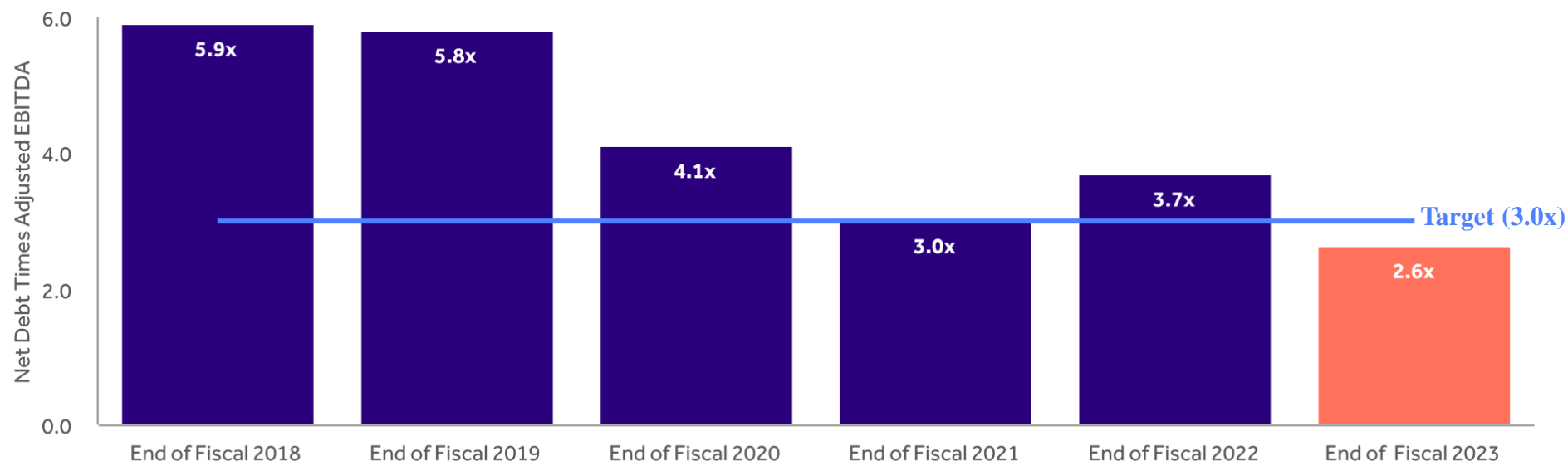


Adjusted Diluted EPS decreased by \$0.34 (23.0%) to \$1.14

- Adjusted Net Income decreased by \$13.0M (25.1%) to \$38.7M reflecting a decrease in Adjusted EBITDA and an increase in finance costs, partially offset by a decrease in income tax expense.

Debt Leverage Ratio

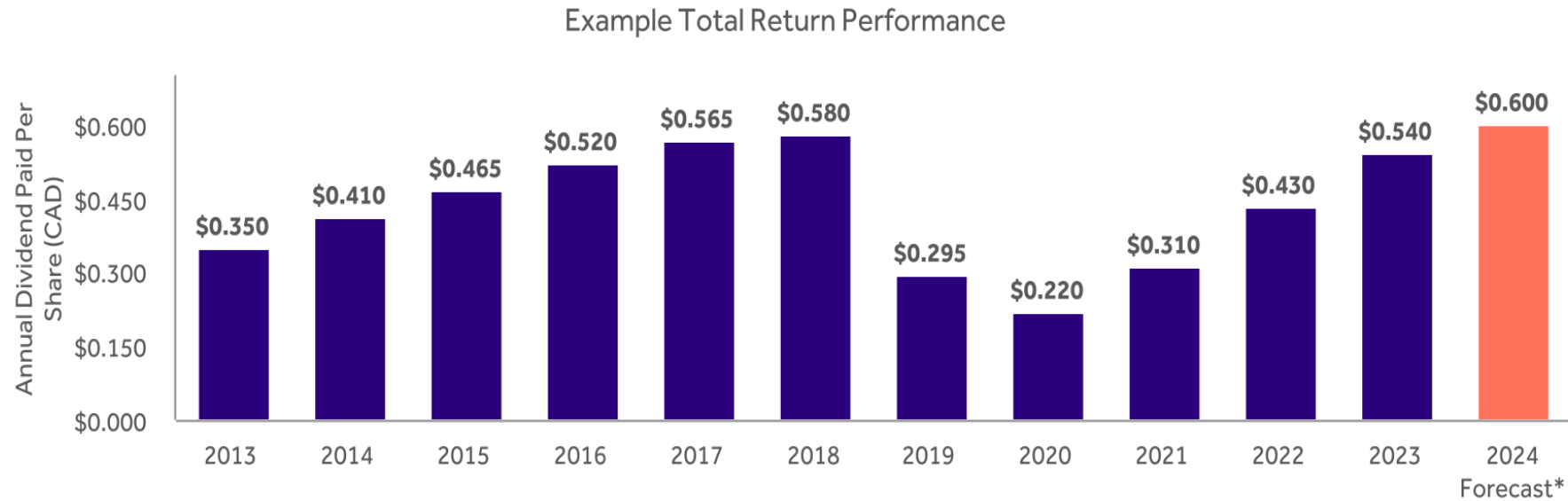
Net Debt* to Trailing 12-Month Adjusted EBITDA*



*Please refer to the Company's MD&A for Q4 2023 for the definition of non-IFRS financial measures "Net Debt" and "Adjusted EBITDA"

- Net Debt* to Rolling Twelve-Month Adjusted EBITDA* was 2.6x at the end of Fiscal 2023 compared to 3.7x at the end of Fiscal 2022. This ratio increased during the second half of Fiscal 2022 due to increased investment in inventory.
- In the absence of any major acquisitions or unplanned capital expenditures in 2024, we expect this ratio to be lower than the Company's long-term target of 3.0x at the end of Fiscal 2024.

Dividend History



** Reflects Q1/Q2/Q3/Q4 dividend of CAD\$0.15 per share*

On February 21, 2024, the Board approved a quarterly dividend of CAD\$0.15 per common share.



Appendix #1:

Miscellaneous Company Information



HIGH LINER FOODS



High Liner Foods

Canadian public company since the 1960s, TSX-listed in 1971

Current price	CAD\$12.90*
Shares outstanding	~32.9M
Market capitalization	~CAD\$424.8M
52-week range	CAD\$10.11 - \$15.87*
Insider Holding %***	38%
Annual dividend	CAD\$0.60 per share**
Current yield	4.7%

* Source TSX, as of February 22, 2024

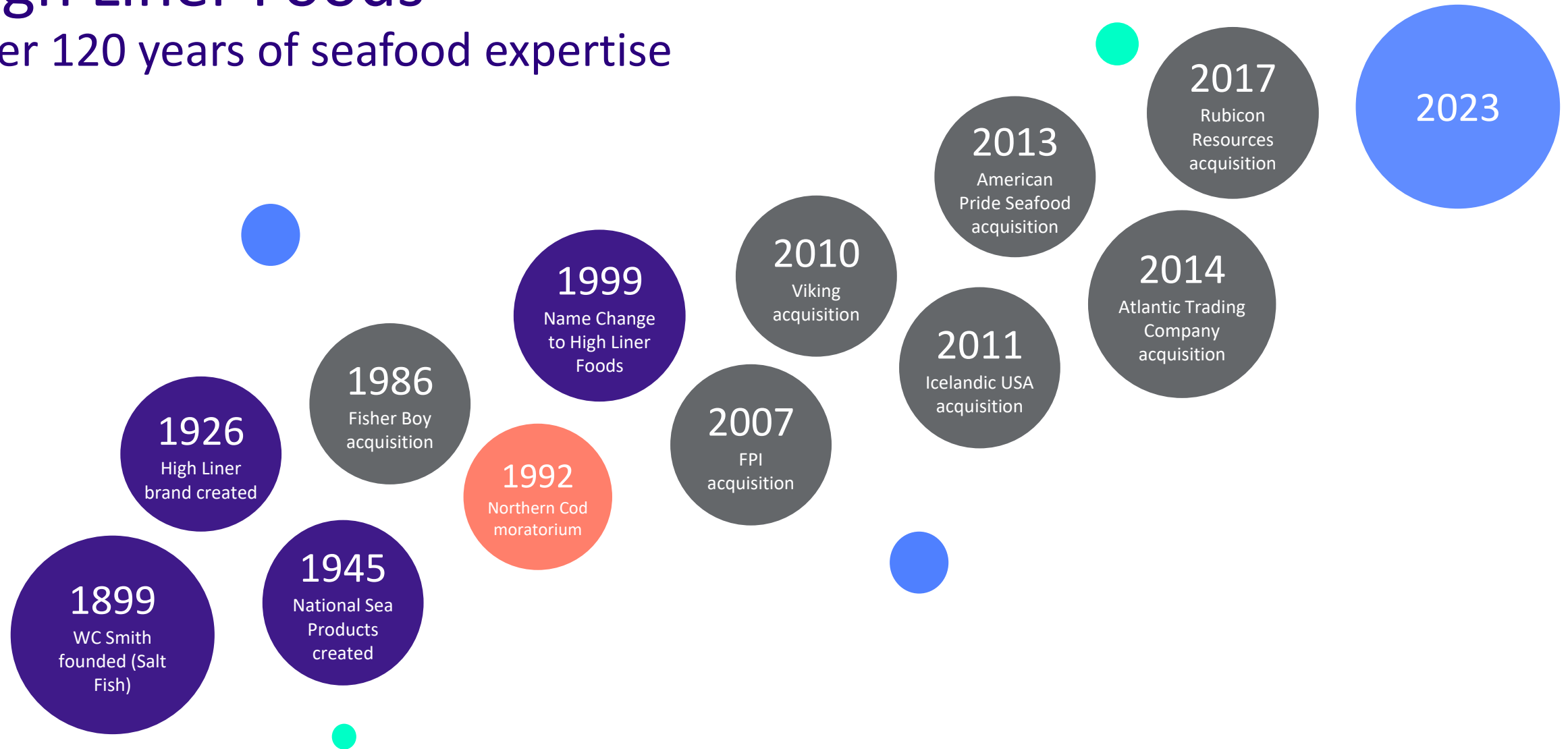
** Effective November 2023 (CAD\$0.15 per share per quarter)

*** Float calculated based on the shareholder list as at December 30, 2023



High Liner Foods

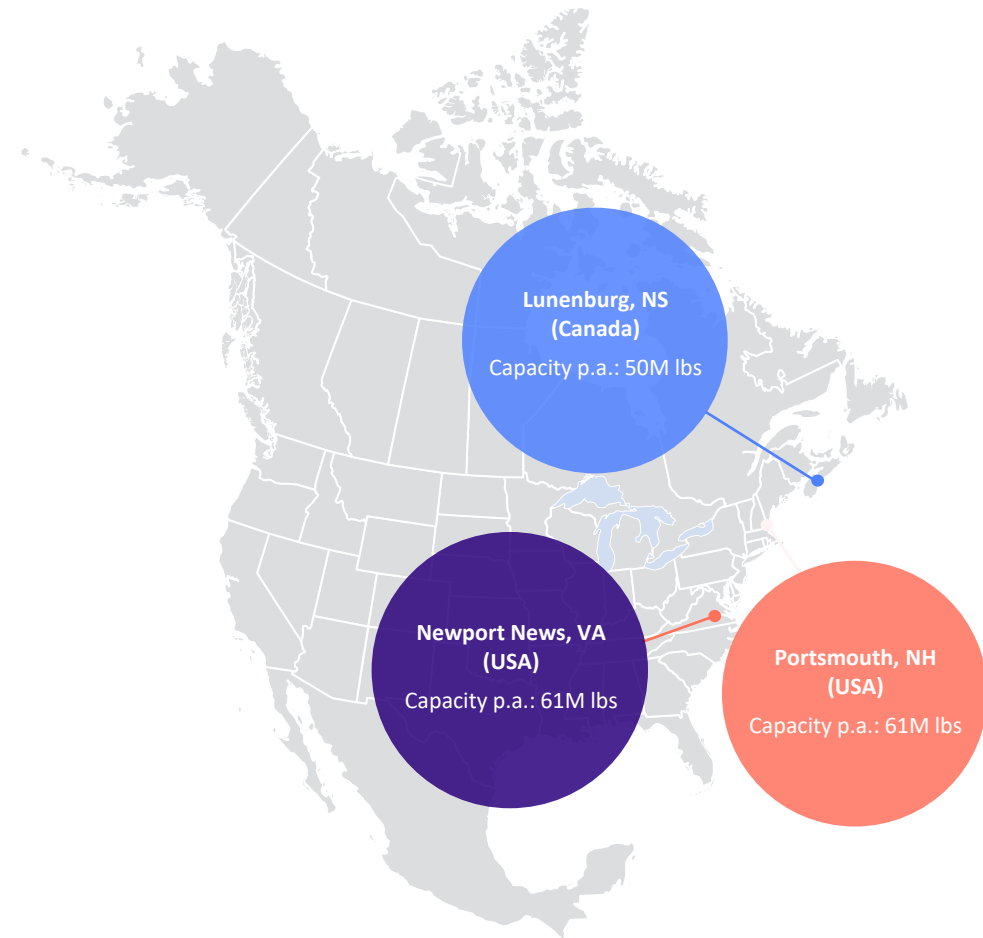
Over 120 years of seafood expertise



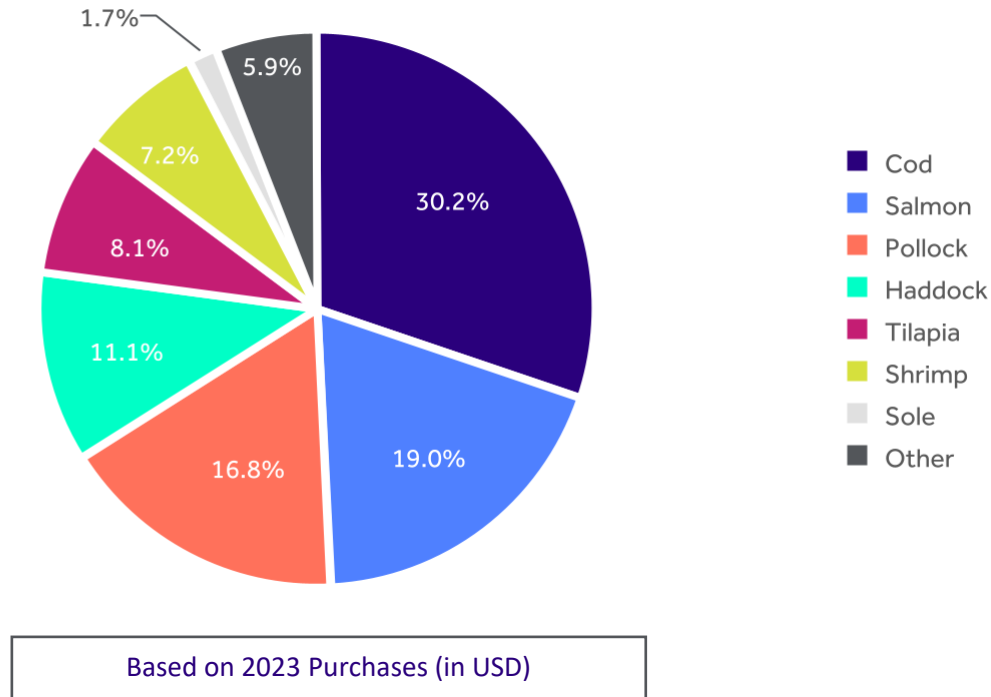
Flexible, Integrated Operations

Three value-added seafood manufacturing facilities in North America

- Increased demand for value-added products increases plant efficiency
- Current manufacturing footprint: aggregate production capacity of ~172M LBS based on current shift patterns
- Aggregate capacity could be increased to ~250M LBS by implementing a change in shift patterns and additional capital investment
- Ideal capacity ~ 85% to 90% to allow for seasonal demand surge
- Utilize a combination of Company-owned and third party-managed cold storage facilities



Species Diversity



- In 2023, the Company purchased approximately 155M lbs of seafood with an approximate value of \$511.4M, reflecting approximately 24 species from 20 different countries.
- Major species (7) accounted for ~94% of the total dollar purchases.

ESG at High Liner Foods

- High Liner Foods began our responsible sourcing journey over a decade ago and has made steady gains since that time, working toward a goal of delivering products that are 100% responsibly sourced. In 2021, High Liner Foods took its next step in the ESG journey and completed a comprehensive engagement program to better understand the environmental, social and governance needs and priorities of its stakeholders and how stakeholder needs intersect with the Company's refreshed purpose of Reimagining Seafood to Nourish Life.
- In conversation with our stakeholders, and supported by supplemental survey data, we heard loudly and clearly that the issues High Liner Foods' stakeholders care most about are high standards of responsible sourcing where we have a long legacy of leadership, environmental stewardship and corporate governance. These priorities align well with existing programs at High Liner Foods.
- Responsible sourcing
 - Sustainable seafood continues to be among the highest priorities for High Liner Foods as we look to feed a growing world population now and in the future.
 - We have a long legacy of leadership in the responsible sourcing, transparency and traceability of our seafood
 - In 2022, 96% of seafood was responsible sourced (2021: 98%)
 - Committed to sourcing all our seafood from "certified sustainable or responsible" fisheries and aquaculture
 - Recognized as a global leader in driving best practice improvements in wild fisheries and aquaculture
- Environmental stewardship
 - In 2022, the Company continues to advance its food waste reduction efforts as it works toward its goal of 50% less food waste by 2030 (compared to 2018).
 - The urgency with which the world needs to address climate change requires more action, as a result the Company has committed to a '30 by 30' goal – which means that we are driving to reduce Scope 1 and Scope 2 greenhouse gas emissions by 30% versus the 2021 baseline.
- Corporate governance
 - Three committees of the Board provide oversight to ensure management is implementing the Company's ESG framework responsibly, environmental practices are rigorously monitored for both compliance and effectiveness, and the health and safety of employees is protected and prioritized.



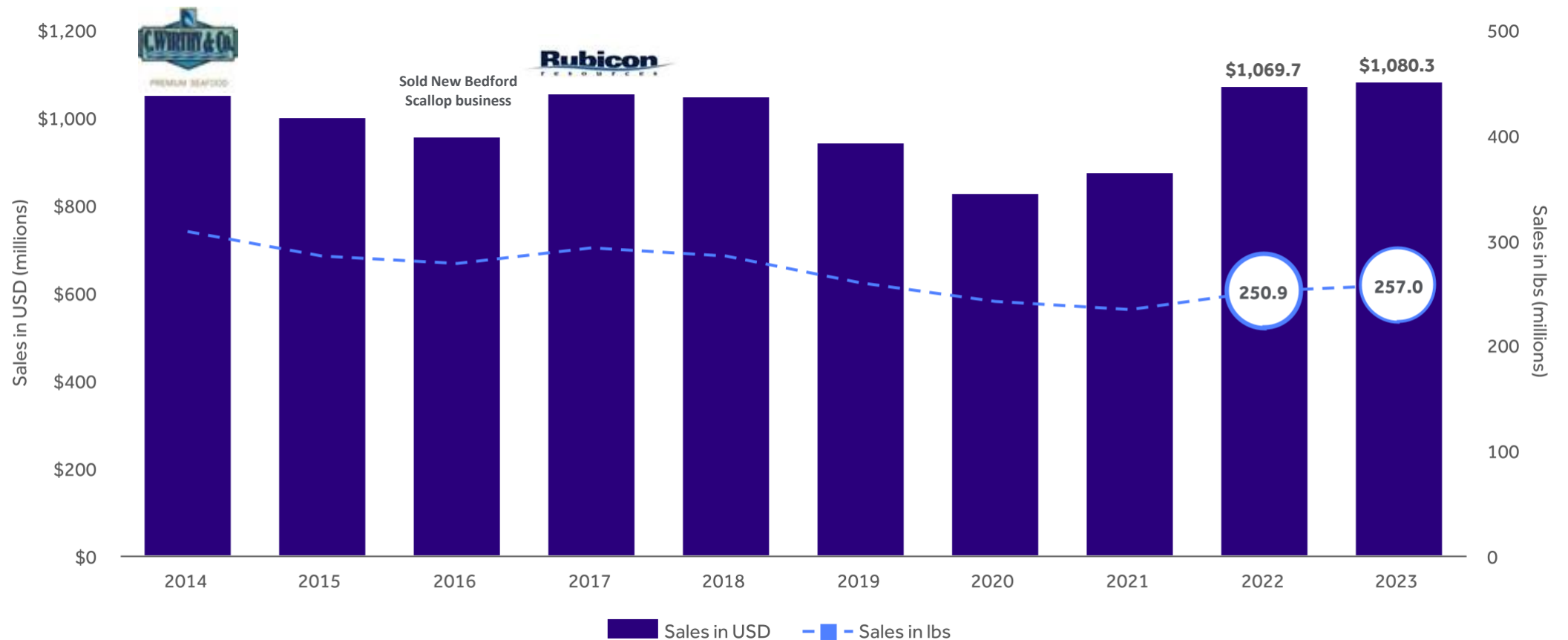
Appendix #2:

Historical Financial Performance



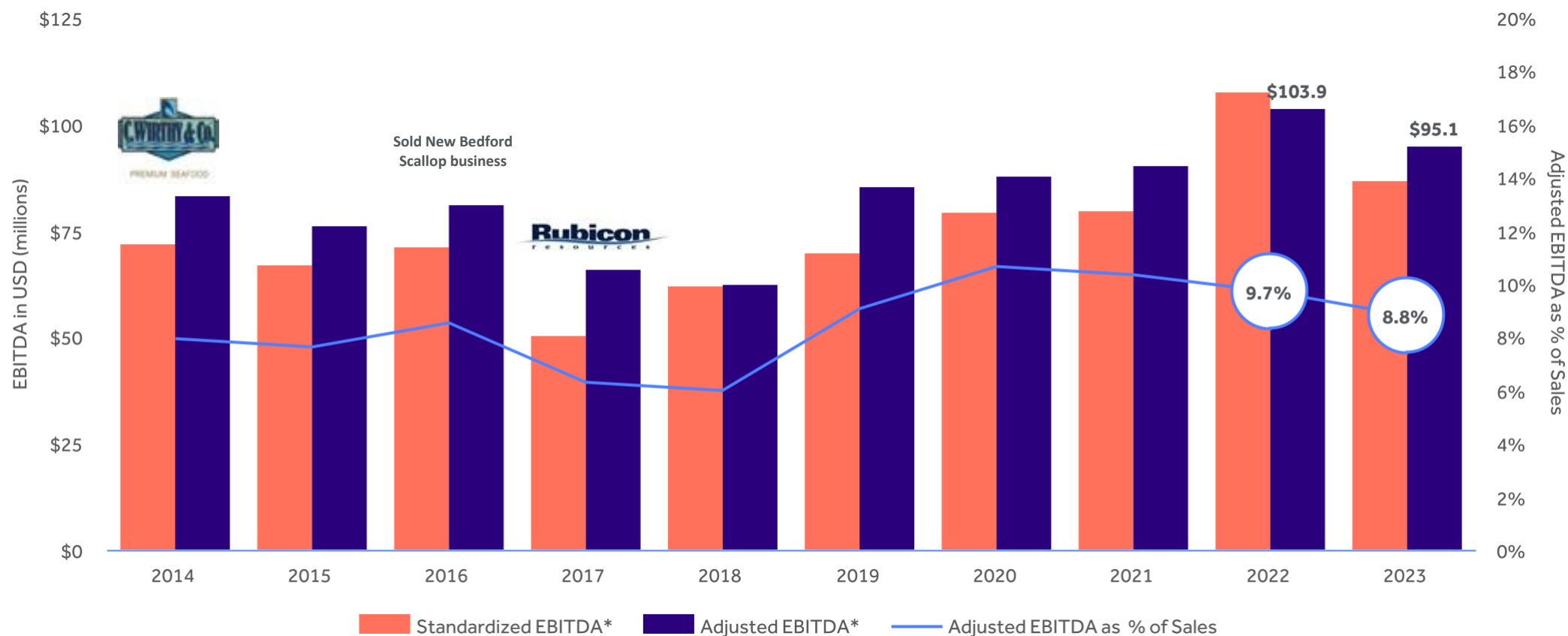
HIGH LINER FOODS

10 Year Sales History - Volume and USD



10 Year EBITDA History

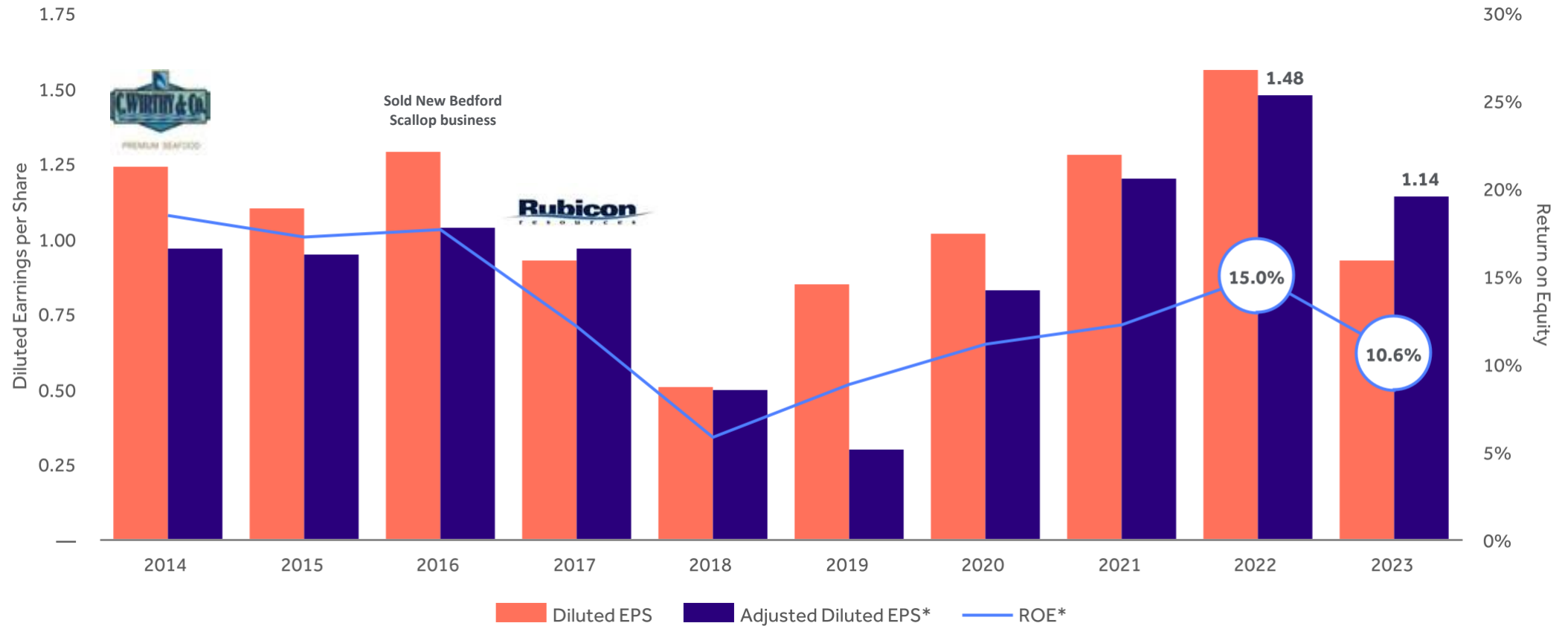
Earnings before Interest, Taxes, Depreciation & Amortization



*Please refer to the Company's MD&A for Fiscal 2023 for definition of non-IFRS measures "Standardized EBITDA" and "Adjusted EBITDA"

10 Year EPS and ROE* History

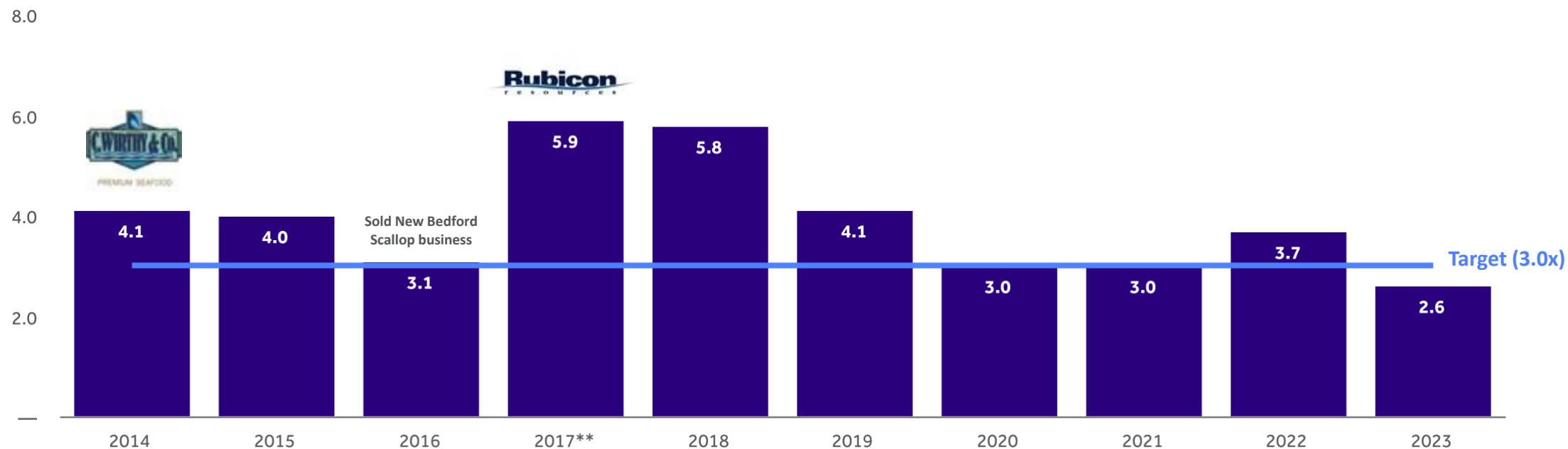
Earnings per Share (EPS) and Return on Equity (ROE)



*Please refer to the Company's MD&A for Fiscal 2023 for definition of non-IFRS measures "Adjusted Diluted EPS" and "Return on Equity"

10 Year Debt Leverage Ratio

Net Debt* to Trailing 12-Month Adjusted EBITDA*



*Please refer to the Company's MD&A for Fiscal 2023 for the definition of non-IFRS measures "Adjusted EBITDA" and "Net Debt".

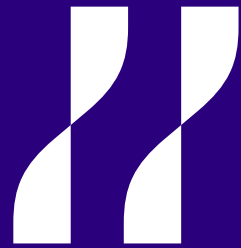
**Does not include trailing 12-month Adjusted EBITDA for Rubicon Resources LLC (purchased May 30, 2017)

In the absence of any major acquisitions or unplanned capital expenditures in 2024, we expect this ratio to be lower than the Company's long-term target of 3.0x at the end of Fiscal 2024.

Thank you!

The Company's news release, MD&A and Financial Statements can be found in the Investor Center section of the High Liner Foods website. Please visit www.highlinerfoods.com for more details.





HIGH LINER FOODS

Changing the way we see food