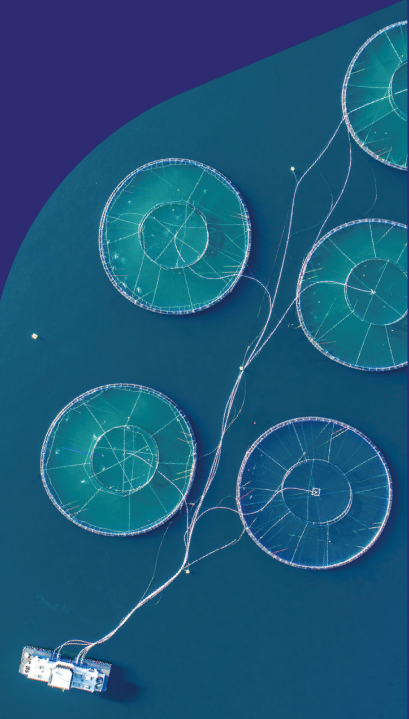


2024 *SHAREHOLDER* LETTER

Paul Jewer,
President and Chief Executive Officer



Changing The Way We See Food

Dear Fellow Shareholders,

This is my first letter to you as High Liner Foods' President and CEO. I am honoured to have the responsibility of leading our company through its 125th anniversary year with a singular mandate – to unlock High Liner Foods' potential to benefit all of our stakeholders.

I am dedicated to ensuring that our company continues to stand the test of time and that the decisions we make in the year ahead position us to generate the next generation of growth and value creation.

I feel incredibly fortunate to be supported in our mission by an experienced and engaged board of directors, a strong senior leadership team and talented workforce of over 1,200 employees around the world.

Together, we are united by a strong sense of purpose - Reimagining Seafood to Nourish Life, coupled with a long-term perspective which guided our work in 2023 and will continue to do so in 2024 and beyond.

Improved Financial Health

Turning to our financial performance, last year, we generated record free cash flow which **increased by \$255.5 million, or 335.5% over the prior year** based on an inflow of \$160.3 million compared to an outflow of \$96.8 million for the twelve months ended December 31, 2022.

We used this cash flow to strengthen our balance sheet, exceed our leverage ratio goal and position the company for future growth.

Given the headwinds our industry continues to face, it's a particularly opportune time to have a strong balance sheet. We have the financial resilience needed to navigate near-term challenges, as well as the strength and flexibility to capitalize on dynamic conditions. We are positioned to seize opportunities and make investments today that will position us for the next generation of growth for High Liner Foods.

Our increased cash-flow, reduced leverage and balanced approach to capital allocation are certainly big wins from the past year. Unfortunately however, from a profitability and growth perspective, our achievements last year weren't as apparent. Our financial performance for fiscal 2023, does not reflect what we have proven our business can deliver.

Resilient in a Dynamic Market

To understand the drivers of performance in 2023 and the outlook for the year ahead, it's important to consider the industry context. In 2021 and 2022, High Liner Foods demonstrated tremendous resilience in the face of a global supply chain crisis. At that time, the strength and diversification of our supply chain, global relationships, scale, and financial health of the business enabled us to invest in inventory to satisfy demand and drive top and bottom-line growth.

The positive effect of having reliable and consistent seafood supply at a time when most did not cannot be understated. The impact on our relationships and reputation in the market continues to benefit High Liner today.

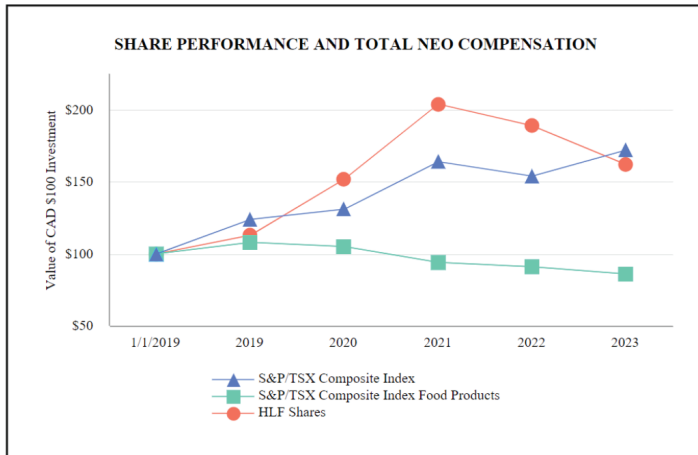
In the second quarter of last year, supply and demand dynamics in the market shifted unfavourably. Inventory levels across the industry, including ours, were elevated as consumers started to pull back from proteins in response to the prolonged impact of inflation and economic concerns. This impacted the overall profitability of our mix, as consumers focused on value options, as well as volume, as consumers left the category. While our business was supported significantly by our diversification and our strong performance in foodservice, we could not fully offset the impact of these commercial challenges.

As a result, our track record of year after year and quarterly Adjusted EBITDA growth stalled last year, starting in the second quarter, and has continued to our most recent quarterly results for 2023.



Nonetheless, the cumulative total shareholder returns over the five years since 2019 has seen High Liner Foods deliver a 10.6% return, outperforming the S&P/TSX Composite Index for Food Products which delivered a 3% loss during the same time-frame.

Well, Positioned, Diversified Portfolio



Our efforts during the year to optimize and diversify our portfolio, support our customers, deliver strategic and targeted promotions, invest in high growth categories and drive efficiencies across the organization helped to mitigate the impact of very challenging market conditions on our financial results.

Our foodservice business, together with growth of our contract manufacturing business, was the driver behind sales volume growth overall in 2023. In foodservice, we generated 11 consecutive quarters of volume growth and grew market share quarter-over-quarter and won new business.

Looking ahead, all external and internal signs continue to reinforce our belief that the contraction in our growth is not a reflection of our strategy, our portfolio, our competitive positioning or how we are going to market.

While it was a tough year overall for the frozen seafood category in general, we stayed the course with our strategy and focused on offering choice and value to the consumer. We were encouraged to see an improvement in retail volume at the end of the fourth quarter and believe we are well positioned to help support – and capitalize on – the eventual rebound of the category when consumer grocery habits normalize.

Across both retail and foodservice, we leveraged insights from data and analytics to go to market in an extremely targeted and thoughtful manner, focused on serving the diverse needs of our customers and consumers. We will continue to deepen our capabilities in data-driven insights to educate our customers on the market opportunity for seafood, support our portfolio and tailor our customer solutions. This will play an important part of our strategy in the years ahead and is an exciting driver of organic growth for us.

We also continue to focus on our target growth species, including shrimp, cod, salmon, and segments such as casual dining and quick service restaurants, where seafood is underrepresented on the menu. As we do so, we will continue to work closely with all our commercial partners to deliver solutions that help drive traffic and





back of house efficiencies, while demonstrating the innovation and simplification we can bring to the menu through our value-added offering.

We are fortunate to have the scale and market leadership to enable investment in marketing, innovation, and promotions during times of market softness. Throughout 2023, we partnered with our customers to run promotions to demonstrate value and to draw consumers back to frozen seafood. This will remain our focus in the year ahead as we display value in terms of taste, price, and convenience, appealing to consumers across the category and supporting a healthy return to seafood.

Innovation and New Products, Diversification into New Species

As we navigate short-term headwinds, we are guided by our long-term optimism for the future of the frozen seafood category. For this reason, we continued to launch new innovations and expand into new and exciting species. For example, last year we brought seven new shrimp products to market in our foodservice business, launched our new top performing Signature Cuts Beer Battered Haddock in retail and introduced the North American market to a value focused white fish, Southern Blue Whiting/Blue Cod, which is performing well with major US and Canadian distributors.

Overall, the fundamentals of our portfolio and our approach are tried and tested. While we recognize that the retail market will take some time to rebound, we are confident that it will do so. We believe in the long-term growth potential of frozen seafood as a healthy, versatile, and affordable protein.

A Talented and High-Performance Team

We have built a high-performance team and winning, cohesive culture across our global operations. It is a team that has been required to work together in new ways throughout the pandemic and the global supply chain crisis to find creative solutions to support our customers and consumers and preserve a reliable supply of seafood. We are proud of how our team has risen to the challenge repeatedly and I am confident that together we will be able to reposition ourselves for a positive growth trajectory in 2024.



A Philosophy of Continuous Improvement

Operationally, continuous improvement is built into our business practices, and we are quick to notice areas where we can tighten up processes as we did at the end of last year. This work will remain constant in 2024 as we focus on delivering the highest levels of safety and service, while carefully managing costs associated with storage and freight, which are now normalizing after the past period of elevated inventory.

Responsible and Sustainable Business Practices

As a leading provider of responsibly sourced seafood, we understand our obligation to operate in a manner that minimizes our environmental footprint while maximizing the positive social and economic impacts of our business. We know that seafood is a better choice for people and the planet, often being healthier and less carbon-intensive than other protein choices. And we recognize the importance of sustainable practices in ensuring the long-term health of our planet and the well-being of future generations.

Sustainability is deeply ingrained in our corporate culture and is reflected in every aspect of our operations, from sourcing to distribution. We are driving continuous improvement to quantify our carbon footprint and ensure we can use this data in our planning and management activities.

From a social perspective, we continue to cultivate a people-first work environment where we invest in the development and engagement of our employees, prioritize health and safety, and give back to our local communities. We extend our social commitments across our global supply chain and solidified our commitment last year with an updated Supplier Code of Conduct which outlines our zero-tolerance approach to human rights abuses anywhere in the High Liner Foods supply chain. Looking ahead, we remain steadfast in our commitment

to sustainability and to proactively addressing related opportunities and risks in our business. In a dynamic global environment with environmental and geopolitical change and uncertainty, we will continue to invest in the strength and diversification of our supply chain to support our business and ensure we can make a meaningful difference in the world while delivering value to our stakeholders.

Prudent and Disciplined Capital Allocation

We are committed to being prudent and disciplined with our capital allocation. Together with the board of directors, we are being extremely thoughtful, considering how every dollar is used to appropriately balance priorities of investing in the business, investing in our future value creation potential, and returning capital to our shareholders. We will remain extremely disciplined in this regard as we continue to generate free cash flow in the year ahead and explore the market for potential value-accelerating opportunities.

In 2023, we returned capital to shareholders through a steadily rising dividend and an increase to our normal course issuer bid. Since June of last year, we have purchased 413,200 shares with the potential 700,000 shares to provide immediate value to our shareholders. At the beginning of fiscal 2024, we were also incredibly pleased to finalize the settlement agreement regarding Rubicon. The final settlement was valued at over \$25 million and resulted in a direct benefit for shareholders with a reduction of approximately 7% of the total shares outstanding.





Positioned for a future of Value Creation

We remain excited about the potential for M&A, but we will only act if it is the right opportunity to position High Liner Foods for the next generation of growth. We are open to opportunities across the value chain that align with our business today and position us for future of value creation.

Our recently announced investment in Norcod, a leader in responsible and sustainable cod aquaculture based in Trondheim, Norway, is a great example of the innovative and bold perspective we plan to take with respect to future planning for our business.

Through our small but highly strategic \$5 million investment, we are creating an opportunity for High Liner and its stakeholders to benefit from opportunities across the full value chain in highly sought after species such as cod.

As we continue to explore other potential opportunities to accelerate our value creation, we remain focused on improving profitability in the short-term and then as market conditions stabilize, we anticipate once again driving both top and bottom-line growth by solid execution against our branded and value-added growth strategy.

Despite the uncertainty that continues to frame our operating environment, there is nothing on the macro horizon that detracts from the fundamental appeal of seafood as a healthy, affordable, and sustainable source of protein, nor the long-term growth potential of our business.

This, together with our strong team and cultural commitment to continuous improvement, safety, and quality, underpins the confidence I have in our business. With the support and oversight of our experienced board of directors, we are focused on driving improved performance to the top and bottom line and driving strong total shareholder returns. I believe that we will be able to steer back to Adjusted EBITDA growth again in 2024, while living our purpose, and building a strong future for the frozen seafood category by changing the way we see food.

Thank you for your continued support.

Sincerely,



Paul Jewer,
President and Chief Executive Officer
High Liner Foods

This letter includes certain statements and information that may constitute forward-looking information within the meaning of applicable Canadian securities laws. Forward-looking statements relate to future events or future performance and reflect the expectations or beliefs of management of High Liner regarding future events. Specific forward-looking statements in this document include but are not limited to statements with respect to: timing and completion of the settlement with Rubicon based upon settling parties satisfying settlement conditions, timing and completion of the Norcod investment, which may be impacted by factors including Norcod operations, market conditions and conditions to complete the private placement, impact on supply of products, current and future strategic initiatives, investment opportunities and use of capital. Actual results could differ materially from the conclusion, forecast or projection stated in such forward-looking information. As a result, we cannot guarantee that any forward-looking statements will materialize. Forward-looking information is based on management's current estimates, expectations and assumptions, which we believe are reasonable as of the current date. You should not place undue importance on forward-looking information and should not rely upon this information as of any other date. A discussion of the material risks applicable to us can be found in our current Management Discussion and Analysis and Annual Information Form, each of which have been or will be filed on SEDAR+ and can be accessed at www.sedarplus.ca. Except as required under applicable securities laws, we do not undertake to update these forward-looking statements, whether written or oral, that may be made from time to time by us or on our behalf, whether as a result of new information, future events or otherwise.