




HIGH LINER FOODS

Investor Presentation

August 2021



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' Annual Report available on SEDAR (www.sedar.com) 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 “Standardized EBITDA”, “Adjusted EBITDA”, “Adjusted Net Income”, “Adjusted Diluted Earnings Per Share” and “Net Debt”. 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 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
- Over 120 years of seafood expertise
- Well-known core brands sold across the United States and Canada, in both the Retail and Foodservice channels



Investment Thesis

Why Seafood?

- Healthy - for people and the environment
- Attractive market demographics
- Under consumed vs. dietary guidelines = opportunity
- Versatile - the original protein alternative

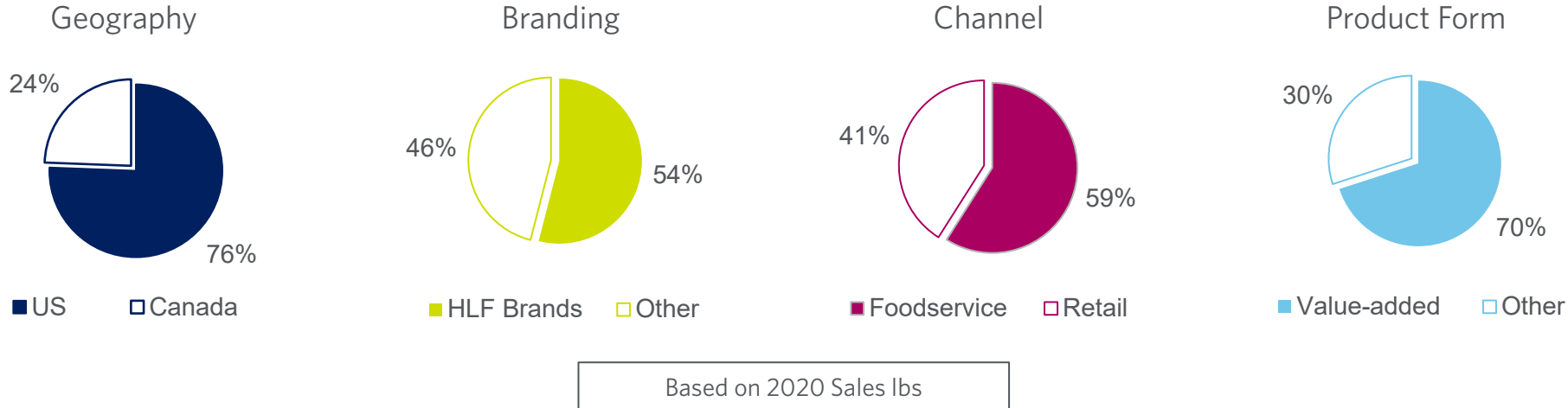
Why High Liner Foods?

- 121 years of seafood expertise
- A North American leader in value-added frozen seafood
- Broad market reach and market-leading brands
- Integrated North American operations supported by global seafood procurement expertise
- Diversified product portfolio
- Leader in innovation and sustainability

Why Now?

- Building on significant momentum from a transformative 2019 and resilient 2020
- Completed early debt refinancing (Q4 2019) and subsequent re-pricing (Q1 2021), ample liquidity and strong balance sheet
- Well equipped to invest in our business and build upon our leadership in branded value-added seafood to drive further profitability and revenue growth
- Focus on continuous improvement, strategy execution and increased investment in operations to deliver additional EBITDA growth
- Well positioned to continue navigating through COVID-19

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



- #1 frozen fish manufacturer in Canadian retail market⁽¹⁾
- #1 prepared frozen fish manufacturer in U.S. retail market with #4 market position in overall processed frozen seafood⁽²⁾
- #1 value-added frozen seafood in foodservice (including private label) in U.S. and Canada⁽³⁾

(1) Canadian market data per Nielsen, based on retail sales (in lbs.) of total frozen fish category for 52-week period ended November 28, 2020.

(2) U.S. market data per IRI, based on retail sales (in lbs) of total frozen seafood category for 52-week period ended December 27, 2020.

(3) Management's estimate

Reimagining Seafood to Nourish Life

- In 2021, the Company refreshed its purpose statement to "Reimagining Seafood to Nourish Life", which more accurately reflects High Liner Foods' business, its potential for the future and commitment to all its stakeholders.
- As we execute against our strategy to become the leader in branded value-added seafood in North America, we will do so grounded in a strong sense of our wider purpose in society and with employee, environmental, social and governance (EESG) issues front of mind.
- As we live our purpose, we will invest in an inclusive, equitable and diverse workplace that creates rewarding career opportunities that help nourish the lives of our dedicated employees, while we continuing to focus on their health and safety.
- We will continue to advance our sustainability goals, support our local communities and hold ourselves to the highest standards of governance. Sustainability, responsibility, flexibility and resilience have been hallmarks of High Liner Foods for over 120 years, and we are committed to ensuring these values are reflected in Fiscal 2021 as we strive to become the leader in branded value-added seafood in North America.

Q2 2021 YTD Financial Review & 2021 Outlook



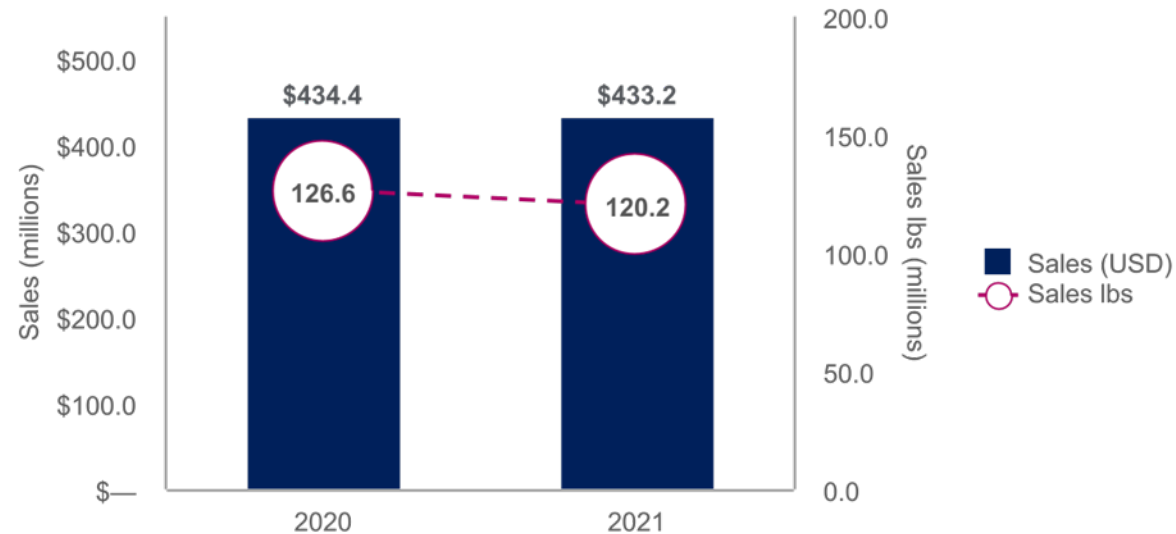
Q2 2021 Performance and Impact of COVID-19

- Q2 2021 sales volume increased year-over-year due to the steadily recovering foodservice business and volumes associated with new products and new business.
 - In Foodservice, customer demand continued to increase as COVID-19 related restrictions eased for certain foodservice segments and regions across North America.
 - In Retail, demand was lower than the same period in 2020 as a result of evolving consumer behavior during the COVID-19 pandemic.
- Gross profit as a percentage of sales increased by 120 basis points to 23.4%, as compared to the prior year as the Company continued to execute against its strategy.
- Adjusted EBITDA as a percentage of sales remained consistent with the prior year at 10.3% and Adjusted EBITDA increased by \$2.5 million to \$19.6 million.
- The leverage ratio improved to 2.8x at Q2 2021, compared to 3.0x at the end of Fiscal 2020, and 3.9x at Q2 2020.
- Global supply chain challenges impacted operations and related sales in both foodservice and retail business during the quarter.
 - Specifically, shipping container shortages and raw material supply impacted the Company's ability to maximize volume sales during the quarter.
 - The Company took all available steps to mitigate the impact of supply challenges and also took appropriate pricing actions to offset additional costs incurred.

2021 Outlook

- Like others in the retail and foodservice space, the Company continues to navigate significant headwinds related to the previously disclosed global supply challenges and ongoing uncertainty related to the COVID-19 pandemic. High Liner Foods is taking all available steps to mitigate the impact to the business by drawing on the scale of its global supply chain and the diversification of species, product, procurement and strong customer and supplier relationships to support its position.
- Despite these challenges, High Liner Foods remains confident in its ability to continue to drive Adjusted EBITDA growth in 2021.
- With a strong balance sheet and further improved cash flow, the Company is well equipped to invest in the business, with anticipated capital expenditures of approximately \$22.0 million in Fiscal 2021, an increase over the average capital investment in the business over the past three years.
- The Company does not have any impending debt maturities and will continue to utilize its \$150.0 million working capital credit facility, if required. The Company currently has no borrowings on this facility and remains confident in its liquidity position.

Q2 2021 YTD Sales Volume and Revenue



Sales volume decreased 6.4M lbs (5.1%) to 120.2M lbs versus same period of 2020

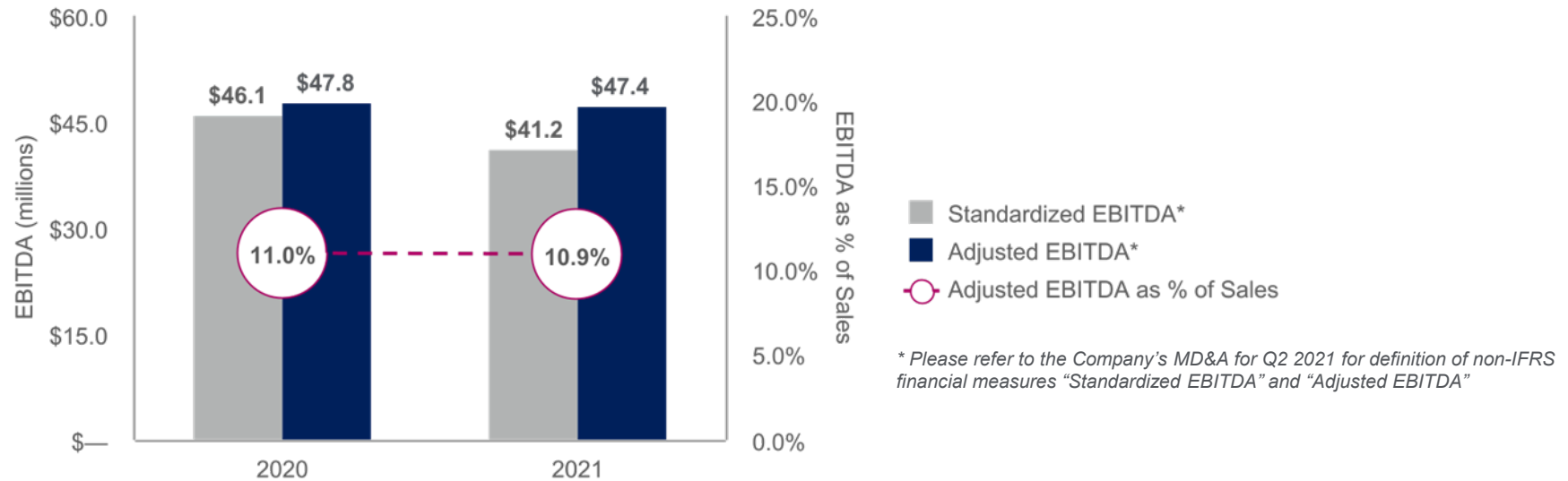
- Foodservice: higher due to the impact of significantly reduced COVID-19 restrictions on the Company's foodservice customers in 2021 as compared to 2020.
- Retail: lower compared to the same period last year due to the significant surge in demand at the onset of the COVID-19 pandemic a year ago.
- Sales volume also negatively impacted by supply challenges being experienced globally. Decline in sales volume partially offset by new business and new product sales.

Sales revenue decreased \$1.2M (0.3%) to \$433.2M

- Lower sales volumes, offset by changes in sales mix, lower promotional activity and pricing actions related to inflationary increases on input costs.
- Stronger Canadian dollar in YTD 2021 compared to YTD 2020 increased the value of reported USD sales from CAD-denominated operations by approximately \$9.1 million relative to the conversion impact last year.

Q2 2021 YTD Adjusted EBITDA

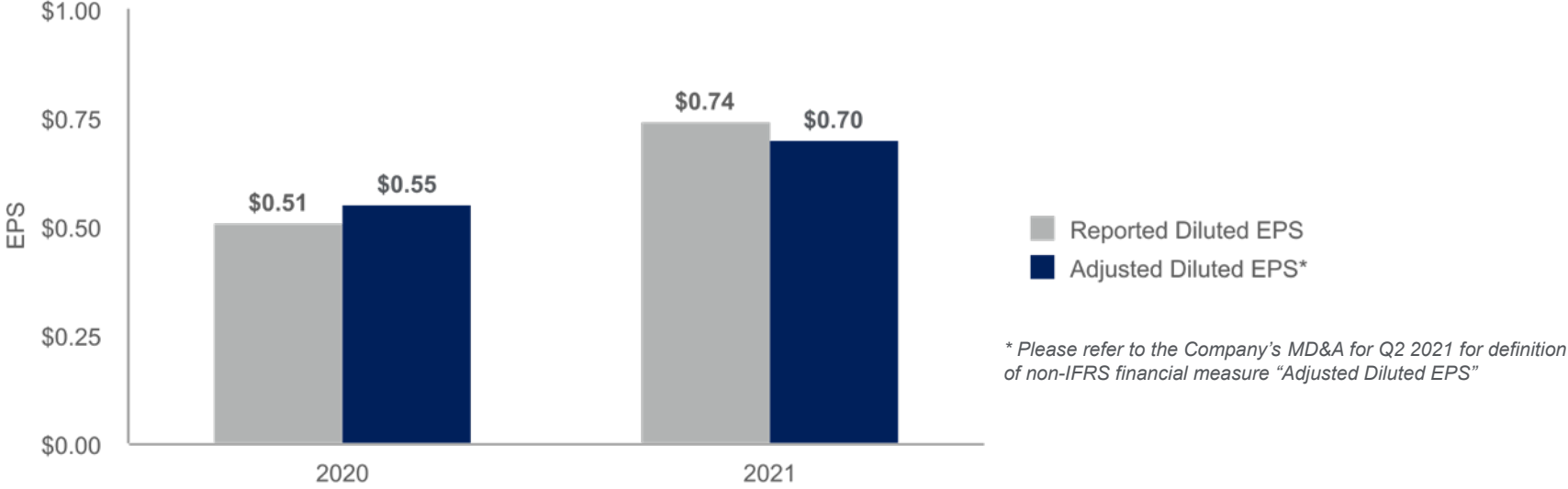
Earnings before Interest, Taxes, Depreciation and Amortization



Adjusted EBITDA decreased \$0.4M (0.8%) to \$47.4M and decreased by 10 basis points as a percentage of sales to 10.9%.

- The decrease in adjusted EBITDA is a result of the increase in gross profit being more than offset by the increase in distribution and net SG&A expenses.

Q2 2021 YTD Earnings Per Share (EPS)

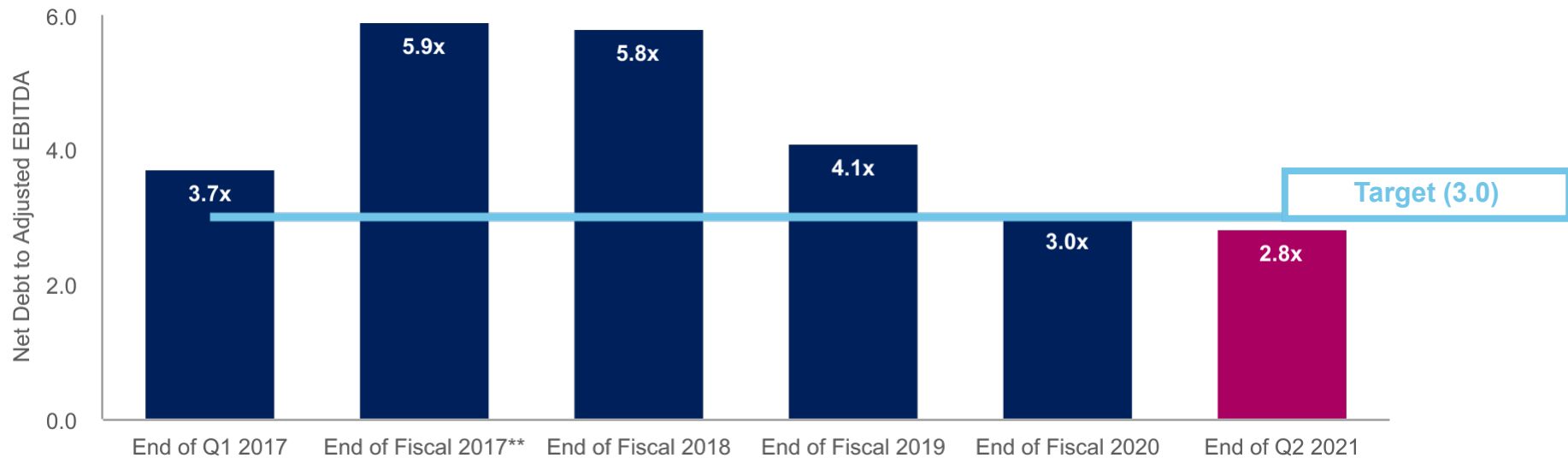


Adjusted Diluted EPS increased by \$0.15 (27.3%) to \$0.70

- Adjusted Net Income increased by \$5.5M (29.1%) to \$24.4M reflecting an increase Net Income.

Debt Leverage Ratio

Net Debt* to Trailing 12-Month Adjusted EBITDA*

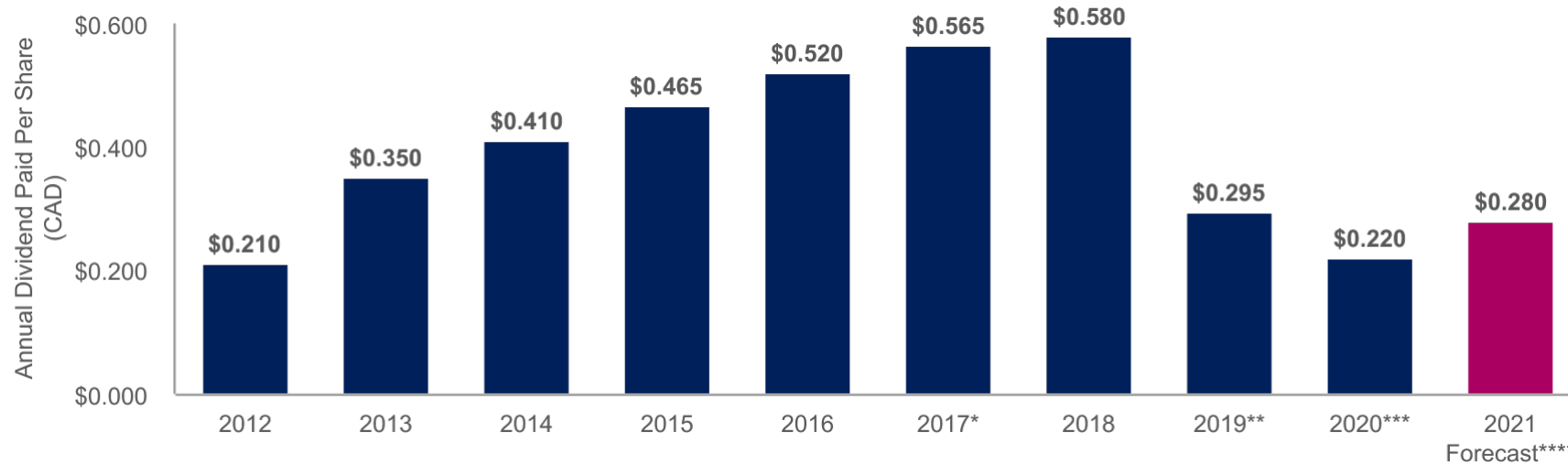


*Please refer to the Company's MD&A for Q2 2021 for the definition of non-IFRS financial measures "Net Debt" and "Adjusted EBITDA"

**Does not include the trailing 12-Month Adjusted EBITDA for Rubicon purchased May 30, 2017

In the absence of any major acquisitions or unplanned capital expenditures in 2021, we expect this ratio to remain below the Company's long-term target of 3.0x at the end of Fiscal 2021.

Dividend History



*Reflects Q1/Q2/Q3 dividend of CAD\$0.140 per share and Q4 dividend of CAD\$0.145 per share

**Reflects Q1 dividend of CAD\$0.145 per share and Q2/Q3/Q4 dividend of CAD\$0.05 per share

***Reflects Q1/Q2/Q3 dividend of CAD\$0.05 per share and Q4 dividend of CAD\$0.07 per share

****Represents annual dividend to be paid at current quarterly dividend rate of CAD\$0.07 per share

On November 6, 2020, the Board approved a 40% or \$0.02 increase in the quarterly dividend to CAD\$0.07 per common share, reflecting the Board's continued confidence in the Company's operations.

Appendix #1:

Miscellaneous Company Information



High Liner Foods



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

Current price	CAD\$13.33*
Shares outstanding	~33.4M
Market capitalization	~CAD\$445.0M
52-week range	CAD\$8.01 - \$14.10*
Annual dividend	CAD\$0.28 per share**
Current yield	2.1%

* Source TSX, as of August 27, 2021

** Effective November 2020 (CAD\$0.07 per share per quarter)

High Liner Foods

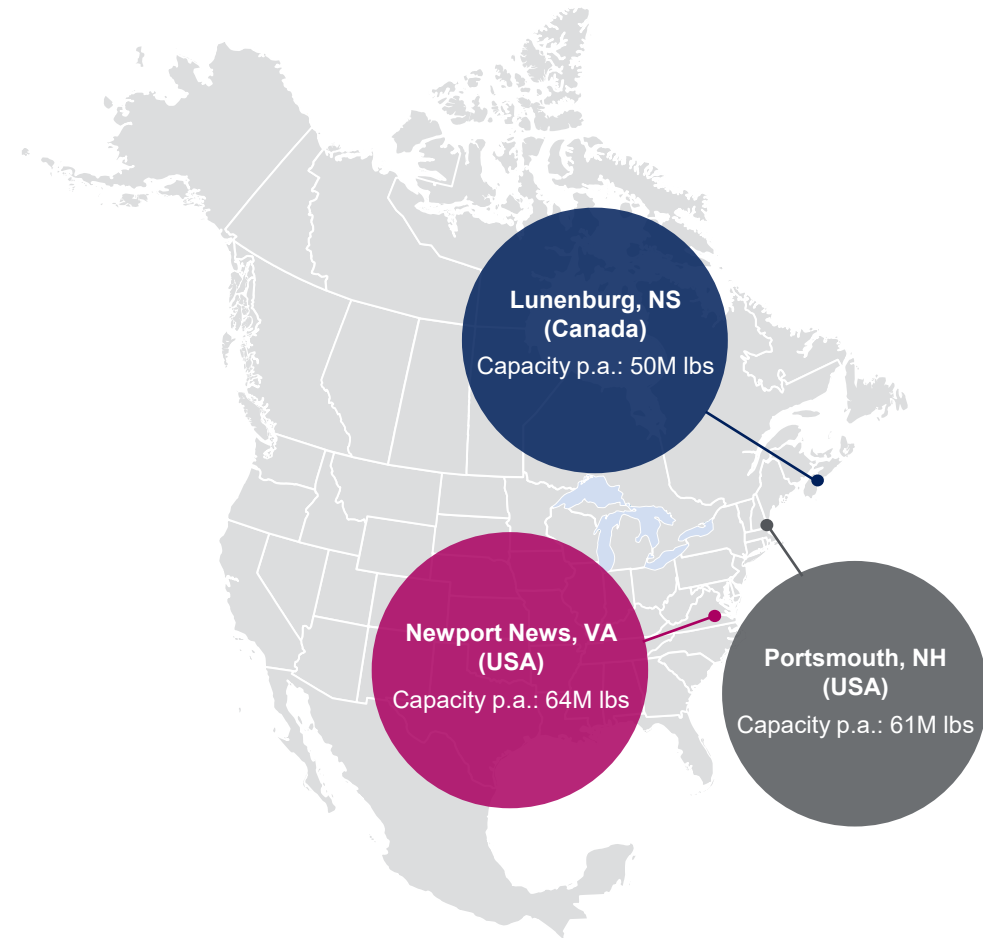
Over 120 years of seafood expertise



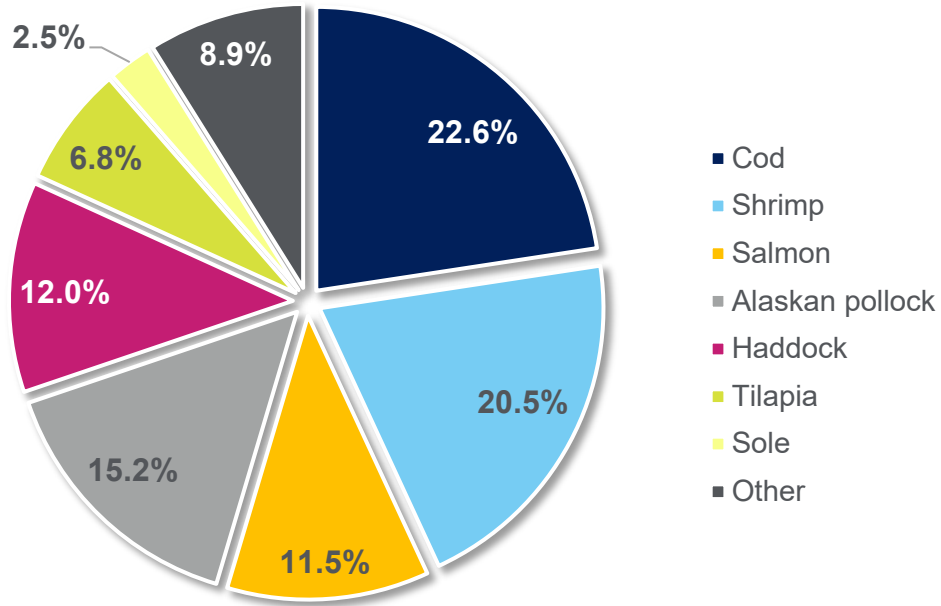
Flexible, Integrated Operations

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 ~175M 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



Based on 2020 Purchases (in USD)

- In 2020, the Company purchased approximately 184M lbs of seafood with an approximate value of \$471.7M, reflecting approximately 30 species from 25 different countries
- Major species (7) accounted for ~91% of the total dollar purchases

Corporate Social Responsibility



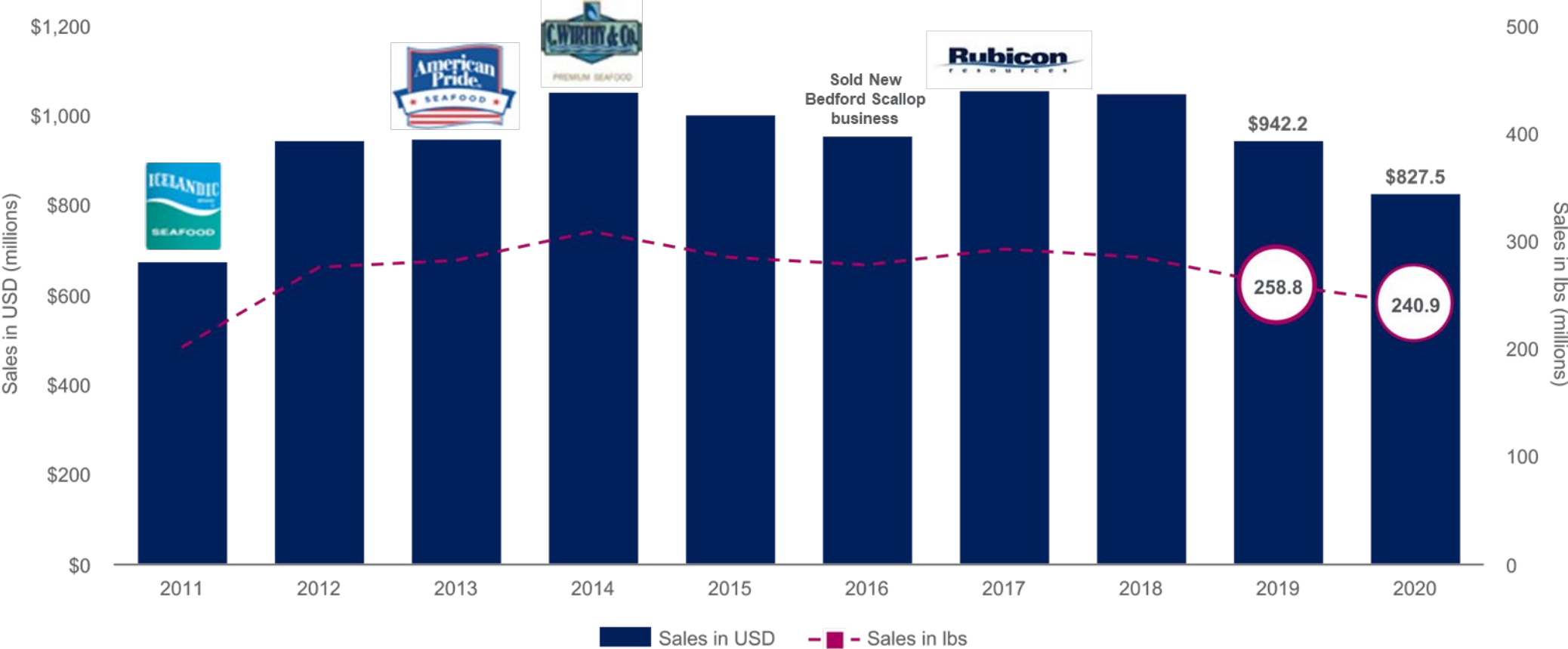
- Committed to sourcing all our seafood from “certified sustainable or responsible” fisheries and aquaculture
- Recognized as a global leader in driving best practice improvements in wild fisheries and aquaculture

Appendix #2:

Historical Financial Performance

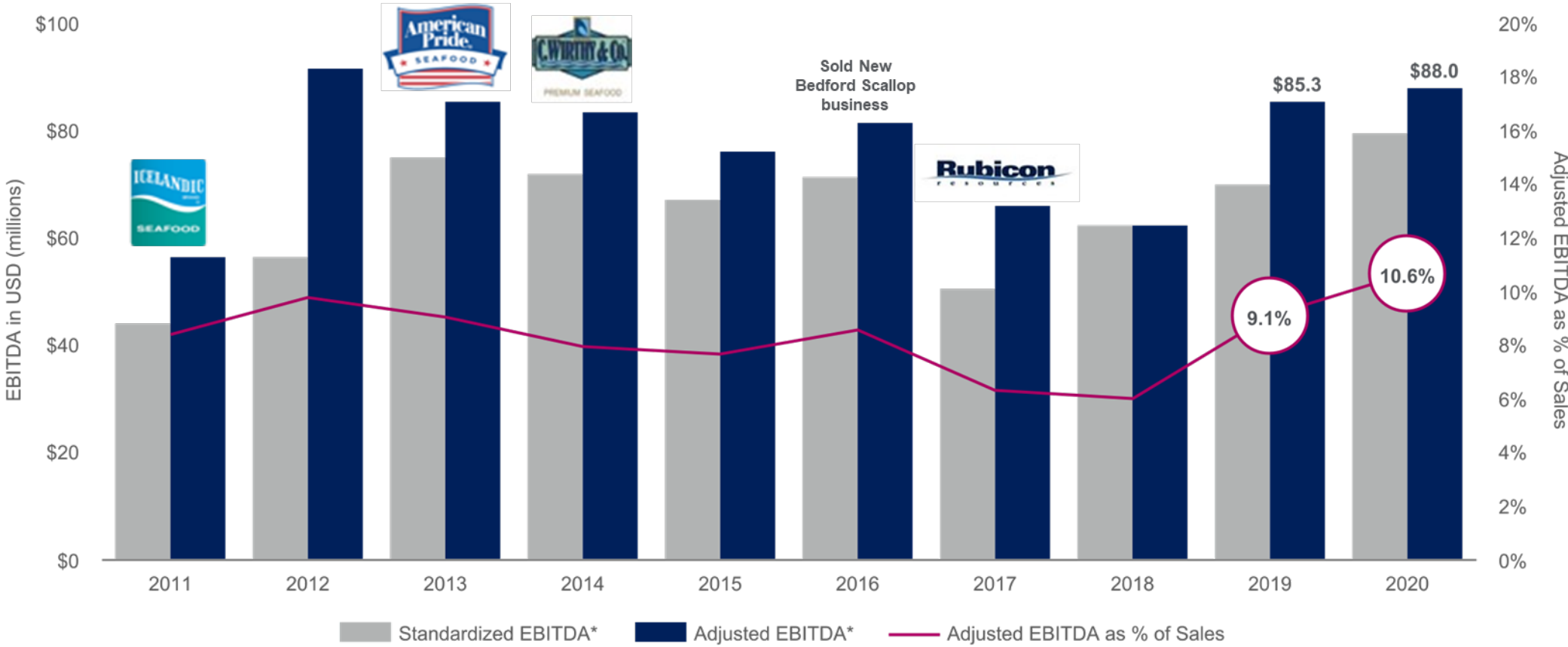


10 Year Sales History - Volume and USD



10 Year EBITDA History

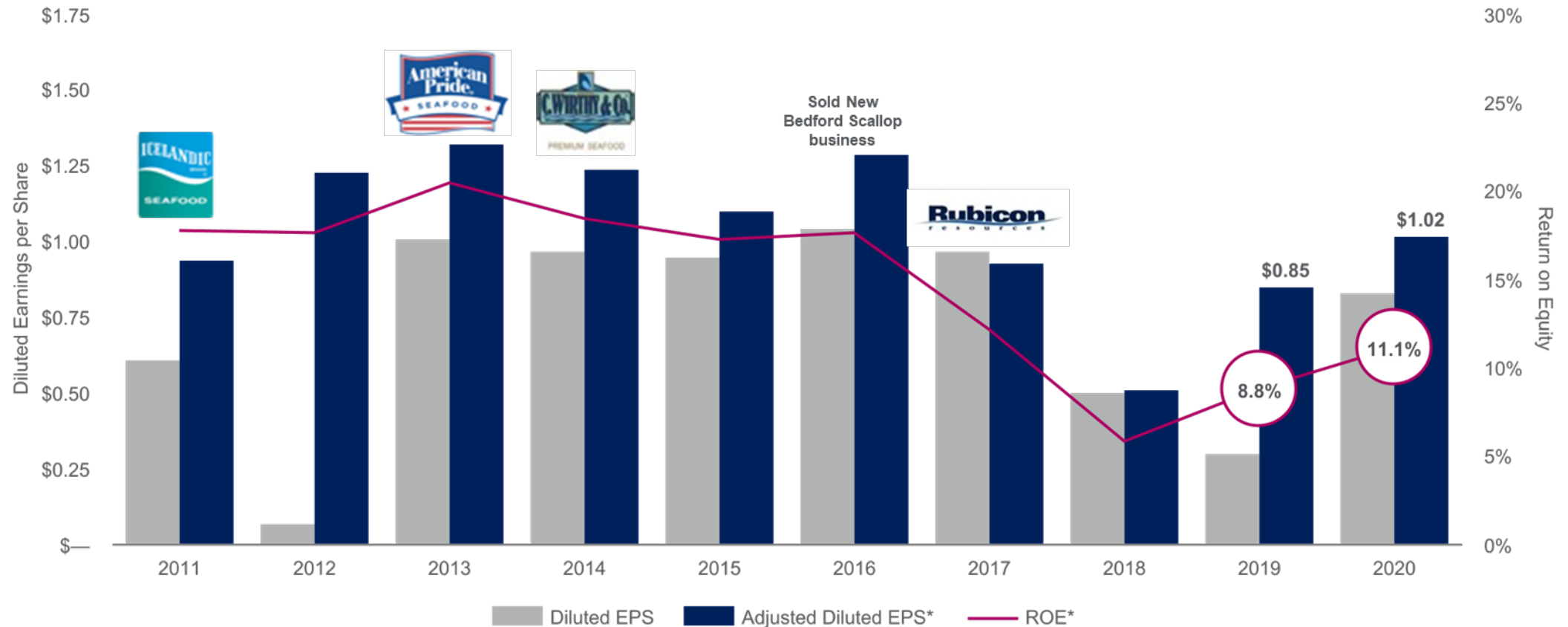
Earnings before Interest, Taxes, Depreciation and Amortization



*Please refer to the Company's MD&A for Fiscal 2020 for definition of non-IFRS measures "Standardized EBITDA" and "Adjusted EBITDA"

10 Year EPS and ROE History

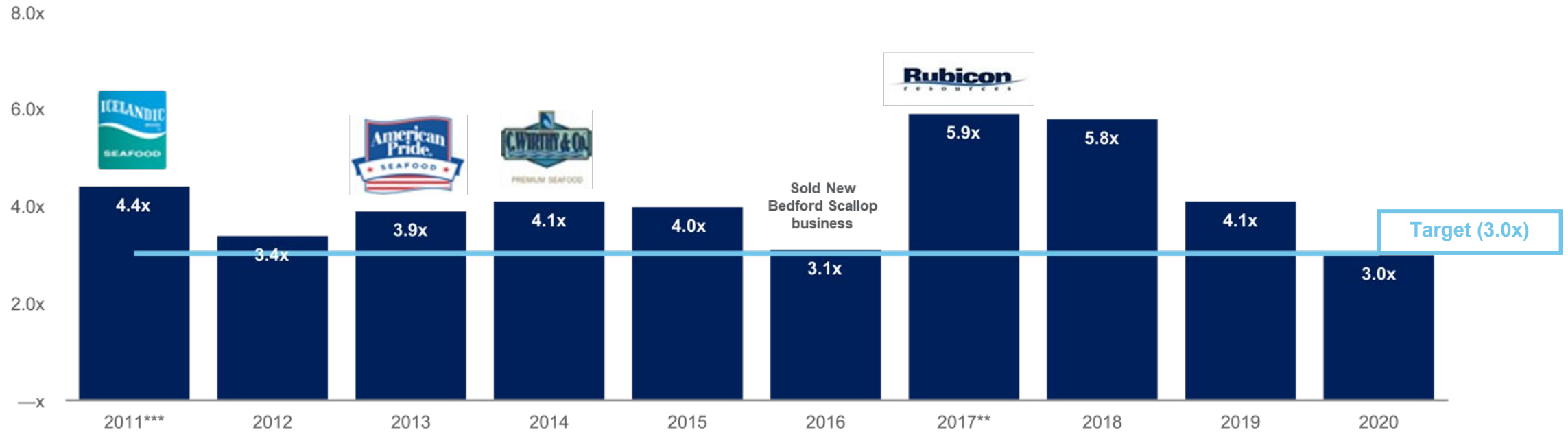
Earnings Per Share (EPS) and Return on Equity (ROE)



*Please refer to the Company's MD&A for Fiscal 2020 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 2020 for 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)

***Pro forma Icelandic acquisition

In the absence of any major acquisitions or unplanned capital expenditures in 2021, we expect this ratio will remain below the Company's long-term target of 3.0x at the end of Fiscal 2021.

Thank you




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