

The title of the presentation, '2016 Annual Results Presentation to Investors and Analysts', is written in a dark blue, sans-serif font. The text is centered in the lower right portion of the slide. The background of the entire slide is a faded, historical map of the North Atlantic, showing Greenland, Iceland, and parts of Europe and North America. The map includes a grid of latitude and longitude lines, several compass roses, and illustrations of sailing ships. The word 'ISLANDT.' is visible on the map, referring to Iceland.

Disclaimer

This presentation is furnished and intended for European market participants and should be viewed in that manner.

Any potential forward looking statements contained in this presentation are reflective of managements current views on future events and performance, whilst the views are based on positions that management believes are reasonable there is no assurances that these events and views will be achieved. Forward looking views naturally involve uncertainties and risk and consequently actual results may differ to the statements or views expressed.

A leading supplier of fish and seafood



Leading to circa €250m of annualised sales, to over 1,900 customers, across 45 countries serviced by over 55 commercial managers

2016 Key highlights

Very pleasing results for 2016 with normalised Profit Before tax of €3.3m, €2.2m ahead of the prior year

- The Group has completed its programme of reducing low margin sales in line with its value added approach
- Net margin up by 17% from prior year
- Net Debt reduced by €11.8m (25%)
- Cash flow from operating activities of €6.5m
- Equity ratio of 20% up from 10% a year ago

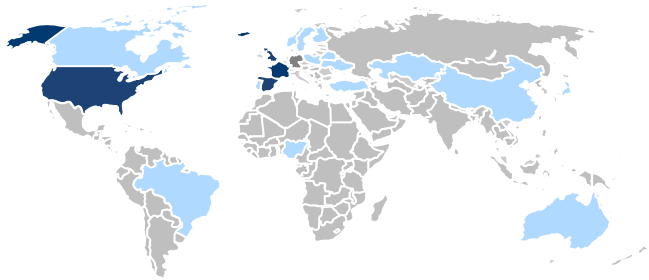
€ m's	2016	2015
Turnover	246.3	258.4
Net Margin	19.0	16.2
Normalised* PBT	3.3	1.1
Net Income	2.6	(0.2)

- *Normalised PBT represents Profits before tax before allowing for significant items and discontinued operations*

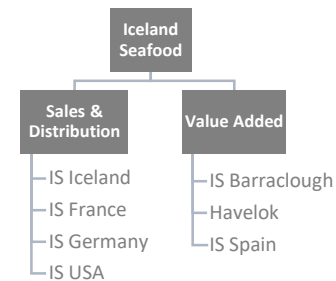
Iceland Seafood strategy is focused on delivering higher margin growth and earnings over time



Regions where Iceland Seafood operates



In depth knowledge of our markets



Global sourcing with the core from Iceland, delivering to our customers' needs

Fresh



Frozen



Salted



Dried



Leveraging our network to deliver value added products



Value Added Division Update

Value Added

Sales & Distribution

Normalised Profit Before tax of €3.3m up 22%

- Division incorporates three manufacturing businesses in Barcelona, Grimsby and Bradford
- Servicing the retail and foodservice markets in the UK and Southern Europe.

- Turnover up 3.1% (€3.5m) before negative currency impact of Brexit of €5.9m
- Normalised PBT up 22%:
 - Growth driven by the UK foodservice business with solid performance of UK retail and Spain
 - Constant currency would have given profit growth of 29%
- Net Debt down €3.9m:
 - Benefiting from working capital management focus
 - Weaker British pound

€ m's	2016	2015
Turnover	110.3	112.7
Normalised* PBT	3.3	2.7
Net Debt	17.7	21.6



Sales & Distribution Division Update

Value Added

Sales & Distribution

Solid performance based on margin improvement

- The Sales & Distribution division incorporates subsidiaries in Iceland, France, Germany and the USA
- Division sells to over 45 countries
- Solid performance in 2016, with profits significantly up on prior year.
- Turnover slightly down on prior year :
 - Reduction in higher risk, lower margin sales
 - Low capelin quota in Iceland
 - Lower sales of dried fish to Nigeria, due to import restrictions
- Profits vs prior year benefits from:
 - Stronger margins from Pelagic despite lower sales
 - Lower interest cost driven by lower working capital
 - Growth in frozen sales and margins in France, with good spread of product offering sourced globally

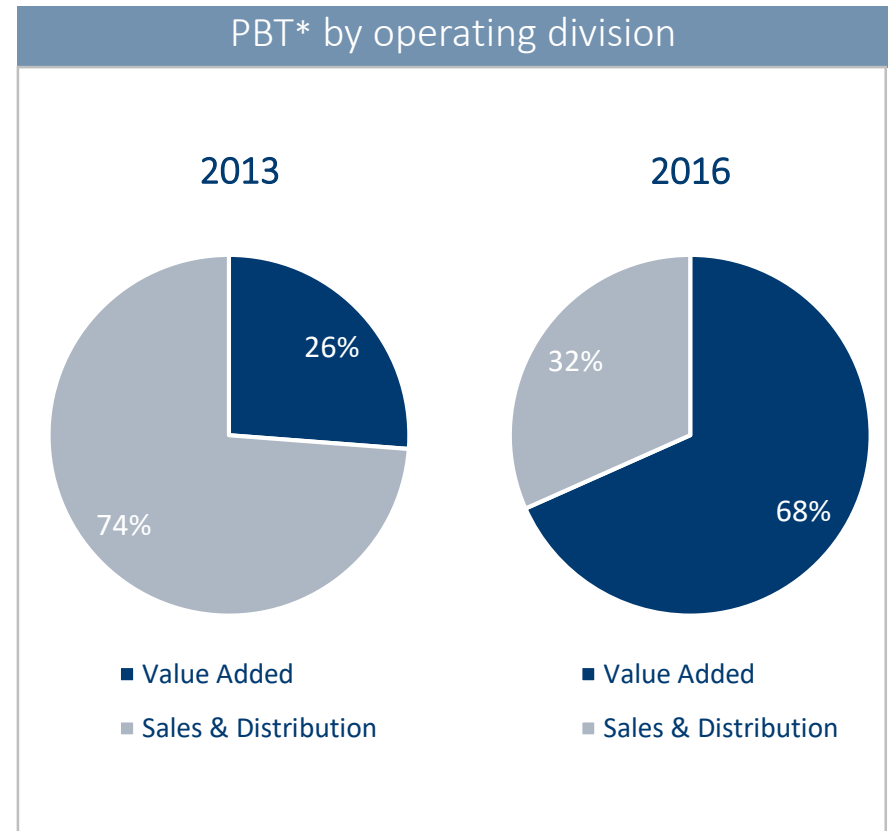
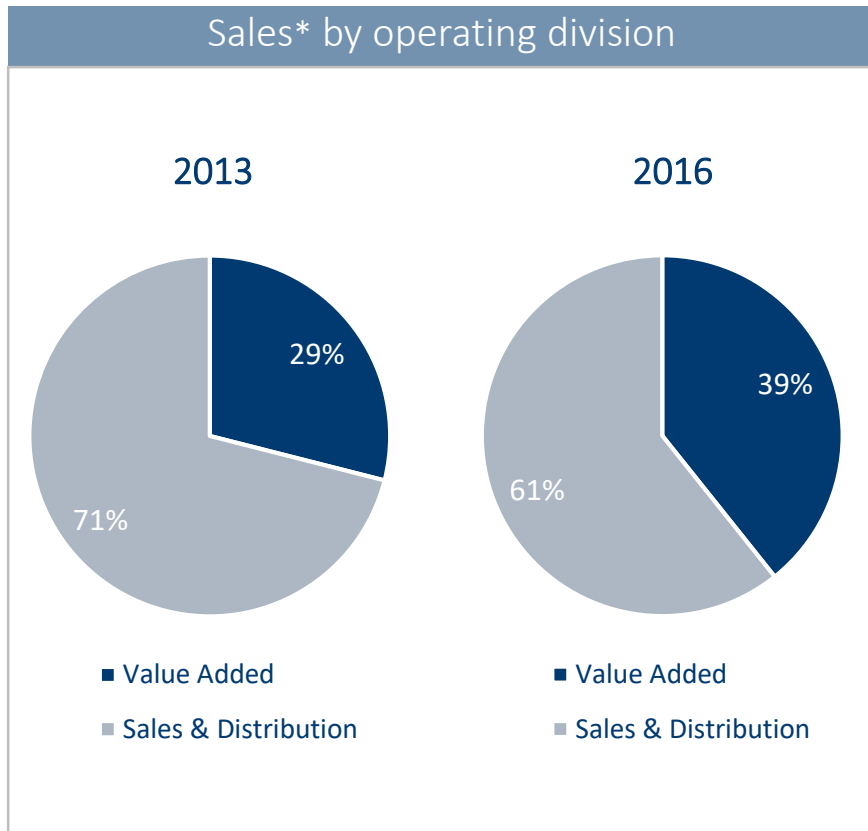
€ m's	2016	2015
Turnover	170.5	180.9
Normalised* PBT	1.5	(0.4)
Net Debt	1.7	6.5



Value Added Division accounts for 68% of divisional PBT



.....leading to a 94% increase in group profitability since 2013



• Normalised sales, PBT, before Head Office, consolidation adjustments, significant items and discontinued operation



2016 Financials

Income Statement 2016



Normalised Profit Before tax of €3.3m, €2.2m higher than the prior year

- Slightly lower sales reflective of reduced low margin sales in Iceland and Brexit currency impact on UK turnover,
- Net margin improvement driven by:
 - positive contribution from UK foodservice (Havelok),
 - stronger margins in Iceland
- Normalised EBITDA of €5.5m, 41% higher than the prior year
- Normalised PBT of €3.3m, up €2.2m benefits from:
 - Margin improvements,
 - Lower interest costs

€m's	2016	2015	Variance
Income from Sales	246.3	258.4	(12.1)
Gross Margin	33.8	33.9	(0.1)
Distribution costs	(14.8)	(17.7)	2.9
Net Margin	19.0	16.2	2.8
	7.7%	6.2%	
Normalised** PBT	3.3	1.1	2.2
	1.3%	0.4%	
Significant items / discontinued	(0.2)	(1.0)	0.8
Tax	(0.5)	(0.3)	(0.2)
Net Income / (loss)	2.6	(0.2)	2.8

- FX movements related to inventories are classified in cost of sales,
- Normalised EBITDA/PBT represents Profit before tax / Earnings before Depreciation and Amortisation before allowing for significant items and discontinued operations

Balance Sheet

Balance sheet strengthened as a result of lower working capital and equity injection

€m's	2016	2015	Variance
Fixed Assets	8.7	8.9	(0.2)
Deferred tax/other	1.2	0.9	0.3
Intangible Assets	9.0	9.2	(0.2)
Non Current Assets	18.9	19.0	(0.1)
Inventory	20.0	22.9	(2.9)
Accounts receivable	32.9	33.3	(0.4)
Other receivables	1.3	1.3	-
Bank deposit and cash	1.8	2.7	(0.9)
Current Assets	56.0	60.2	(4.2)
Assets held for sale	0.1	2.0	(1.9)
Total Assets	75.0	81.2	(6.2)

€m's	2016	2015	Variance
Total Equity	15.4	8.1	7.3
Obligations	0.4	0.4	-
Long term loans	1.6	2.1	(0.5)
Non Current Liabilities	2.0	2.5	(0.5)
Suppliers	19.6	19.6	-
Bank loans	34.1	46.4	(12.3)
Other current liabilities	3.1	3.0	0.1
Current maturities long term loans	0.8	0.7	0.1
Liabilities held for sale	-	0.9	(0.9)
Current Liabilities	57.6	70.6	(13.0)
Total equity and liabilities	75.0	81.2	(6.2)

- Positive operating cash flow of €6.5m,
- Net debt of €34.7m, €11.8m lower than the prior year and €3.9m lower than the half year,
- Long term debt €2.4m,
- Majority of remainder of debt revolver secured against inventory and receivables, with €15.7m headroom at the year-end.



Outlook

Iceland Seafood strategy is aligned with global trends



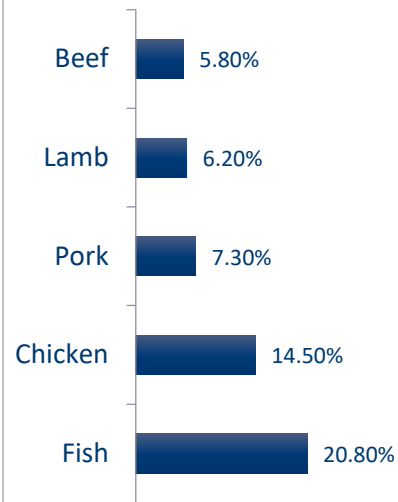
Need for food solutions



- Easy and quick to prepare
- Tasty and innovative
- Right for consumer, environment and social standards



Drive towards healthy living

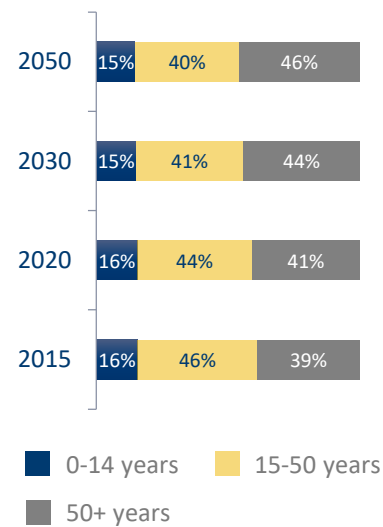


- Percentage choosing proteins for health
- Governments: "Eat more seafood"
- Millennials' lifestyle is healthier

Source: Seafish.org



Older western population



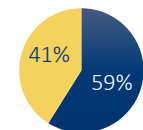
- Western population ageing,
- Seafood consumption increases with higher age

Source: Eurostat

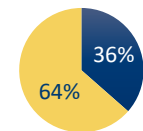


Growing middle class

2015: 7,4 bn



2030: 8,5 bn



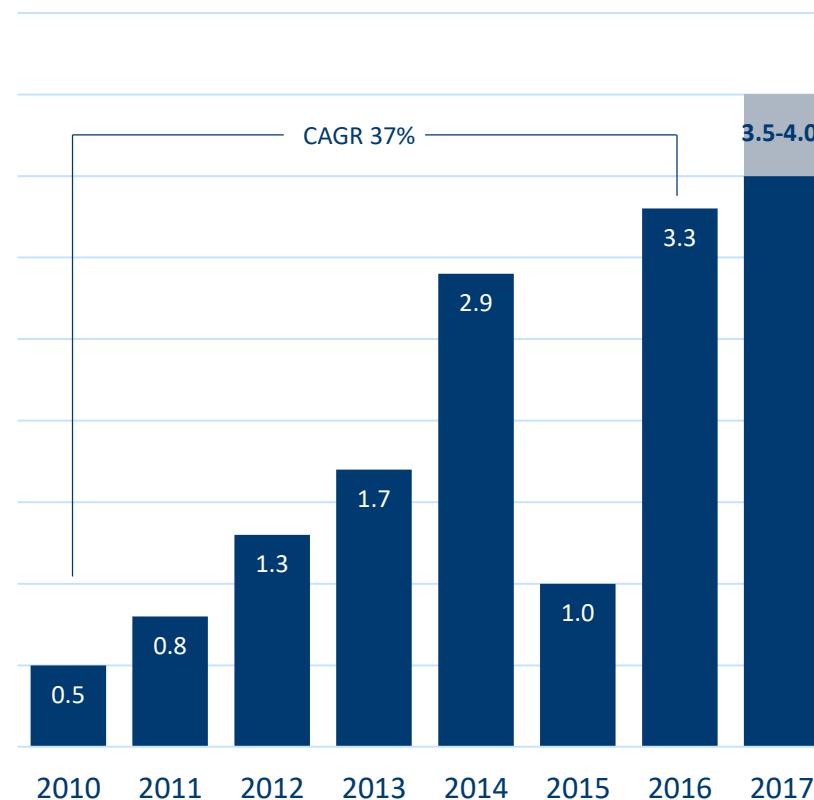
■ Middle Class ■ Rest of World

- Middle class will nearly double by 2030
- Asia is the engine of growth

Source: Brookings.edu

- Positive outlook for 2017:
 - Strong current market demand expected to continue during 2017
 - FY outlook unaffected by fishermen's strike:
 - Some potential shift in profits into 2nd half of the year
 - Investments in Value Added division provides platform for growth in 2017 and beyond
 - Positive profit growth outlook in IS operating divisions
- Uncertainty:
 - Group's results are influenced by fishing and quota changes in Iceland and the North Atlantic
 - Changes in underlying global economic conditions, currency rates, competition and consumer behaviours all generate uncertainty
- Acquisition growth:
 - Group is actively working on potential acquisition opportunities in Europe, with an aim to conclude during 2017

Normalised PBT* € m's



- FX movements related to inventories are classified in cost of sales,
- Normalised PBT represents Profits before tax before allowing for significant items and discontinued operations



Appendices

Executive Team background



Helgi Anton Eiríksson
Chief Executive Officer

- 25 years of involvement within the global seafood industry including sales, procurement, operations and financing.
 - Board member of SFS (Fisheries Iceland) (2015-current)
 - Blueberg, M&A advisory company (2009-10)
 - Glitnir; Management Board (2007-08)
 - Director of Islandsbanki (2004-06)
 - Director of Coldwater Seafood (Icelandic Group);
 - Procurement Director, Coldwater UK (1998-2004)
 - Sales Director, Coldwater UK (1995-98)
 - Icelandic Group (Marketing, 1992-95)



Lee Camfield
Chief Operations Officer

- 30 years of financial and operational experience within the food industry, including:
 - COO of British Seafood (2009-10)
 - CFO of Real Good Food Company PLC (2004-09)
 - Financial Controller of Golden West Foods (2001-2004) and Heinz (Purchasing, 2000-2001)
 - Business Development Manager of The Cheese Company (1996-1999)
 - Different positions at Coca-Cola, (1986-1996)



Reynir Jónsson
Chief Financial Officer

- Over 15 years experience within Financial advisory and the Seafood sectors in Iceland
 - Deloitte Financial advisory services (2008-2013) first as a Director and later Partner
 - Manager at Glitnir Bank Copenhagen (2007-2008)
 - MSc Finance and Strategic management from Copenhagen Business School in 2007
 - Financial Controller of HB Grandi (2003-2006)
 - Deloitte auditing and accounting services (2000-2003)

European network

- ❄️ Frozen seafood sales
- ❄️ Frozen seafood sourcing
- ★ Saltfish sales
- ★ Saltfish sourcing
- ◆ Dry fish sales
- ◆ Dry fish sourcing
- Fresh seafood sales
- Fresh seafood sourcing



Rest of world network

