

FEEDING THE FUTURE

2025 Corporate Social
Responsibility Report



PacificSeafood[®]


LETTER FROM OUR CEO



Frank Dulcich
*President & CEO of
Pacific Seafood Group*

At Pacific Seafood, our mission is to feed the world the healthiest protein on the planet. To achieve our mission, we must first serve the oceans. With 85 years of experience in the seafood industry under our belt, we know that the healthiest protein on the planet isn't just highly nutritious and delicious; it's derived from sustainably managed seafood stocks in flourishing environments. It's caught and processed by dedicated and passionate team members in safe, resource-efficient facilities.

In 2024, we kicked off Mission 31, our strategic initiative to double the size of our business by 2031, with the acquisition of a processing facility in Kodiak, Alaska. In 2025, we moved full steam ahead acquiring a processing facility in Seward, Alaska, further expanding our production capacity and footprint in Alaska. In Miami, Florida, we acquired a new distribution/processing center, strengthening our presence in the southeastern US.

As we continue Mission 31, our dedication to sustainability and environmental stewardship grows with our business size. Through our responsible sourcing methods and innovative aquaculture practices, we protect precious fish stocks for future generations. We continue to eliminate waste from processing operations with our industry-leading fish utilization program and wastewater treatment systems. Through our

Sustainability Saves program, we continued to build our sustainability culture by engaging our front-line team members in resource efficiency efforts. Lastly, we developed a baseline inventory for greenhouse gas emissions, a milestone in our sustainability journey that provides valuable insight into our environmental impact reduction efforts.

Our team members left a lasting impact on the communities where they live and serve, donating their time and efforts. We advocated for our fisherman and coastal communities at the state and federal level, ensuring the seafood industry remains an economic pillar in the areas where we operate.

At Pacific Seafood, we exhibit excellence by consistently doing our best and always striving to do better. This value has contributed to the success of our first 85 years and will continue to drive the next evolution of our business, through Mission 31 and beyond.

Thank you for making us your seafood provider of choice.

Sincerely,

A handwritten signature in black ink that reads "Frank Dulcich". The signature is fluid and cursive.

Frank Dulcich - President & CEO

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MISSION 31

Mission 31, our strategic initiative to double the size of our business by 2031, continued this year. Mission 31 is about leveraging the best of who we are—across divisions, markets, and regions—to achieve something truly extraordinary together. It's transforming our company and creating new opportunities for our team members, customers, and communities.

This year, the Mission 31 objective continued to drive growth and improvements in all aspects of our company, including acquiring new facilities, expanding department teams, breaking into new markets, and refreshing our brand.

With the help of our newly acquired Kodiak, Alaska facility, Pacific Seafood has significantly increased our footprint in Alaska, unlocking greater production capabilities that ensure even better service for our customers. In 2025, our Alaskan facilities increased their production volume by over 84 million pounds, resulting in historic sales volumes in both pollock and Pink salmon.

Through our acquisition in Kodiak, we've brought on more than 800 new team members who are vital in ensuring operational excellence and growth. Mission 31 is not only about our growth, but also about investing in our communities and furthering our commitment to feeding the world the healthiest protein on the planet!

PacificSeafood
MISSION 31
DOUBLE
our company's business
BY 2031

2024 Acquisition - Kodiak



800+
TEAM MEMBERS

HISTORIC SALES IN
**Pollock &
Pink Salmon**



ACQUISITIONS

Seward

In 2025, we acquired a new processing facility in Seward, Alaska and will begin transitioning our operations there in early 2026. This new location marks a major step forward for our team and will help us better serve our fishermen, our customers, and the Seward community for years to come.

This isn't just a relocation; it's an expansion of opportunity. We'll be bringing Pacific cod processing back to Seward for the first time since 2019, providing opportunities for local fishermen and generating additional tax revenue that supports the local community.

The facility includes a large processing floor with a significantly increased freezing capacity. Beginning in 2026, the site will support production of Pacific cod and salmon, along with our traditional halibut and sablefish operations. This facility operates year-round and has created new employment opportunities in the community.

The new plant is surrounded by a breakwater, offering safer offloading for our fleet and faster turnarounds for fishermen. We're also planning additional ice-making, storage, and cold storage capacity to meet year-round production goals.

“

“This new chapter reflects our continued commitment to growth and innovation on the Kenai Peninsula and supports our long-term vision under Mission 31 to double operations by 2031.”

Ashton Meier
VP of Processing and Resource Sales

”

Miami

In 2025 we acquired a new distribution and processing facility in Florida, removing previous operational barriers and expanding our production capabilities. This acquisition isn't just about adding square footage to our operations; it opens a new gateway to emerging markets including unprecedented access to Latin American and Caribbean trade routes. With the new Miami facility, we are even more equipped to continue serving our customers effectively and achieving our mission of feeding the world the healthiest protein on the planet! Most importantly, this acquisition also represents our unwavering commitment to Mission 31.



BRAND REFRESH

This year, Pacific Seafood completed a brand refresh to better align our products and packaging with the values that guide our business. This update creates a more consistent and cohesive look across our packaging while simplifying our product lines to better serve customer needs. The refreshed designs feature clean, modern visuals that reflect our commitment to quality, sustainability, and craftsmanship. By streamlining our portfolio, we strengthened clarity and reinforced our focus on delivering products that meet evolving customer expectations while maintaining our standards for excellence.



Clean, bold, retro-modern serif font:

- *Grabs attention and promotes readability*
- *Enhances the modern, approachable look*

Pacific Seafood Kissy Fish logo top center

Clear callouts highlighting sustainability & harvesting information

Overall clean, modern, flat visual style

Bold protein callout to align with health trends

Solid blue across all packaging to create consistent look for brand recognition

Top-down plateshot to showcase product better



OUR HISTORY

Pacific Seafood's humble beginnings date to 1921 when founder, Frank Dulcich Sr., arrived in Portland, Oregon, from Croatia. He would purchase fish on the Oregon coast and sell to smaller fish shops and restaurants.

Frank Sr. and his son, Dominic, opened their first retail store in 1941. Pacific Fish & Oyster, a modest fish shop on Powell Boulevard in Portland, was the original distribution location. After more than 80 years, the store is still open to the public.

In the 1970s, Pacific Seafood's current CEO, Frank Dulcich (named after his grandfather), set up shop trading fish from the Powell Boulevard location. His efforts proved quite successful and by the end of the decade, distribution operations had outgrown the Powell Boulevard location and moved to Clackamas, Oregon to better serve our customers.

Since then, Pacific Seafood remains family-owned and operated under our third-generation CEO and has grown to more than 40 facilities with more than 3,000 team members, selling products throughout the world.

19
41



Original storefront, Pacific Fish & Oyster, opens on Powell Boulevard.

19
83



First processing facility in Warrenton, Oregon opens.

19
98



Our first modern distribution center and headquarters opens in Clackamas, Oregon.

20
24



Acquired Kodiak processing operations, substantially increasing our footprint in Alaska.

○... **NOW**
40+
FACILITIES

3000+
TEAM MEMBERS


Pacific Seafood's founder arrives in Portland, Oregon from Croatia.



19
21

First international sale.



19
71

First oyster aquaculture operations.



19
93

Steelhead operations open in Nespelem in partnership with the Confederated Tribes of the Colville Reservation.



20
08

Acquired a new facility in Seward Alaska, continuing our investment in Alaska.



20
25

THE POWELL MARKET RENOVATION

After several months of renovations, our Powell Boulevard location in Portland, Oregon was revitalized as the Pacific Seafood Fish Market. The reopening coincided with a meaningful milestone for our company, our first-ever Founder's Day, honoring the legacy of Dominic Dulcich. The event marked a refreshed chapter for the Pacific Seafood Fish Market, while remaining rooted in the values and history established in 1941. The market reflects Pacific Seafood's ongoing commitment to providing high quality seafood and serving the Portland Metro community as a local fishmonger.

PacificSeafood Fish Market



OUR LOCATIONS

Global Distribution

A network of full-service distribution centers located across the U.S.

Sustainable sourcing, reliable delivery

Tailored products to meet
your unique needs

Dedicated guidance and service
every step of the way

Ensuring freshness and quality with every shipment, both domestically & internationally



OUR MISSION, VISION, AND VALUES

MISSION



Feeding the world the healthiest protein on the planet.



VISION



To be the brand of choice in the market and the employer of choice in the community.



VALUES



Teamwork
Productivity
Quality
Excellence



"Consistently doing your best and always striving to do better."

WHAT CORPORATE SOCIAL RESPONSIBILITY MEANS TO US



Making a positive impact in our communities and across the globe is top of mind at Pacific Seafood. Company-wide, we make commitments to improve our sustainability efforts, reduce our environmental impact, innovate processes, and prioritize relationships with our customers, communities, and team members. These commitments ensure we achieve our mission of “feeding the world the healthiest protein on the planet.”

Healthy protein is not just defined by the label. For us, it starts with reducing our impact on the environment because we know that healthy and high-quality seafood comes from a healthy, thriving environment. We believe everyone deserves the right to nutritious food options, without putting a strain on natural resources and wild fish stocks.

Our teams are dedicated to innovation. Not only are we continuously discovering new ways to enhance value and quality, but we also work to find ways to prevent food waste and promote the consumption of underutilized species. At Pacific Seafood, we are driven to achieve excellence, which we define as “consistently doing your best and always striving to do better.” Our teams achieve excellence through our commitment to innovative product

development as demonstrated by our whole fish utilization program.

At Pacific Seafood, we are determined to make the world a better place. Whether it's advocating for the collective good of the seafood industry, picking up debris on our beaches and roads, or volunteering at food banks, we are endlessly determined to champion the very best for our communities and beyond. Our commitments to sustainability, innovation, community engagement, and industry advocacy exist because we take our responsibility as environmental stewards and community leaders seriously.

Ultimately, these commitments and achievements are made possible because of our team members. Pacific Seafood holds a commitment to equipping team members with the best training, advancement, and investment opportunities, all in a safe and respectful working environment, to ensure professional and personal growth.

We invite you to continue reading our 2025 Corporate Social Responsibility Report to learn more about the growth, commitments, and achievements from this past year, all of which make us Proudly Pacific!

SUPPORTING OUR TEAM MEMBERS



At Pacific Seafood, we have a goal to be the employer of choice in the communities we operate in. We encourage personal and professional development through career advancement opportunities, fair wages, and safe and respectful working environments.

We prioritize the safety, security, and satisfaction of our team members by providing comprehensive training and maintaining open channels for feedback. By continually improving workplace conditions and investing in our people, we ensure that everyone at Pacific Seafood has the resources and support they need to succeed.

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- 15** Feedback
- 16** Health Programs
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HUMAN RIGHTS

At Pacific Seafood, defending human rights is non-negotiable. We continue to expand our knowledge of human rights through continuous training and prevention practices. Guided by the United Nations (UN) Guiding Principles of Business and Human Rights and the International Labor Organization's (ILO) Declaration of Fundamental Principles and Rights at Work, Pacific Seafood is dedicated to creating a safe, healthy, and respectful work environment for all our team members and those working in partnership with Pacific Seafood.

Sustainable Labor

Pacific Seafood-owned facilities are in full compliance with U.S. and local labor laws. Additionally, we undergo third-party audits to ensure safe and sustainable working conditions for our team members. We strive to provide documentation and communication with team members in their native language when possible.

Anti-Trafficking

Pacific Seafood's commitment against human trafficking begins with education. We conduct annual training with all supervisors to recognize signs of human trafficking, which, according to the U.S. Department of State, include living with an employer, poor living conditions, scripted or rehearsed answers, and much more.

In addition, Pacific Seafood requires our trusted suppliers to comply with all human rights laws, including without limitation, prohibitions on child labor, slavery, and human trafficking in countries in which it does business.

Just as with our own facilities, our suppliers are subject to random inspections by team members and third-party auditors to ensure compliance.



FEEDBACK

At Pacific Seafood, we work to achieve excellence through team members' satisfaction. By surveying our team members, we are able to better understand their needs and adjust accordingly. By offering anonymous survey options we provide a space for honest feedback to continuously improve the environment for our teams.



Top Workplace Award

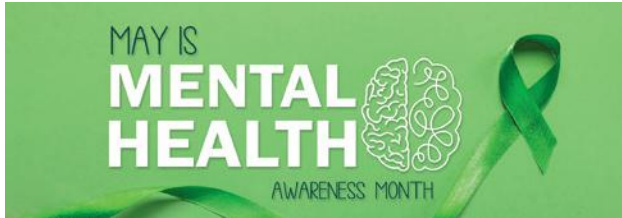


Since 2022, Pacific Seafood has participated in an annual companywide survey through Energage, a software company to empower leaders to create cultures where employees are engaged, motivated, and fulfilled.

Based solely on team member feedback, Pacific Seafood has been awarded the Top Workplace award for the past three years.



HEALTH PROGRAMS



Mental Health Awareness Month

As part of our ongoing commitment to fostering a supportive and healthy workplace, our Distribution team proudly celebrated Mental Health Awareness Month in May. This initiative was created to promote self-care, encourage open conversations, and strengthen support for mental well-being across all our teams.



Summer Wellness Challenge

Wellness takes many forms, including physical, mental, and financial well-being. This summer's 12-week Wellness Challenge has been filled with healthy habits, from Healthy Selfies to Clackamas' Wellness Walks and Phoenix's Hydration Challenge, bringing together team members across the U.S. and Canada in support of each other's health. In addition, weekly wellness topic emails have guided team members through self-awareness activities and provided valuable resources to help foster physical, mental, and financial wellness.



DEVELOPMENT PROGRAMS

One of Pacific Seafood's core beliefs is that training must be constant. Because of this, our Training and Development Teams work to provide a wide range of training opportunities for our team members at every level. In 2025, our training and development opportunities continued to expand with our Diamond Lunch & Learn Series and new General Educational Development (GED) program.

Team Blue

Our Team Blue program develops the skills of our frontline team members, allowing Pacific Seafood to promote from within. Since its inception, the Team Blue program has had 136 graduates and continues to be an effective way to support the professional development of our dedicated frontline team members.

2023

26

2024

75

2025

35

GRADUATES



Supervisory Basics



Our Supervisory Basics course develops communication, conflict resolution, and time management skills of Pacific Seafood team members who serve in management or supervisory positions. This training is centered around our Diamond Philosophy and the key tenants of Servant Leadership, equipping team members with the tools to lead with purpose, humility, and meaningful impact. This year, 22 members of our new Kodiak, Alaska facility completed this training, reflecting our ongoing commitment to cultivating strong, effective leaders across our organization.

2024

44

2025

70

GRADUATES

Consultative Sales

The Consultative Sales workshop is designed to help our sales team build long-term, mutually beneficial relationships with our customers. With a focus on our Sales Mission and Sales Objective, the workshop walks through the mindset that our mission is not to just sell the customer something but to partner with them to help improve their business. Rather than delivering a pitch focused on the features of our products, our sales consultants ask thoughtful questions about identifying the customer's specific needs and tailor a solution that addresses them. We follow a process that starts with filling the pipeline and ends with growing business with existing accounts.

2025

17

GRADUATES

This workshop has been taught at Pacific for six years. Participants from this past workshop included sales professionals from all across our enterprise.

Development Programs *continued*

Pacific Seafood University

In 2024, we launched a new online training platform for our Pacific Seafood University (PSU) that is mobile-accessible, making it easier for our frontline team members to access. This is the home to over 1,000 self-service training courses customized by our Training and Development team, as well as team members' performance reviews and annual goals. Training offered through Pacific Seafood University helps develop business skill sets, deploy mandatory trainings, and educate team members on practices specific to Pacific Seafood.

16,996 hours of training were completed in 2025! – This is nearly 70% more training hours than in 2024.

2024 **10,102**
HOURS OF TRAINING

2025 **16,996**
HOURS OF TRAINING

70% MORE TRAINING
HOURS



Management Development Program

We launched another Management Development Program (MDP) cohort in October with participants representing all of Pacific Seafood's Operating Groups. The MDP is a 6-month program that blends in-person learning, self-paced online learning, reading, and regular check-ins. It is designed for mid-level managers who have completed the necessary prerequisites and were nominated by leadership. 48% of program graduates have gone on to be further promoted.



2025
12
PARTICIPANTS

Lunch & Learns

In 2025, the Processing operating group introduced the Diamond Lunch & Learn Series, offering interactive sessions on professional development topics. Subjects ranged from Effective Communication in the Workplace to Power BI Fundamentals. Participation was strong, and team members expressed enthusiasm for the opportunity to build skills and share knowledge in a collaborative setting.

325 ATTENDEES

"I have learned so much with these Diamond Lunch & Learn Series. They provide valuable information and allow me to be more computer savvy to better do my work."

Lunch & Learn Attendee

GED Program

This year we introduced a new educational benefit that gives Pacific Seafood team members the opportunity to earn their high school equivalency degree, also known as a GED, through our partnership with Essential Education. These GED Academy classes are available in English and Spanish, 100% online, and at no cost to the team member. This program has a 90% pass rate with most students studying getting their GED in six weeks or less.

90%
PASS RATE

SAFETY

PacificSeafood



In 2025, we digitized our safety documentation across the company which help standardize documents to allow for easier and automated record retention. Using a digital platform empowers the Safety team to streamline their workflow and keep everyone accountable.

From 2021 to 2025, Pacific Seafood achieved a significant reduction in recordable on-the-job injuries, reflecting our ongoing commitment to team member wellbeing and operational accountability. This progress is driven by a strong internal safety framework that prioritizes comprehensive training, clear expectations, and shared responsibility at every level of the organization. Through regular, role-specific safety trainings and proactive hazard awareness, we equip our team members with the knowledge and tools needed to work safely and confidently.

Our performance continues to remain better than industry averages, reinforcing our commitment to regulatory compliance and continuous improvement. By fostering open communication, accountability, and leadership engagement, we continue to strengthen a positive safety culture where protecting people is a core value.

All team members receive continuous Environmental, Health, and Safety (EHS) training to ensure a safe and healthful environment. We believe a proactive approach to safety through effective and frequent training is the key to mitigating potential hazards and fostering a holistic safety culture.

Certified First Aid Instructors

This year, our Safety team strengthened our emergency preparedness by training and certifying three internal First Aid/CPR/AED instructors, ensuring our training programs are delivered with the highest level of care, consistency, and focus. By building this expertise within our organization, we are able to provide timely, site-specific training that keeps team member safety at the forefront. Through these efforts, numerous team members completed first aid training, equipping them with the skills and confidence to respond effectively in emergency situations. This investment in internal capability not only enhances workplace safety but also reinforces a culture of accountability and care—empowering our teams to look out for one another and ensuring help is always close when it matters most.



Annual Safety Trainings

- Recognizing and interacting with potential chemical hazards
- Identifying machine guards, pinch points, and other equipment hazards
- Dangers and restrictions associated with confined spaces
- Personal protective equipment
- Fire prevention and emergency evacuation procedures
- Spot, avoid, and correct: slip, trip, and fall hazards
- Reporting work-related near misses, injuries, and incidents
- Use of pre-work stretching and other ergonomic best practices to avoid injury
- Locking and tagging out equipment
- Many other tasks and hazard-specific training

Team Member Safety by the Numbers

2025 **Company Total Reduction** **↓ 8.2%** *recordable workplace injuries*

Aquaculture

2024 → 2025

**TOTAL RECORDABLE
INCIDENT RATE (TRIR)**

↓ 36%

LOCATION STANDOUTS

INJURY FREE

BOXLEY SPRINGS
COOS BAY
GRAYS HARBOR
TILLAMOOK

↓ 57%

SOUTH BEND

↓ 50%

PENN COVE

Distribution

2024 → 2025

**TOTAL RECORDABLE
INCIDENT RATE (TRIR)**

↓ 32%

LOCATION STANDOUTS

INJURY FREE

GALVESTON

↓ 83%

PORTLAND

↓ 77%

LOS ANGELES

↓ 65%

LAS VEGAS

Processing

2024 → 2025

**TOTAL RECORDABLE
INCIDENT RATE (TRIR)**

↓ 17%

LOCATION STANDOUTS

↓ 61%

PACIFIC BIO PRODUCTS -
WARRENTON

↓ 51%

CHARLESTON



TUITION GRANT PROGRAM

In partnership with the University of Arizona Global Campus and George Fox University, Pacific Seafood is proud to offer team members a full tuition grant program. By supporting the personal and professional development of our team members, we are not only investing in their future but retaining top talent to continue their careers at Pacific Seafood, in turn aiding in our company's growth.

Both programs allow students to complete their degrees in an online or hybrid program that's designed to help working adults achieve their degrees.



UAGC MBA Graduate
Jordan Cadell



23 TEAM MEMBERS

enrolled since 2022



UAGC Graduate
Melissa Moua

As Maya Angelou once said:

*"Do the best you can until you know better.
Then when you know better, do better."*

COMMITMENT TO RESPONSIBLE RECRUITING PRACTICES

This year, our recruiting teams expanded, bringing on a team of seasoned and skilled recruiters with skill sets that are designed to support the needs of our sites and operating groups. This team has participated in best hiring practices training courses, working closely with our Human Resources department to ensure recruitment efforts are effective, ethical, and supportive of candidates' needs.

2025**RECRUITING
WINS****800**

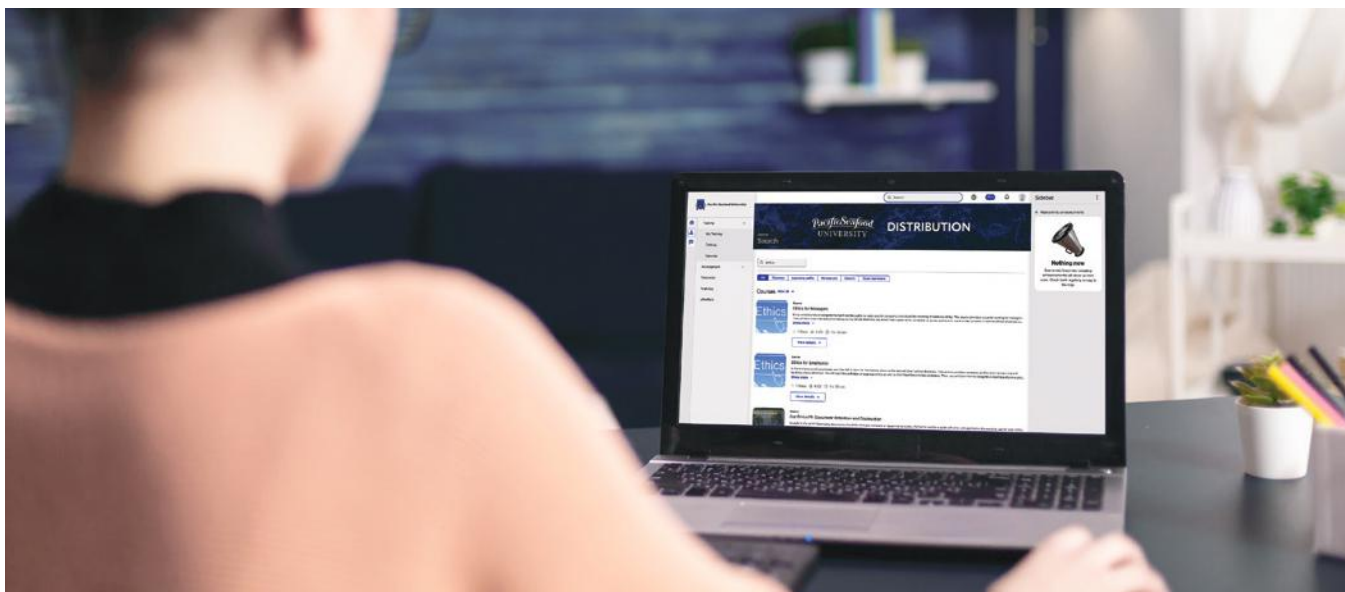
*New team members
hired across our
processing operations*

93

*Key essential skilled positions filled
this year, with more than half of these
positions filled within the first 30 days*



ETHICS TRAINING



As part of our efforts to foster an environment built on integrity, Pacific Seafood offers a variety of ethics training courses on our online training platform, Pacific Seafood University. By instilling a strong ethical foundation, our team members are equipped with the integrity needed to navigate complex and difficult situations, while always striving for the best solution. Team members must sign that they have read and understand the policy and certain positions require yearly disclosures.

- Antitrust and Competition Law
- Anti-Bribery and Anti-Corruption (FCPA)
- Ethics
 - » Ethics for Managers
 - » Ethics for Employees



SUSTAINABLE SEAFOOD

To achieve excellence, which we define as “consistently doing your best and always striving to do better,” Pacific Seafood continuously works to find new, innovative approaches to enhance our sustainability efforts, lower our carbon footprint, and protect wild fish stocks.

According to a Walton Family Foundation poll, 83% of adults in the U.S. say that the health of the ocean and its ability to provide seafood is personally important. By growing our aquaculture programs and working with our partners to monitor and track fish populations, Pacific Seafood is protecting wild fish stocks now and for years to come.

- 25** Certifications
- 26** Sustainable Aquaculture:
Feeding the Future
- 29** Wild Caught

CERTIFICATIONS

Pacific Seafood offers 86 certified sustainable fish species across 24 locations through the Marine Stewardship Council (MSC), Certified Seafood International (CSI), the Aquaculture Stewardship Council (ASC), and Best Aquaculture Practices (BAP). These third-party organizations certify that sustainable harvest methods are used by ensuring fisheries abide by quotas to prevent overfishing, care for the surrounding environment, and engage in fair labor practices.

We are continuously adding more sustainability certifications to our locations and products. This year, Pacific Seafood added 4 locations and 13 species sustainability certifications to our list!

Marine Stewardship Council (MSC)



Promotes sustainable wild fishing practices.

2024

27

certified facilities

64

certified species



2025

24

certified facilities

64

certified species



Certified Seafood International (CSI)

Program that verifies seafood is harvested from responsibly managed fisheries and meets strict sustainability standards. It helps ensure traceability, environmental responsibility, and compliance with recognized global best practices in wild-capture fisheries.

2025

4

certified facilities

12

certified species

Aquaculture Stewardship Council (ASC)



Promotes the best environmental and social choice when buying seafood produced through aquaculture.

2024

6

certified facilities

4

certified species



2025

8

certified facilities

4

certified species

Best Aquaculture Practices (BAP)



Outlines standards for each type of aquaculture facility, from hatchery and feed mill to farm and processing plant.

2024

5

certified facilities

5

certified species



2025

6

certified facilities

6

certified species

SUSTAINABLE AQUACULTURE: *FEEDING THE FUTURE*

Aquaculture plays an essential role in securing reliable protein sources for a growing global population while easing pressure on wild fish stocks. At Pacific Seafood, we ensure the highest quality care for our farmed species while maintaining the health of the natural environment through responsible aquaculture practices. As we continue to invest in aquaculture, we expand our ability to produce premium seafood while protecting ocean resources for future generations.

Our industry-leading aquaculture operations use best practices to ensure protection of water quality, healthy habitats, and biodiverse areas all while providing a dependable, natural source of protein. We hold some of the highest certifications in the industry, including Best Aquaculture Practices (BAP) and Aquaculture Stewardship Council (ASC), ensuring responsible farming from hatchery to harvest.

Blue Foods

According to the World Economic Forum, demand for blue foods, defined as seafood and other aquatic food sources, is projected to double by 2050. With wild fisheries operating at or near capacity, aquaculture will be essential to meeting this growing need.

By 2030, aquaculture is expected to produce 106 million metric tons of seafood globally—a 32% increase from 2020 (*United Nations Food and Agriculture Organization*). Studies indicate that more than half of the world's seafood for human consumption is already supplied through aquaculture (*Helvey et. al, 2017*).

PROJECTED BY 2030

AQUACULTURE IS EXPECTED TO PRODUCE

106 million
metric tons
of seafood globally

Sourced from UN's Food and Agriculture Organization



Lowering Environmental Impact

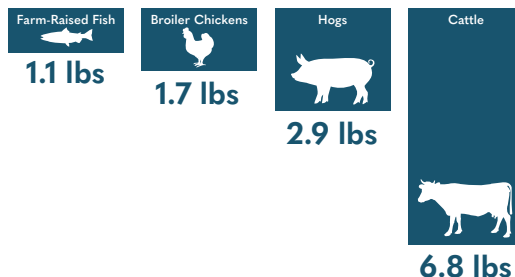
Aquaculture remains a resource-efficient way to produce high-quality protein. Compared to other land-based animal proteins, seafood from aquaculture consumes significantly fewer natural resources, less feed, and less freshwater. This results in a significantly smaller carbon footprint when compared to beef, pork, and chicken.

By embracing responsible aquaculture practices, Pacific Seafood is ensuring a sustainable, low-impact food source that supports both people and the planet.

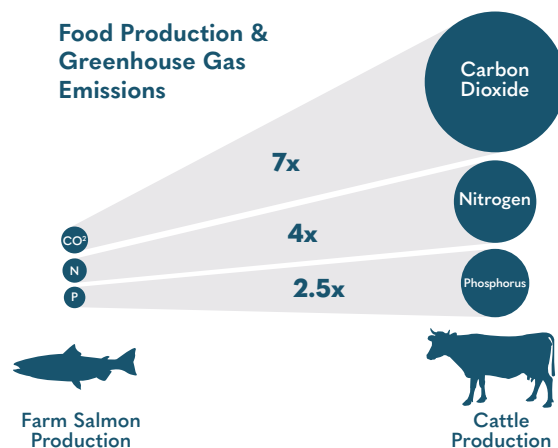
**Aquaculture uses 6 times
LESS feed than beef cattle!**

FEED CONVERSION RATIO

Estimated feed required to gain one pound of body mass.



Food Production & Greenhouse Gas Emissions



Sourced from Global Aquaculture Alliance & United Nations Food and Agriculture Association

4-Star BAP Certifications

Pacific Seafood is proud to offer 4-star Best Aquaculture Practices (BAP) certified oysters, and 4-star BAP certified steelhead.

In 2018, Pacific Seafood became the first and only company to offer 4-star BAP oysters. In 2021, Pacific Seafood continued to expand the highest standards of aquaculture practices as the first company to offer 4-star BAP certified steelhead.

Achieving a BAP certification requires frequent and rigorous auditing throughout our supply chain to ensure that we are providing healthy, ethical, and sustainable seafood every step of the way. Our BAP certified feed blend, innovative aquaculture practices, and dedicated team members ensure a sustainable and reliable protein source for generations to come.



20
18 ○ 4-Star BAP
Certified Oysters

20
21 ○ 4-Star BAP
Certified Steelhead



2025 AUDIT SCORES

MIAMI

BAP Audit
100%

CLACKAMAS

BAP Audit
100%

SOUTH BEND

BAP Audit
99%

SAN ANTONIO

BAP Audit
99%

WILD CAUGHT



At Pacific Seafood, we work hand in hand with the Marine Stewardship Council (MSC), NOAA Fisheries Science Centers, the NOAA Fisheries Policy Division, Regional Fishery Councils, and state environmental departments, including Fish and Wildlife agencies, to protect the health and sustainability of wild-caught fisheries.

Through these partnerships, we adhere to rigorous science-based standards and management practices that help prevent overfishing, protect marine ecosystems, and support the long-term viability of coastal communities. By sourcing responsibly and prioritizing sustainable practices, we ensure that the wild-caught seafood we provide to families across the globe continues to thrive for future generations.

Marine Stewardship Council Impact

20.6%

*of global marine catch is
MSC-certified or in review
(certified in assessment,
suspended, and in-transition).*

2,625

*improvements were made
by MSC-certified fisheries by
the end of March 2025.*

95%

*of MSC-certified fisheries
have made improvements to
their fishing practices.*

Bycatch Reduction Measures

Pacific Seafood employs multiple methods to ensure our fisheries are well monitored and to minimize bycatch of wild species. Bycatch is defined as the incidental removal of non-targeted species while fishing. All fisheries have bycatch, but our fisheries in the United States are well managed to limit bycatch and reduce impacts on marine species and environments. Through partnerships, excluder device technology, and specialty netting, Pacific Seafood significantly reduces bycatch and works to prevent bycatch of vulnerable species.

Independent Observers & Electronic Monitoring

On the West Coast and in Alaska, all our federal fisheries have either independent, human observers or electronic monitoring (EM) on all vessels to monitor catch. Some of our fisheries go even further to add another layer of accountability by having human observers stationed in our processing plants, as well.

National Marine Fisheries Service (NMFS) deploys observers to monitor harvest, estimate bycatch including salmon and halibut, collect biological samples, and monitor fishing activity. NMFS also manages EM programs, where cameras are used as a more cost-effective option to monitor all fishing activity and compliance with discard regulations at sea. This data is utilized by biologists, stakeholders, advisors, and fisheries managers to conduct stock assessments, determine the health of the fisheries, and to set sustainable annual catch limits.

Entanglement Prevention

As part of our efforts to prevent entanglements in Dungeness crab fishing gear, Pacific Seafood collaborates with our agency partners in California, Washington, and Oregon to understand and mitigate risks. We also participate in the California Dungeness Crab Fishing Gear Working Group. This partnership allows us to provide and receive guidance from the industry to avoid and minimize entanglements.

Excluder Devices

Pacific Seafood exceeds regulatory requirements by voluntarily implementing excluder devices across multiple fisheries to support responsible fishing practices and reduce interactions with untargeted and ecologically valuable species. For example, Pacific whiting trawl nets are equipped with specialized escape panels designed to reduce salmon bycatch. Similarly, fishing partners supplying Alaska pollock and Pacific Ocean perch to our Kodiak facility utilize salmon excluder devices. These panels are engineered to leverage natural differences in fish behavior, allowing stronger-swimming species such as salmon to escape by swimming upward while target species remain in the net.

In the Gulf, our shrimp vessel partners employ Turtle Excluder Devices (TEDs), which are required in trawl fisheries and play a critical role in protecting sea turtles and other large marine animals. These metal and mesh devices are installed within trawl nets and incorporate an escape opening that enables turtles and other large organisms to exit safely while retaining the target shrimp catch.

T90 Nets

Pacific Seafood's Coldwater pink shrimp vessels voluntarily utilize T90 mesh net configurations, in which the netting is rotated 90 degrees, to reduce the bycatch of juvenile shrimp. Unlike traditional diamond-mesh shrimp nets that tend to close under tension—limiting the ability of smaller shrimp to escape—T90 mesh nets maintain an open configuration during fishing operations. This design allows juvenile shrimp to swim free, supporting stock sustainability and promoting responsible harvest practices.





ENVIRONMENTAL RESPONSIBILITY

At Pacific Seafood, we are dedicated to supporting the communities where we live and work by reducing our environmental impact. Through resource management, waste reduction, and investment in innovative technology, we continue to identify ways to minimize our impact. Through these efforts, we are building a sustainable future for our industry and our environment.

32 Greenhouse Gas Emissions

33 Sustainability Saves

33 Water

36 Energy

37 Industrial Symbiosis

39 World Oceans Day

40 Reusing Resources

GREENHOUSE GAS EMISSIONS

In 2025, we took a pivotal step in our environmental journey by formally measuring and categorizing our greenhouse gas emissions, establishing a company-wide baseline that will guide our progress for years to come. This foundational milestone positions us to take meaningful, data-driven action—enabling targeted reductions, smarter investments, and measurable impact.

As we expand our footprint through Mission 31, we recognize that growth must go hand in hand with efficiency. By reducing energy consumption, transitioning to lower-impact fuels, and optimizing resource use across our operations, we are proactively limiting our environmental footprint. Building on the insights gained from our 2025 baseline, we have set a clear goal to reduce our carbon intensity by 5% by 2030, setting us up for sustained success and continued emissions reductions in the years ahead.



SmartWay Transport Partner



As a way to advance our supply chain sustainability, Pacific Seafood is an approved carrier of SmartWay. This EPA program measures, benchmarks, and improves freight transportation efficiency to ensure we are utilizing our fleet of more than 290 trucks and 120 trailers to the maximum ability without releasing unnecessary emissions into the environment.

EFFICIENTLY UTILIZING

290 & **120**
Trucks Trailers

2025

**PACIFIC SEAFOOD
PRODUCED**

Scope 1

18,676

METRIC TONS CO₂E

Scope 2

22,342

METRIC TONS CO₂E

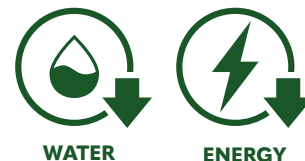
SUSTAINABILITY SAVES



In 2025, Sustainability Saves—our company-wide initiative to reduce energy and water consumption—entered its third year, continuing to build awareness around the finite resources critical to our operations. Through ongoing education and engagement, we empower our team members to improve resource efficiency and reduce our environmental footprint.

This year, the Sustainability Saves campaign prioritized water efficiency and water quality improvement. Leveraging the Pacific Seafood Utility Dashboard, site teams and leadership can monitor water and energy use across all facilities. This visibility enables us to track performance, recognize achievements, and make informed, data-driven decisions that support continuous improvement.

UTILITY USAGE DASHBOARD



WATER

Sustainability Saves 2025 targeted improvements to our water efficiency and process water quality. Each facility was encouraged to reduce gallons of water used per pound of product by 10%—a meaningful but achievable target intended to spark continuous improvement.

Our teams didn't just meet that goal—they surpassed it by nearly fivefold.

Through close collaboration between our Sustainability Support team and dedicated Sustainability Leads at each facility, we identified and executed site-specific projects that drove substantial improvements. These efforts included eliminating leaks, upgrading infrastructure, optimizing systems, and reinforcing team member behaviors through regular training and monthly check-ins.

2025 TARGET

REDUCE GALLONS OF WATER

↓ 10%

2025 OUTCOME

GOAL SURPASSED & REDUCED BY

↓ 48%

Water Efficiency

As our operations continue to grow, we have remained focused on optimizing our processes to ensure efficiency scales alongside production. By challenging our sites to reduce gallons of water used per pound of product processed, we apply a normalized metric that drives continuous improvement and responsible water use across the organization.

In 2025, our processing and distribution sites achieved a 48% reduction in water use per 1,000 pounds of product produced—far exceeding the original 10% goal. This remarkable outcome reflects:

- **Operational efficiencies** and streamlined processes
- **Intentional production optimization** during business expansion
- **Completion of 63 water efficiency projects** across our facilities
- **Deep commitment from frontline teams** who championed sustainable practices daily

The scale of this improvement represents not just progress, but a transformational leap in responsible water stewardship. It demonstrates what is possible when aligned goals, empowered teams, and operational excellence come together.



TOP 4 FACILITIES FOR WATER REDUCTION

UCLUELET

↓ **44%** REDUCTION
YOY

LOS ANGELES

↓ **37%** REDUCTION
YOY

WESTPORT

↓ **24%** REDUCTION
YOY

WARRENTON

↓ **17%** REDUCTION
YOY

Process Water

As we use water throughout production stages, it collects leftover organic pieces and smaller particles from the various processing operations at our facilities. The organics primarily consist of fish protein or fat, which make up nearly all of the material remaining in our process water. We strive to remove as much of the suspended particles and organic matter as feasible to create biopharmaceutical fertilizer or compost products and ensure nothing is wasted.

This year we continued optimizing our process water management through technological advancements and continuous training of our team members. Through these efforts, many of our sites were able to significantly reduce their pollutant loading in process water compared to last year.

Process Water Treatment Technology

We have several facilities equipped with advanced process water treatment technology that remove oil, grease, and organic solids from our process water prior to discharge. Our Warrenton facility is equipped with a next-generation wastewater treatment system from a Danish company that specializes in holistically recovering proteins without chemicals. Using advanced in-line filtration, the system captures proteins, oils, and fine solids at the moment they are released, before they dissolve into the water. By recovering these raw materials at their origin, we retain higher-quality byproducts that can be repurposed for value-added applications instead of being lost as waste.

The dissolved air flotation (DAF) treatment process used at our Westport facility separates oil, grease, and solids through a bubbling mechanism that binds to particles, a sophisticated chemistry process inside a large tank. Small bubbles are then injected into the tank, where they float to the surface, collecting solids before surfacing, leaving nearly all the material that was once in the wastewater to be scraped off the surface and removed from the process water.

Our sites have teams of dedicated treatment system staff that ensure these systems run as safely and effectively as possible. Our production team members are trained on best sanitation practices for water quality, as well, and utilize squeegees, shovels, and improved spraying techniques to remove large solids from our production floors throughout each shift.

PROCESS WATER POLLUTANT LOADING REDUCTIONS

NEWPORT

↓ **69%** REDUCTION

WESTPORT

↓ **74%** REDUCTION

PACIFIC BIO PRODUCTS WARRENTON

↓ **61%** REDUCTION

WARRENTON

↓ **19%** REDUCTION



ENERGY

Despite Sustainability Saves 2025 focusing on water, our facilities continued to make strides to improve energy efficiency through team member behavior, Strategic Energy Management (SEM) programs, and infrastructure updates.

Strategic Energy Management

As Pacific Seafood grows, we are committed to maintaining sustainable, resource-efficient operations. In 2026, five facilities will be participating in Strategic Energy Management (SEM) programs conducted through the Energy Trust of Oregon, Cascade Energy, and BC Hydro. These teams will work on energy efficiency through infrastructure upgrades, system optimization, and team member engagement.

5 Participating Facilities

Partner Programs

Infrastructure Upgrades

System Optimization

Team Member Engagement



Westport Refrigeration Improvement Project

This year our Westport facility, with the support of Cascade Energy and Grays Harbor Public Utility District, underwent a significant refrigeration system improvement project that ensures we can accommodate our growing production needs while improving our energy efficiency. This project is expected to reduce annual energy usage at our Westport facility by 10%.

2026 GOAL

REDUCE ANNUAL ENERGY USAGE

↓ 10%



INDUSTRIAL SYMBIOSIS

Pacific Seafood is committed to finding ways to be better environmental stewards and ensure the sustainability of our industry. Over the past year, we have been actively involved with legislators and local leaders looking for opportunities to collaborate with local businesses and find innovative ways to utilize our byproducts.

Pacific Seafood continued our engagement in industrial symbiosis this year as a founding member of the Clatsop County Industrial Symbiosis Council. This group, comprised of industry leaders, engineers, researchers, and local government officials, is dedicated to developing local industrial symbiosis capacity to create and maintain high quality jobs, strengthen the Clatsop County economy, and enhance environmental outcomes by advancing sustainable and symbiotic infrastructure to support circular economies. Industrial symbiosis is a business philosophy and long-term effort, meaning Pacific Seafood is in it for the long run! Our teams are dedicated to supporting our local communities through resource efficiency, effective collaboration, and identifying innovative solutions to some of our toughest environmental challenges.

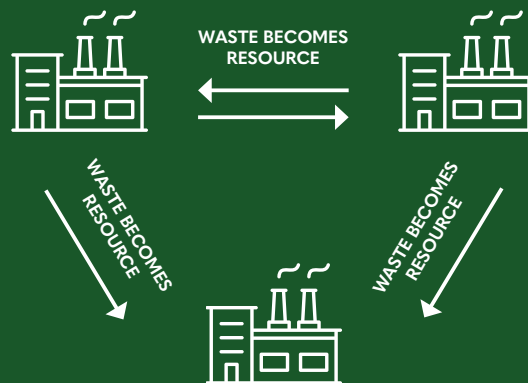


What is Industrial Symbiosis?

Industrial symbiosis is when different companies work together to reuse each other's waste, energy, water, or by-products instead of throwing them away.

This collaborative system reduces environmental impact, lowers emissions, conserves natural resources, and drives cost efficiencies. Through continuous evaluation of material streams and cross-sector partnerships, we are advancing a circular approach to operations that supports long-term sustainability goals while delivering shared economic and environmental value.

Example of an Industrial Symbiosis Network using several symbiotic exchanges:



Industrial Symbiosis *continued*



In 2025, we expanded our advocacy for industrial symbiosis beyond Clatsop County by sharing our experience and perspective at the Oregon Coast Economic Summit. Our Senior Director of EHS, Amy Wentworth, participated in a panel highlighting how industrial symbiosis transforms traditional waste streams into valuable resources—intersecting sustainability with profitability. Drawing on both global examples, such as Denmark's circular economy models, and Pacific Seafood's own practices, she emphasized the environmental, economic, and community benefits of collaboration across industries. By engaging business, government, and community leaders in this dialogue, we reinforced the role of industrial symbiosis in reducing landfill waste, strengthening local economies, and building long-term resilience for coastal industries.



WORLD OCEANS DAY



17

**Participating Pacific
Seafood locations**

Pacific Seafood is committed to supporting clean and healthy waterways to promote thriving marine life as well as access to healthy water in local communities.

In honor of World Oceans Day on June 8th, Pacific Seafood locations across the West Coast came together for our 4th Annual World Oceans Day Debris Pickup Event. Throughout the first two weeks of June, team members volunteered their time to clean beaches, waterways, and surrounding natural areas in their communities. This year we removed 3,174 pounds of debris from our communities and waterways, doing our part in removing the detrimental litter that harms our oceans and marine life.

According to NOAA, plastic is the most preventable type of debris found in our oceans, lakes, and rivers. While the health impacts of microplastics are still unknown, researchers estimate that the average person consumes 50,000 microplastics annually (National Center for Biotechnology).



San Antonio Adopt a highway



Adopt-a-highway is a Texas-born program that allows volunteers to adopt stretches of state-maintained roadways to conduct litter pickups. We have a sign installed proudly stating ADOPT A HIGHWAY NEXT 2 MILES PACIFIC SEAFOOD SAN ANTONIO VOLUNTEERS located by Calaveras Lake.

2022

500 lbs
DEBRIS COLLECTED



2023

5,213 lbs
DEBRIS COLLECTED



2024

3,685 lbs
DEBRIS COLLECTED



2025

3,174 lbs
DEBRIS COLLECTED

TOTAL
12,572 lbs
DEBRIS COLLECTED

REUSING RESOURCES

At Pacific Seafood, we take the additional step to optimize use of the entire fish. With our 100% fish utilization goal in mind, we transform bones, skin, and shells, or what we call “rest protein,” into usable fish meals and oil, fertilizer, pet food, and much more. This process prevents millions of pounds of waste from entering U.S. landfills.



2025 WE PREVENTED

56,634,312
POUNDS

*of rest protein from entering landfills
and turned it into usable products*

Aquaculture Harvest Equipment Recycling



In 2025, our shellfish farm in Nahcotta, Washington collaborated with the Washington Grays Harbor Oyster Growers Association (WGHOGA) to develop a recycling program for plastic harvesting materials including cultch bags, longline rope, and flip bags.

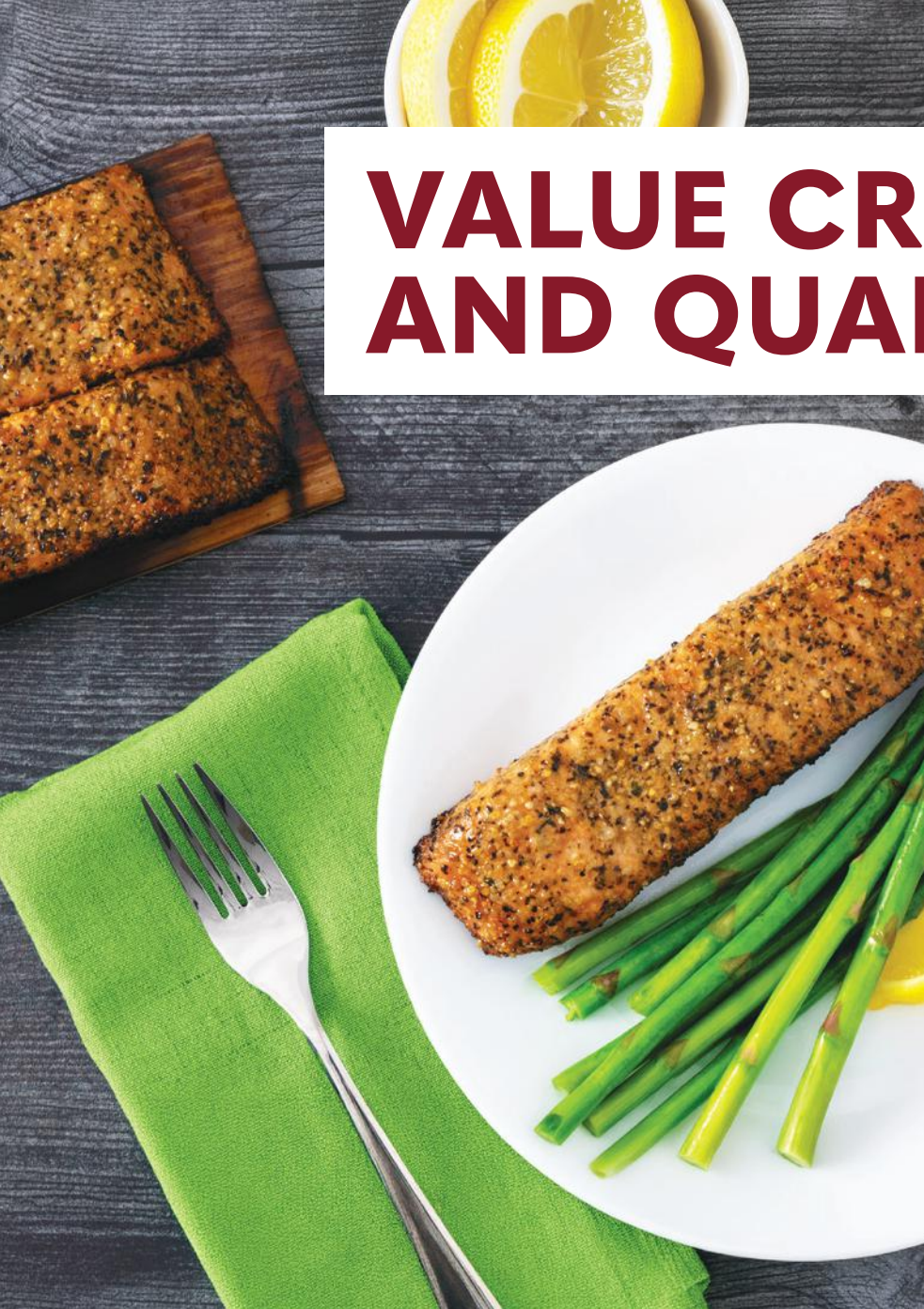
By collecting these harvesting materials, our Nahcotta Farm has been able to provide a responsible disposal solution for neighboring aquaculture farms, ultimately preventing stray plastic from entering Willapa Bay. While this program was only recently implemented, we anticipate preventing 200,000 cultch bags from entering landfills annually!

FUTURE PROGRAM GOAL

TO PREVENT

200,000
CULTCH BAGS

from entering landfills annually



VALUE CREATION AND QUALITY

Our Value Creation and Quality (VCQ) teams are dedicated to ensuring our products are held to the highest quality and safety standards. By prioritizing innovation and cutting-edge research, our VCQ team members find new ways to add additional value to our products and maximize natural resources every year.

In every step of our processes, from harvesting to packaging our products, our VCQ teams are there to monitor and test product quality. This process includes persistent testing of Pacific Seafood processing environments for dangerous pathogens such as listeria, salmonella, and more.

42 Our Value Chain

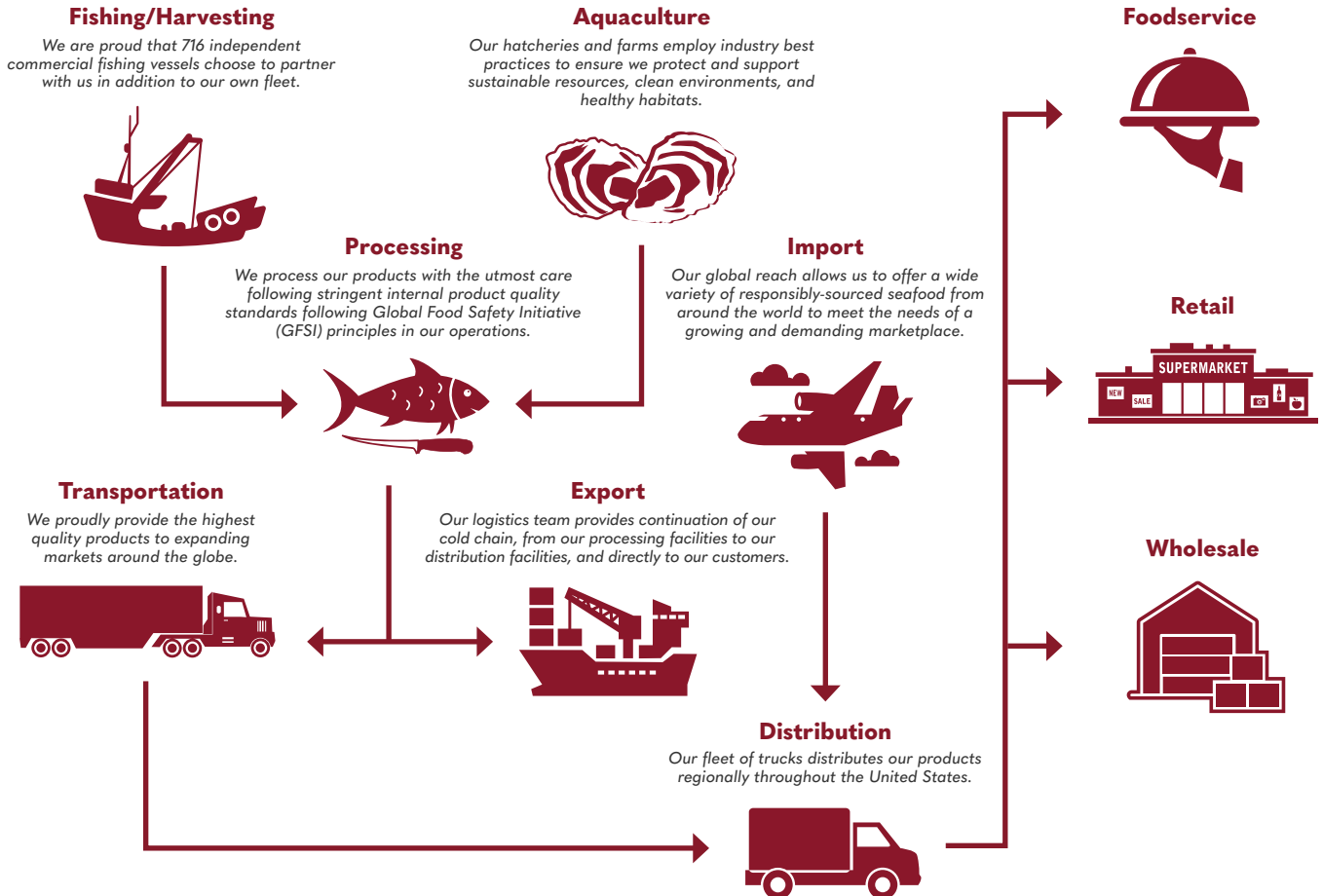
43 Food Safety Process

49 Value Creation

50 Trusted Suppliers

OUR VALUE CHAIN

Transparency and traceability are of utmost importance for Pacific Seafood. We have our own internal traceability system that allows us to track all products from the dock to the dinner table. Whether imported or harvested from our fishing partners, our company monitors our product through every step in the value chain.



FOOD SAFETY PROCESS

At Pacific Seafood, excellence is also reflected in our food safety practices. We work closely with the FDA and other regulatory agencies to proactively implement policy changes and ensure compliance with the most up-to-date food safety standards.

We constantly strive to improve in VCQ, equipping our facilities with the latest food safety technology, monitoring equipment, and in-depth training programs. Our dedicated team members are the heart of our quality assurance, carefully monitoring and testing products to uphold the highest standards of food safety and quality.

To verify our food safety procedures, we require regular environmental and pathogen testing through robust sampling plans to confirm proper sanitation has occurred. All our products, especially ready-to-eat products, undergo testing on a daily, weekly, and monthly basis, ensuring they meet our strict safety standards before reaching our customers. In addition, Pacific Seafood holds both food safety and sustainability focused certifications across our locations and facilities.



Food Safety Certification Programs



**BRAND REPUTATION
THROUGH COMPLIANCE
GLOBAL STANDARD
(BRCS [FORMERLY BRC])**



**UNITED STATES DEPARTMENT
OF COMMERCE SEAFOOD
INSPECTION (USDC)
PROGRAM**



**SAFE QUALITY FOOD
(SQF)**



**HAZARD ANALYSIS AND
CRITICAL CONTROL
POINTS (HACCP)**



**NATIONAL SANITATION
FOUNDATION (NSF)**

Food Safety Process *continued*

Throughout 2025, our facilities delivered strong audit performances including the Brand Reputation through Compliance Global Standard British Retail Consortium BRCGS (BRC), Safe Quality Foods (SQF), National Sanitation Foundation (NSF), Best Aquaculture Practices (BAP), and Marine Stewardship Council/Aquaculture Stewardship Council (MSC/ASC) programs, reflecting a consistent, organization-wide commitment to food safety, quality, and operational excellence. Multiple sites achieved near perfect scores, with several BRCGS audits earning AA ratings, including standout results from Pacific Seafood–Charleston (99.9%), Newport (99.7%), Westport (99.6%), and Seward (99.4%).

Most notably, four facilities achieved perfect 100% scores: Pacific Seafood – Tacoma (NSF), Pacific Seafood – Los Angeles (SQF), Pacific Seafood – Phoenix (SQF), and Pacific Seafood – Miami (BAP). These exceptional outcomes highlight the dedication, discipline, and teamwork of our site leaders, frontline teams, local and support VCQ, and reinforce our continued focus on raising the bar for food safety and quality across all operations.



2025 AUDIT SCORES

TACOMA

NSF Audit

100%

NEWPORT

BRCGS Audit

AA+

WARRENTON

BRCGS Audit

AA+

SAN ANTONIO

CSI Audit

100%

LOS ANGELES

SQF Audit

100%

PHOENIX

SQF Audit

100%

Sanitation

Our VCQ team oversees the crucial sanitation and environmental testing process. Our sanitation teams total more than 130 team members, who follow our Master Sanitation Program. This program outlines the methods and details needed to properly clean and sanitize our production rooms and storage warehouses to prevent the growth of harmful pathogens. Environmental testing is performed at multiple scales on a regular basis to verify the effectiveness of the sanitation process.



*Our Sanitation team
is comprised of more than*

130
TEAM MEMBERS

*They follow a Master Sanitation
Program that includes*

20
STEPS

*for effective cleaning and
sanitation of our equipment*

Sanitation and Good Manufacturing Practices Efficiencies

We partner with a major chemical supplier to support sanitation programs and provide ongoing training. Over the past year, we've prioritized water reduction through proper drain screening and dry pickup before rinse downs. Automated mixing stations with regular titration checks ensure correct chemical usage—critical for effectiveness while avoiding excess cost, labor, water, and equipment damage. Our chemical supplier is integral to our success, and process effectiveness is verified through daily pre-op walkthroughs, swabbing, and micro-testing.

VCQ - Processing

Our Processing Operating Company has transitioned to digital recordkeeping for food safety, quality, sanitation, and supporting programs. Our digital platform is user-friendly and provides real-time data, reducing time and labor while eliminating redundant paper entry. Digital forms include configurable features such as drop-downs, error highlighting, and photo uploads, streamlining processes and improving accuracy. Data is accessible via a dashboard for real-time trend monitoring, enabling quicker issue detection and immediate corrective action. On average, over 5,980 forms are completed in our processing operations every week, resulting in significant paper savings. We continue to explore new opportunities for digitalization and expanded use of online reporting across operations.

ON AVERAGE

5,980

FORMS

*are completed in our processing
operations every week*

Byproduct Reduction and Reutilization

All quality inspections and process controls are measured against approved specifications through the Diamond Operating Report (DOR). Our expectation is $\geq 90\%$ attainment at all times, driving continuous improvement and defect elimination to reduce operational waste. Unavoidable byproducts such as trim, viscera, and shell are diverted to our Pacific Bio Products plants for conversion into dried fish or shrimp meal, oils, and fertilizers. We are also expanding into the growing pet food market, reinforcing our commitment to zero-waste operations. DORs are critical metrics to evaluate our efficiency and attainment of our standards.

OUR EXPECTATION

DIAMOND OPERATING REPORT

$\geq 90\%$

**ATTAINMENT AT
ALL TIMES**



VCQ - Distribution

Pacific Seafood - Miami

In 2025, Pacific Seafood Miami successfully transitioned its distribution and inspection operations to a newly acquired facility. This move added SQF certification along with multiple sustainability certifications, including BAP, MSC, and ASC—expanding our portfolio of safe, responsibly sourced seafood offerings for the Southeastern U.S. market.



Quality

Guided by our mission to “feed the world the healthiest protein on the planet” and our commitment to resource stewardship, Pacific Seafood drives continuous quality improvements to reduce waste and ensure sustainability. Through strong partnerships, rigorous supplier evaluations, ongoing team member training, and process enhancements, our distribution centers achieved a 22% improvement in quality initiatives in 2025.

2025

↑ 22%

**IMPROVEMENT IN
QUALITY INITIATIVES**

Hazard Analysis and Critical Control Points (HACCP) & Training

Secondary Verification of HACCP Records

Food safety records are the foundation of our overall production; therefore, it is critical every document is accurate and complete. Along with designated trained team members at each site who verify our HACCP records, Pacific Seafood goes above and beyond the basic review requirements and has a secondary verification process at the corporate level to audit documents to ensure compliance.

Continued Training

As an industry leader, we believe training must be constant. Each year there are two major training opportunities our team members are welcome to participate in:

1. **The Seafood HACCP Course** provides essential training, qualifying team members to verify HACCP records and strengthen their overall understanding of food safety. We have partnered with instructors from Oregon State University Seafood Lab, one of the best seafood research institutes in the country, to ensure our team members receive high quality training.
2. **The Northwest Food Safety and Sanitation Workshop**, hosted by Washington State University in Portland, Oregon is a key industry event. Pacific Seafood consistently has the largest participation, with over 40 team members from multiple sites attending in November 2025. The workshop provides refresher training on sanitation fundamentals and covers cutting-edge topics in food safety, regulatory requirements, and compliance.



VALUE CREATION

Coldwater Shrimp (*Pandalus jordani*) is one of the world's most convenient seafood options and a vital natural and economic resource for Oregon. Continued innovation is key to maximizing its potential. Over the past six years, we've reduced total broken product from 32% to 13.4% by implementing and innovating an industry-first quality system — yielding 1.2 million additional pounds of finished product from the same raw material while lowering environmental impact. These efforts ensure high product quality, meet market expectations, minimize compliance risks, and strengthen our global presence through continuous quality improvement at the point of receiving.



OVER THE PAST 6 YEARS

**REDUCED TOTAL
BROKEN PRODUCT**

32% → 13.4%

YIELDING

**1,200,000
ADDITIONAL POUNDS**

*of finished product from the same raw material
while lowering environmental impact*



TRUSTED SUPPLIERS



Pacific Seafood's trusted suppliers undergo rigorous screenings by our Quality Assurance teams. Before partnering with any supplier, our QA teams check for any food safety rejections, alerts, or recalls from the Food and Drug Administration (FDA) or similar food safety lists in other countries.

Pacific Seafood verifies our suppliers are HACCP certified weekly. Each shipment also requires a Positive Release Form, which proves testing requirements that vary by species.

Beyond those requirements, Pacific Seafood also mandates that all products procured from suppliers:

- Meet testing standards for product type (i.e., ready-to-eat or farm-raised)
- Submit Quality Assurance reports with product pictures and identification labels
- Have an assigned date coding for traceability
- Include documentation of any required verification, such as Seafood Import Monitoring Program (SIMP)

Anti-Forced Labor

As important as food safety, Pacific Seafood has strict moral and ethical guidelines in place against forced labor. We strictly require our own facilities and our suppliers to comply with all human rights laws, including without limitation, prohibitions on child labor, slavery, and human trafficking in the countries in which we do business. We conduct random inspections of our suppliers' facilities to ensure compliance.

Anti-Child Labor

In accordance with our strict moral and ethical guidelines against forced labor, Pacific Seafood forbids child labor at any of our facilities or any facilities used by our suppliers. In addition, we actively engage with our suppliers and other partners to verify and enforce compliance with these standards, promoting fair and ethical labor practices throughout our entire supply chain.

By taking a stand against child labor in all aspects, we are contributing to a global effort to prioritize the welfare of children and promote sustainable and responsible business practices.

SUPPORTING OUR COMMUNITIES



At Pacific Seafood, we are committed to making lasting, positive impacts on our communities, because we know that strong communities are the foundation of a sustainable future. We partner with community organizations, governing bodies, and local leaders to advocate for policies and initiatives that foster economic growth, provide critical resources, and enhance resilience in coastal and fishing communities where we live and work.

52 Supporting the Fleet

53 Tribal Partnerships

54 Giving Back

57 Industry Advocacy

SUPPORTING THE FLEET

We know that by supporting local fisherman, we are supporting coastal communities. The communities where we live and serve often depend on the fishing industry for economic success. Because of this, we work with state and local governments and government agencies to support initiatives that benefit local fisherman.

In addition to our fleet, Pacific Seafood works directly with more than 716 independent commercial fishing vessels, who are all considered part of the Pacific Seafood family.

PARTNERED WITH INDEPENDENT COMMERCIAL FISHING VESSELS

2024**550**

VESSELS

2025**716**

VESSELS



TRIBAL PARTNERSHIPS

Pacific Seafood is proud to partner with native tribes to provide seafood harvested on tribal lands, including our Columbia River King Salmon and Columbia River Steelhead.

King salmon is harvested by tribal fishermen using a more than 100-year-old catch method, utilizing fishing platforms and 25-foot-long poles. We are grateful to support this tribal tradition while providing the highest quality King salmon.

We are proud to raise our Columbia River Steelhead in the nutrient rich waters of the Columbia River on the land of the Confederated Tribes of the Colville Nation in Nespelem, Washington. We work closely with the Tribe to raise steelhead that support expanded fishing opportunities for tribal members. After being released into the Rufus Woods Reservoir, the fish are transported to high mountain lakes to enhance tribal fisheries. We also maintain a tribal member hiring preference and are committed to sustaining a workforce with strong representation from the Colville Confederated Tribes.

We are proud and honored to be welcomed to operate on their land and to support fisheries that directly benefit the Colville Confederated Tribes.

Scholarships

Pacific Seafood sponsors 3 scholarships (1st recipient - \$5,000, 2nd & 3rd recipient - \$2,500) with preference given to tribal members. We are committed to the future tribal leadership of the agriculture industry.

Sponsors 3 Scholarships

1st Recipient
\$5,000

2nd & 3rd Recipient
\$2,500

Food Donations

Pacific Seafood team members hand-delivered 630 turkeys to residents on the Colville reservation for the holidays.



*Team members
hand-delivered*

630
**TURKEYS FOR
THE HOLIDAYS**

Salmon Reintroduction

The Colville Confederated Tribe's Chinook Reintroduction Project—supported by partners including UCUT, BPA, NOAA Fisheries, and the U.S. Fish & Wildlife Service—aims to restore self-sustaining Chinook runs to the Upper Columbia River basin, with Pacific Seafood contributing to Phase 2 through Chinook acclimation efforts in Rufus Woods Reservoir.



Omak Stampede

Pacific Seafood Nespelem sponsored the Tiny Tots dance category at the Omak Stampede Indian Encampment held by the Colville Confederated Tribes.

Earth Day

Pacific Seafood proudly sponsors the annual Colville Confederated Tribe Earth Day event. Team members volunteered that day picking up trash along the 6 miles of road and riverbank near our sites.

Pacific Seafood also assists with many other community events, such as providing steelhead to the Sunflower Festival, tribal member funerals, and special events, as well as donating live fish to several area kids fishing derbies.

GIVING BACK

At Pacific Seafood, we are committed to serving the communities where we live and work. We partner with more than 20 community organizations and charities to support initiatives that promote nutrition and health, strengthen the resilience of our coastal communities, and protect our environment.

Our team members are active members of their communities, often volunteering their time and efforts to foster a culture of generosity. At Pacific Seafood, we understand that together, we can build stronger, healthier communities for all.

C.A.S.T. for Kids



Pacific Seafood proudly continued our partnership with C.A.S.T. for Kids in 2025. C.A.S.T. for Kids is an organization dedicated to enriching the lives of children with special needs through the sport of fishing. Pacific Seafood supported 21 events in the Western region that helped 1,851 children and family members experience the joys of fishing. Numerous Pacific Seafood team members volunteered at events this year helping kids reel in their catches and wrapping up each day with an awards ceremony recognizing the kids for their participation.

We Supported & Helped

21
EVENTS

1,851
CHILDREN &
THEIR FAMILIES





Serving

500
MUKILTEO
COMMUNITY
MEMBERS

Mukilteo BBQ

We proudly hosted our 3rd Annual Police & Fire Department BBQ, serving approximately 500 members of the Mukilteo, Washington community who came out to show their support for our incredible First Responders.

It was a fun, high energy event made possible by the dedication of our amazing volunteers. Jason Dailey, our Contoller, brought smiles to kids' faces at the fishing pool game, where young attendees used magnetic poles to "catch" magnetic fish and win stuffed animals.

We were fortunate to have a fantastic team of volunteers who helped deliver a top-notch Pacific Seafood experience. Special thanks to Eric Reyes Collazo and Jesus Urias Pedroza, who not only worked long hours in the freezer but also stayed late to help break down the stand and return everything to the warehouse.

A huge shoutout to our team at Pacific Seafood – Mukilteo for stepping up to the grill and feeding the crowd with hamburgers, hot dogs, and Coho salmon!

Boys & Girls Club Mural – Charleston

In 2025, Pacific Seafood – Charleston partnered with the Boys and Girls Club of Southwestern Oregon to create a new community art installation featuring more than 150 marine themed pieces designed and painted by local youth. Pacific Seafood supported the project by donating all materials, assisting with cutting each art piece, and providing space on our facility to display the completed work.

Guided by Art Director Carolyn Le Grand, Boys and Girls Club members spent nearly a year creating the vibrant artwork that now brightens our Charleston location. The project gave young artists an opportunity to express their creativity while contributing to a meaningful community project.



Annual Backpack Drive – Clackamas HQ

Every year, our Clackamas, Oregon team comes together to support our front-line workers through our Annual Backpack Drive. Team members generously donate essential items, and we roll up our sleeves to stuff the backpacks with everything our front-line heroes need.

This year, the response was incredible! Thanks to the generosity of our team, we were able to provide every team member with a fully loaded backpack. But the giving didn't stop there! We also donated 20 backpacks to a local school, spreading even more support to our community.



Quilcene Oyster Races

In 2025, Pacific Seafood proudly served as the presenting sponsor of the Quilcene Oyster Races, one of the Olympic Peninsula's signature community events in Washington State. Our support helped bring together runners and walkers for the Half Marathon, 10K, and 5K courses through the scenic woodlands, waterways, and mountain views surrounding Quilcene, Washington.

As part of our sponsorship, Pacific Seafood donated fresh local oysters for race participants and volunteers to enjoy, highlighting the exceptional seafood of our region and enhancing the experience for everyone involved.

Our partnership directly supported the event's mission: all race proceeds benefit Quilcene Brinnon Dollars for Scholars, which provides scholarships to local high school seniors, recent graduates, and teachers pursuing post-secondary education. By sponsoring the event and contributing products, Pacific Seafood helped advance educational opportunities for students in the community we serve. Pacific Seafood is honored to support a beloved regional tradition that promotes wellness, celebrates the beauty of the Pacific Northwest, and invests in future generations.



Newport Food Pantry Donation

In 2025, Pacific Seafood strengthened its commitment to fighting food insecurity on the Oregon Coast through a new partnership with the Newport Food Pantry. As part of this collaboration, Pacific Seafood donated 1,625 lbs. of food, including donations of Coldwater Pink shrimp, providing nutritious, versatile protein to individuals and families in need.

The Newport Food Pantry plays a vital role in ensuring that all members of the community have access to fresh, nutritious food, welcoming guests without income checks, identification requirements, or geographic restrictions. Pacific Seafood is proud to support the pantry's mission to serve Lincoln County residents with dignity, compassion, and respect.

Our partnership underscores the impact of local collaboration and demonstrates Pacific Seafood's continued investment in the health and wellbeing of the communities where we live and operate.



We Donated
1,625
POUNDS OF FOOD

Washington Fishermen's Convention – Westport



In 2025, Pacific Seafood was proud to sponsor the Washington Fishermen's Convention in Westport, Washington—an annual gathering designed to unify, educate, and celebrate the state's fishing community. The event brings together both new and experienced fishermen for learning, networking, and discussions focused on industry best practices and the future of sustainable fisheries.

As part of our support, Pacific Seafood donated Coldwater Pink shrimp for the convention dinner, helping to showcase high-quality regional seafood and nourish attendees during the event.

We are honored to support a convention that strengthens the fishing industry, fosters collaboration, and reinforces our shared commitment to the long-term health and sustainability of Washington's fisheries.



Clackamas Holiday Toy Drive



During the holiday season, our Pacific Seafood Clackamas team helped bring joy to local children by donating toys to the Clackamas Fire District's Operation Santa Claus program. For more than 50 years, this community-driven initiative has provided toys and holiday support to families in need across the Clackamas area. We are proud to support a program that has such a longstanding impact on families and reflects the values of generosity and community care.

Natural Resource Field Day



Pacific Seafood joined a wide range of partners for a fun and educational day focused on natural resources! Organizations in attendance included Tribal Fish and Wildlife, Tribal Forestry, Washington State Department of Natural Resources, Mt. Tolman Fire Center,

Bee Atlas, Washington State University School of Biological Sciences, Tribal Occupational Safety and Health Administration, Natural Resource Entity, Tribal Parks and Recreation, Tribal Behavioral Health, Colville Conservation District, Tribal Range Department, the Boys and Girls Club, and the Tribal Environmental Trust. Each group hosted interactive booths designed to engage and inspire the next generation.

It was a fantastic day of learning and connection centered around the importance of protecting our natural resources.

Garibaldi Seafood & Spirits Festival

On May 16-17th, our Pacific Shellfish teams came together to sponsor and serve as a food vendor at the 3rd Annual Port of Garibaldi Seafood & Spirits Festival. It was a fantastic opportunity to support the local community and celebrate the region's seafood culture.

Festivalgoers enjoyed our oysters, steelhead, shrimp cocktails, and clam chowder while exploring artisan crafts and spirits booths and enjoying live music throughout the weekend.



INDUSTRY ADVOCACY

To achieve our mission of “feeding the world the healthiest protein on the planet”, we support the communities where we live and work by advocating for policies that strengthen the seafood industry.

Through close collaboration with industry partners, we work to increase access to West Coast seafood across the United States. Whether it's policy engagement, industry collaboration, or responsible resource management, we help ensure that high-quality seafood remains a sustainable protein source for generations to come.

Our Industry Partners

- Alaska Bycatch Advisory Council
- Alaska Pollock Fishery Alliance
- Astoria/Warrenton Chamber of Commerce
- California Coast Crab Association
- California Dungeness Crab Fishing Gear Working Group
- Canadian Groundfish Conservation Research Society
- Clatsop Working Watersheds Cooperative
- Commercial Fishing Users Group Committee
- Commercial Industry Caucus
- Coos Bay Coast League
- Deep Sea Trawlers Association
- Confederated Tribes of the Lower Rogue
- Food Northwest
- Global Sustainable Seafood Initiative
- Groundfish Special Interest Committee
- Groundfish Trawl Advisory Committee
- Kodiak Chamber of Commerce
- Midwater Trawlers Cooperative
- National Fisheries Institute
- Newport Chamber of Commerce
- Northwest Aquaculture Alliance
- North Pacific Fishery Management Council Advisory Panel
- Partial Committee
- Fishery Monitoring Advisory Committee
- National Seafood Council Task Force
- Nutritional Seafood Partnership
- ODFW-Market Squid Advisory Panel
- Oregon Albacore Commission
- Oregon Dungeness Crab Commission
- Oregon Dungeness Crab Entanglement Advisory Committee
- Oregon Institute of Marine Biology
- Oregon State University Food Innovation Center
- Oregon Trawl Commission
- Oregonians for Food and Shelter
- Pacific Fishery Management Council Groundfish Advisory Panel
- Pacific Hake/Whiting Treaty – Canadian Advisory Panel
- Pacific Hake/Whiting Treaty – US Advisory Panel
- Pacific Seafood Processors Association
- Positively Groundfish
- Seafood Harvesters of America
- Seafood Nutrition Advisory Council
- Seafood Products Association
- Tillamook Chamber of Commerce
- West Coast Seafood Processors Association

Industry Advocacy *continued*



Oregon Legislature Seafood Event – Jan 28

We were proud to support our partners at West Coast Seafood Processors in hosting the inaugural Oregon Seafood Day alongside Oregon lawmakers. The event celebrated the richness of West Coast seafood and the dedicated processors and teams who helped bring these products to tables across the country.

Oregon Seafood Day played an important role in raising awareness about fisheries, policy, and the collaborative efforts needed to sustain healthy coastal economies. By sharing knowledge and strengthening partnerships, we helped ensure that local businesses and communities continue to thrive.

United States Department of Agriculture Section 32 Purchase

As part of our commitment to supporting a resilient and thriving seafood industry, we were proud to contribute to the collaborative efforts that advanced a USDA Section 32 seafood purchase of Coldwater pink shrimp. This investment provided meaningful support for domestic seafood markets, which many coastal communities rely on.

The final solicitation included nearly 100,000 cases, almost 4 million pounds, of high-quality seafood. This outcome reflected broad, bipartisan cooperation and strong engagement from political leaders across Oregon and Washington. Their advocacy ensured that the needs of seafood harvesters, processors, and coastal economies were clearly understood and well supported.

We were pleased to play a supporting role in efforts that reinforced the long-term health and success of the seafood industry and the communities it helps sustain.

\$16 million USDA Section 32
seafood purchase

Supporting the Passage of Oregon House Bill 3814

HB 3814 was passed by the Oregon Legislature, marking an important step in providing regulatory clarity for seafood processors across the state.

Over the prior two years, we worked collaboratively with the Oregon Department of Environmental Quality (DEQ), industry partners, and community stakeholders to address challenges in wastewater permitting and ensure regulations reflected the unique nature of seafood processing while upholding strong environmental standards.

With bipartisan support and leadership from Representative David Gomberg, the bill advanced practical, science-based solutions that strengthened the long-term stability of Oregon's seafood industry and the coastal communities it supported.



Serving the ocean since 1941®

16797 SE 130th Ave | P.O. Box 97 | Clackamas, OR 97015
phone 503-905-4500 | fax 503-905-4200 | www.pacificseafood.com



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