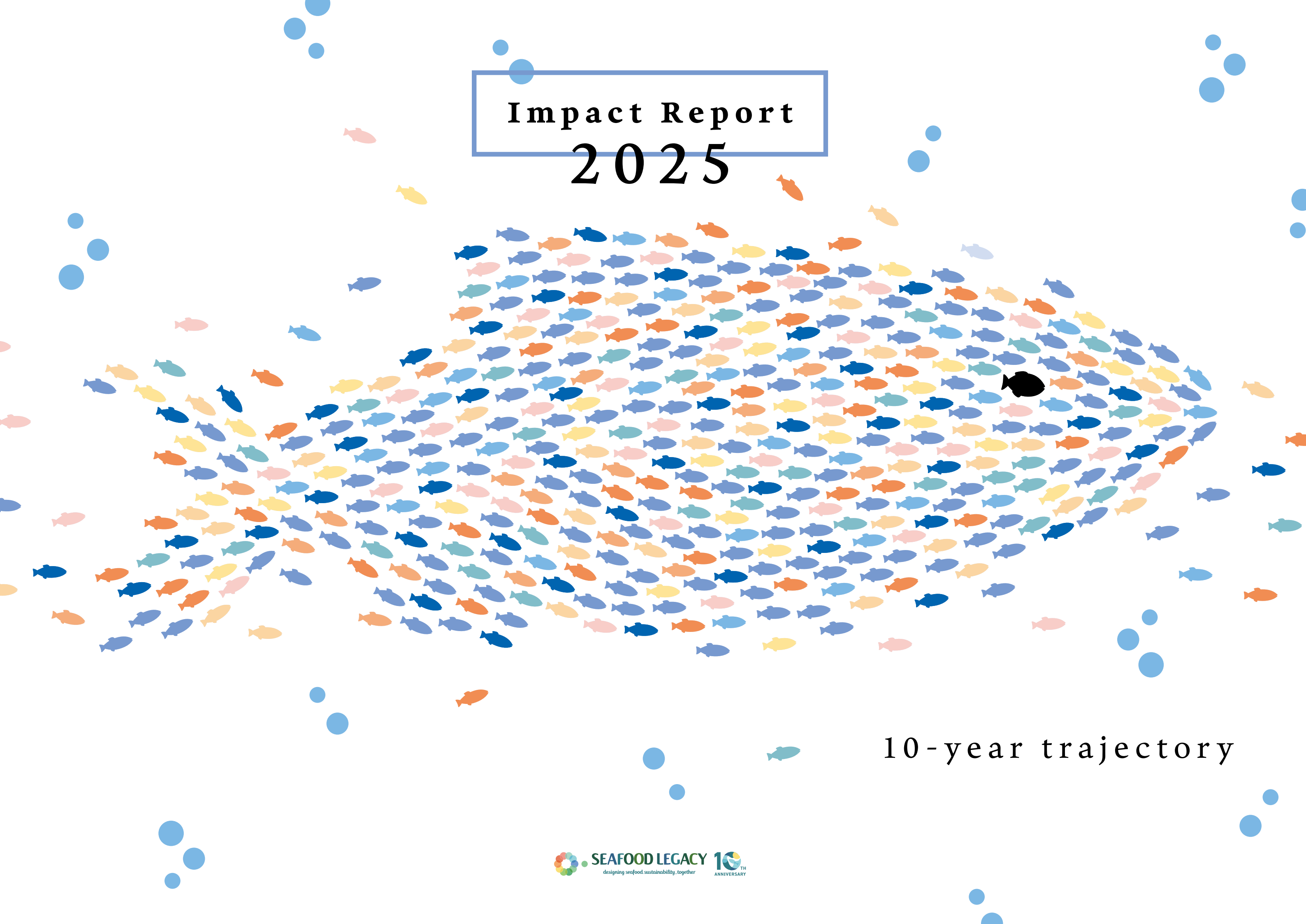


# Impact Report 2025



10-year trajectory





# Our Purpose

## Passing on seafood — a symbol of the interconnectedness of marine ecosystems, economy, and society — as a rich legacy to future generations

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Seafood Legacy committed to this purpose when it was founded in Tokyo in 2015. We envision a world where the seas around us are teeming with life, and aim to create a world with hopes for a bright future where everyone working with the sea is wreathed in smiles and positive energy.

Japan is known as one of the world's leading seafood markets, with the greatest number of major seafood companies headquarters located in. It also boasts cutting-edge technologies for monitoring, data collection, and information transmission. Recently, Japan was recognized as the country for having the highest number of companies as early adopters of the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations. In terms of seafood production, Japan nurtures diverse marine environments and ecosystems within its vast Exclusive Economic Zone (EEZ), and has a rich history of cultivating both a rich seafood culinary culture and diverse fishing communities throughout the country's coastlines.

Maximizing these potentials, we aim to help make Japan — once the world's largest fishing nation — a leader in advancing environmental sustainability and social responsibility in the seafood industry across Asia and the world. We also aim to transform the Japanese seafood industry into a sustainable growth sector, contribute to global biodiversity conservation, create solutions to food security issues, and help establish Japan's new identity on the world stage. To realize this vision, we have been at the forefront of the sustainable seafood movement in Japan, working with various stakeholders in and out of Japan, including seafood companies, financial institutions, national and local governments, civil society organizations, foundations, academia, and the media.

In 2025, Seafood Legacy marks its 10th anniversary, and we got certified as the B Corporation (B Corp) from B Lab™, a non-profit organization working to transform the global economy to benefit all people, communities, and the planet. This certification is given to companies that meet high standards of social and environmental performance, driving lasting business impact. Taking this milestone as an opportunity, we are publishing our initiatives in terms of impact as an Impact Report for the first time.

Looking ahead, we will continue working to build sustainable food systems in our oceans. And by showcasing the positive impact of our initiatives. In doing so, we aim to make them resonate with more people, and expand this movement from Japan to Asia and throughout the world. Seafood Legacy will remain at the forefront of this movement through our diverse businesses and initiatives, dedicating ourselves wholeheartedly to creating a world where the seas around us are teeming with life, as well as a world with hopes for a bright future where everyone working with the sea is wreathed in smiles and positive energy.



CEO  
Seafood Legacy Co., Ltd.



Foundataion’s messages

The Packard Foundation is honored to have supported Seafood Legacy for the last decade. We commend the Seafood Legacy involved for a decade of dedication to Japan’s sustainable seafood movement. The progress has been impressive, and the Sustainable Seafood Summit stands as a testament to your impact. Together, we’re helping build a future where healthy oceans support resilient communities and lasting food security. We are excited to see what the next decade holds for Seafood Legacy, and our global community.



Ocean Director  
David & Lucile Packard  
Foundation

Sarah Hogan

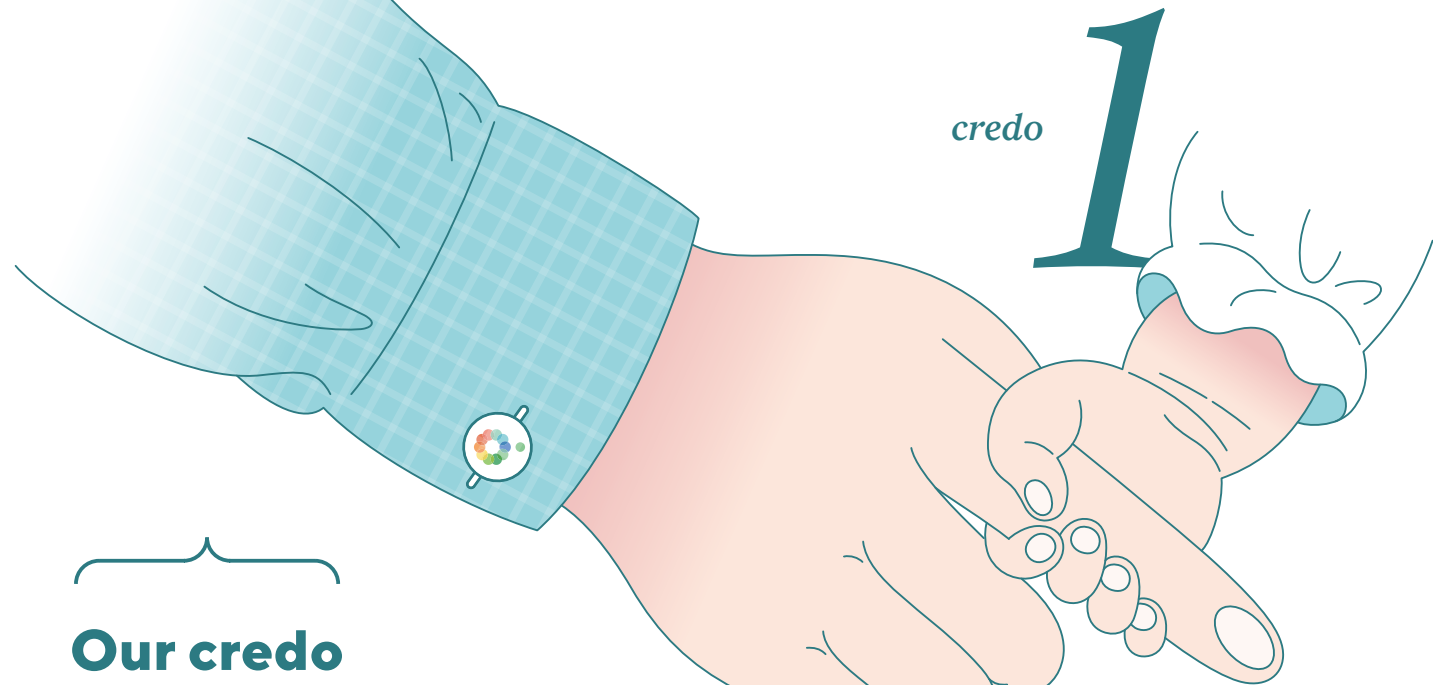
As Seafood Legacy marks its 10th anniversary, the Walton Family Foundation proudly celebrates a decade of transformative impact in sustainable seafood practices across Japan and beyond. Over these ten remarkable years, Seafood Legacy has emerged as a leader, driving significant progress in market transformation, finance engagement, and policy reform toward ocean sustainability.

The Walton Family Foundation, through our Oceans initiative, is deeply committed to supporting innovative partnerships. Looking ahead, we eagerly anticipate the first-ever Osaka Sustainable Seafood Summit in 2025 and thank you for joining us on this extraordinary journey toward a sustainable and resilient future.

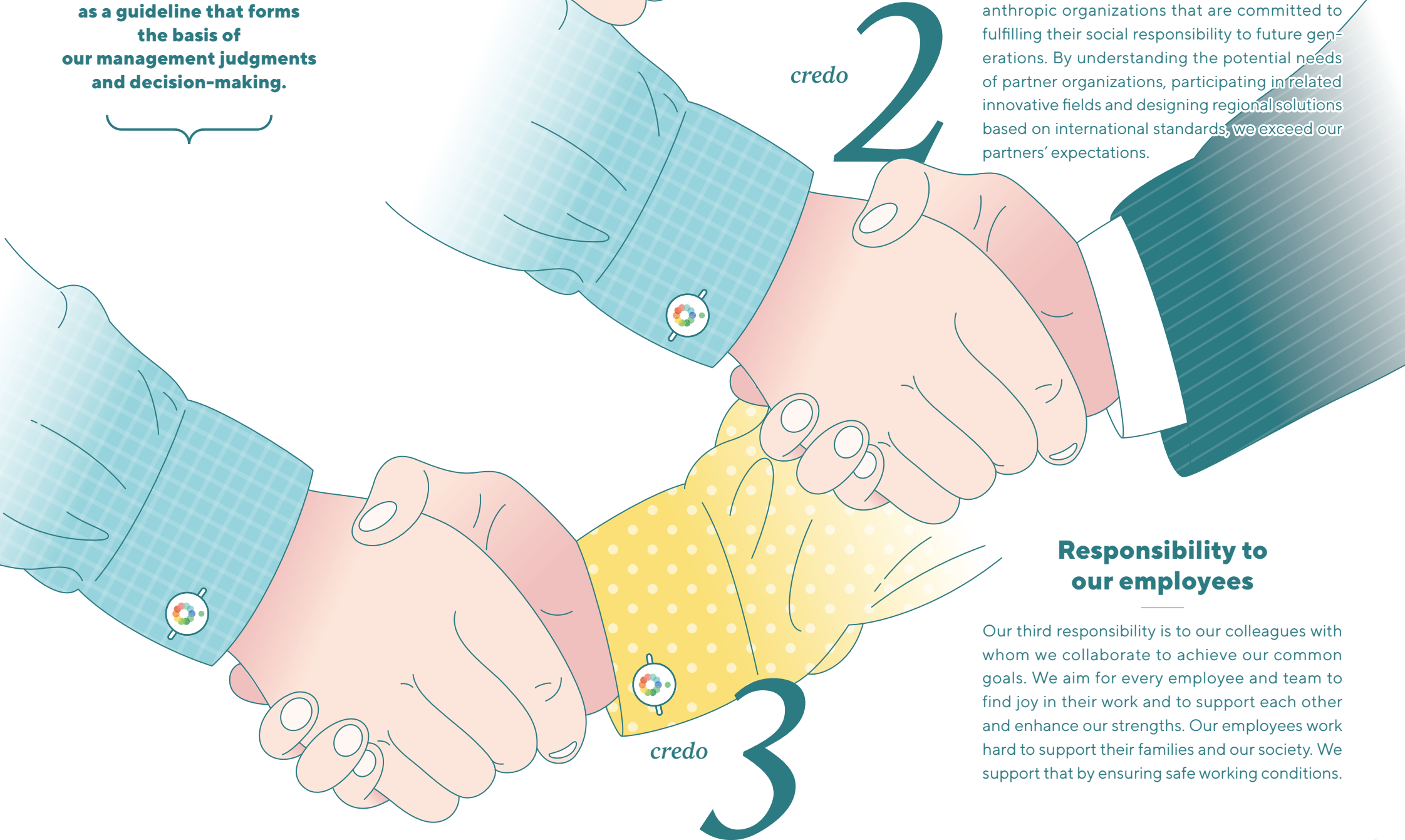


Oceans Initiative Lead  
Senior Program Officer  
Walton Family  
Foundation

Teresa ish



**Our credo**  
We position our credo as a guideline that forms the basis of our management judgments and decision-making.



Responsibility to future generations

Our first responsibility is to maintain connections between the environment, the economy and society for future generations. The ocean is a common asset for mankind and a resource we borrow from future generations. We plan our activities with the vision of future generations enjoying the benefits of the ocean. We strive to maintain a high level of integrity—and are committed to fair and ethical judgment and action.

Responsibility to our partners

Our second responsibility is to our partner organizations; governments, corporations, and philanthropic organizations that are committed to fulfilling their social responsibility to future generations. By understanding the potential needs of partner organizations, participating in related innovative fields and designing regional solutions based on international standards, we exceed our partners’ expectations.

Responsibility to our employees

Our third responsibility is to our colleagues with whom we collaborate to achieve our common goals. We aim for every employee and team to find joy in their work and to support each other and enhance our strengths. Our employees work hard to support their families and our society. We support that by ensuring safe working conditions.



# Seafood Legacy's Theory of Change

**To achieve our 2030 goal  
"Making sustainable seafood the mainstream",  
Seafood Legacy has developed our theory of change  
and defined our business areas accordingly**

The first axis focuses on leveraging the buying power of the market. When retail and food service businesses in major seafood market countries increase demand for sustainable seafood, collaboration among processors and suppliers will be enhanced, and efforts to pursue environmental sustainability and social responsibility at fishing and farming sites will be advanced. Accompanying the stakeholders in this market change is Seafood Legacy's market transformation initiatives.

The second axis focuses on encouraging financial institutions to scale up sustainable finance for the seafood industry. This will create strong incentives for seafood companies to pursue environmental sustainability and social responsibility. Enhancing the foundation of this sustainable finance engagement is Seafood Legacy's finance engagement.

The third axis focuses on policy improvement.

Rather than placing the burden of solving challenges on a subset of industry players, Seafood Legacy aims to create a society where all relevant stakeholders share the burden under equitable conditions and responsible businesses are duly recognized. This policy shift is also one of our key activity areas.

We also focus on movement orchestration — weaving together various initiatives, visualizing the expansion and interconnections of the sustainable seafood movement, and creating a platform for broader stakeholder engagement.

Since Seafood Legacy's founding, we have been implementing this theory of change in Japan, one of the world's major seafood markets. Going forward, we plan to further enhance these initiatives in Japan while also expanding them to emerging seafood markets in Asia.

## 2030 Goal

**Making sustainable seafood the mainstream in the Japanese seafood market.**



## Market Transformation

When Seafood Legacy was founded in 2015, the concept of sustainability had yet to fully take root in the Japanese seafood industry, and very few companies had sustainable procurement policies. However, influenced by the adoption of the Sustainable Development Goals (SDGs) in 2015, the Tokyo 2020 Olympic and Paralympic Games held in 2021, and other developments, many major companies sourcing seafood have now established sustainable procurement policies and begun implementing traceability systems, as well as environmental and human rights due diligence. Once frequently the subject of international criticism, Japan's seafood industry is now expected to be a global leader in the sustainable seafood movement.

## Policy Shift

In 2018, Japan revised its Fishery Act for the first time in 70 years. The revised law came into effect in 2020, stipulating "sustainable use of fishery resources" and bringing Japan's framework for fish stock management closer to global standards. Additionally, for imported seafood products, which account for half of domestic consumption, are required to implement measures to counter illegal, unreported, and unregulated (IUU) fishing, and the Act on Ensuring the Proper Domestic Distribution and Importation of Specified Aquatic Animals and Plants came into force in 2022. Currently, only a limited number of fish species are covered by the Act, but there are calls for expanding its coverage to all major species and introducing electronic reporting systems.

**Over the past decade**

**Japan emerges as one of the world's leading sustainable seafood growth markets**

## Finance Engagement

Since 2019, reports by non-profit financial think tanks and international finance platforms have highlighted the risks of investments and loans in seafood companies in Japan. Currently, several Japanese financial institutions have established finance policies for the fisheries and aquaculture business sector, implementing sustainability-linked loans and blue bonds. In 2023, FAIRR and several other international organizations\* launched a joint engagement initiative calling for greater disclosure and stronger traceability requirements. As the country with the highest number of early adopters of the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations, expectations are rising for Japanese seafood companies.

\*FAIRR, UNEP FI, WWF, Planet Tracker, World Benchmarking Alliance

## Movement Orchestration

In 2015, the Tokyo Sustainable Seafood Symposium (TSSS) was launched as a platform where diverse stakeholders could come together with sustainability as the central focus. It became a venue where competing companies gathered and new collaborations emerged. Since then, it has grown into one of the largest sustainable seafood events in Asia and was renamed the Tokyo Sustainable Seafood Summit in 2019. At the tenth summit in 2024, we looked back on the past decade and set the 2030 goal of making sustainable seafood the mainstream, together, a vision that was supported by nearly all participants.

**Click here for the 10th Tokyo Sustainable Seafood Summit Report**



[https://sustainableseafoodnow.com/2024/wp-content/themes/tsss2024/files/img/tsss10th/booklet\\_en.pdf](https://sustainableseafoodnow.com/2024/wp-content/themes/tsss2024/files/img/tsss10th/booklet_en.pdf)

# Market Transformation

Since our founding, our market transformation initiatives have provided five key forms of support to over 20 companies and organizations. We focus to enhance the sustainability of the seafood supply-chain in

Japan, one of the world’s leading seafood markets, and ultimately improve the sustainability of global marine ecosystems, local fishing communities, and the entire seafood industry.

1

## Support for procurement policy development and implementation

We provide holistic support for developing seafood procurement policies and launching procurement improvement plans that align with international best practices. Our support for the market players also includes the sourcing and sale of certified seafood products by the international certification scheme, and coordination of the implementation of Fishery Improvement Projects (FIPs) and Aquaculture Improvement Projects (AIPs).

2

## Support in practicing human rights due diligence across the supply chain

To help companies establish human rights due diligence systems, we offer training for the internal capacity development, and support in conducting human rights impact risk mapping and assessments, as well as further improvement of identified gaps in the supply chains.

3

## Support in implementing supply chain environmental due diligence

To help companies establish environmental due diligence systems, we conduct environmental impact risk assessments and provide consulting services for improvement of the identified gaps against the best practices. We also assist in developing traceability systems across the supply chain and offer follow-up support throughout the entire process, from initial setup to implementation.

4

## Support in partnership building

We form partnerships with NGOs, businesses sectors, government bodies, and industrial groups both in and outside Japan to leverage cutting-edge knowledge and insights. We also provide a platform that aims to achieve sustainability targets through collaborative efforts with companies.

5

## Support in promoting non-financial information disclosure

We organize seminars and conduct one-on-one engagement to promote corporate disclosure of environmental sustainability and social responsibility initiatives of the seafood industry, in accordance with authoritative international guidelines.

# Our impact

Through providing these five key forms of support, we have created the following impacts in Japan, one of the world’s leading seafood import markets.

## Environmental impact

Ten years ago, virtually no seafood businesses in Japan advocated environmental sustainability with viable measures. Today, the concept has been deeply and widely embedded in the industry that it is now difficult to find a major Japanese company not actively pursuing this goal. The volume of certified seafood products distributed in Japan has grown,

and terms such as FIP and AIP have gradually become commonplace throughout the industry. Also, measures to combat IUU fishing across the seafood supply chain have also grown stronger, with major Japanese buyers actively demanding suppliers both in and outside Japan to make improvements, while providing support for their efforts. Furthermore, the industry is experiencing unprecedented progress, with a coalition of businesses jointly calling on the government to strengthen import regulations.

## Social impact

Our efforts over the past decade have led many seafood companies to initiate actions to respect human rights and establish responsible supply chains. The number of major seafood companies establishing

human rights policies, implementing human rights due diligence, and publicly disclosing their progress has been growing steadily each year. This progress is significant that a representative of an international platform said, “The Japanese seafood industry can become a global leader in human rights” at the Sustainable Seafood Summit in 2024.

## Economic impact

Efforts to enhance corporate value and competitiveness by mitigating human rights and environmental risks, and increasing transparency are now emerging across companies in Japan as well. Several major seafood businesses have collaborated with NGOs

and CSOs and joined global platforms such as the Seafood Business for Ocean Stewardship (SeaBOS). Furthermore, not only publicly announcing their commitments, but also some companies have also joined the list of Taskforce on Nature-related Financial Disclosures (TNFD) early adopters and published reports on their initiatives aligned with the TNFD recommendations.

Collaborative case studies → [https://seafoodlegacy.com/en/case\\_studies](https://seafoodlegacy.com/en/case_studies)

# Message

Worldwide demand for seafood is projected to double by 2050, driven by global population growth. Seafood industry companies’ pursuit of environmental sustainability and social responsibility addresses international food security challenges while transforming the industry into a sustainable growth sector. Going forward, we will continue collaborating with various stakeholders to create a market where sustainable seafood products

become the natural choice. Japan has learned a great deal from the advanced initiatives of Europe and the USA, adapting these practices to fit its own context. Moving forward, we aim to share these Japan-specific adaptations—built upon global best practices—with countries across Asia. By addressing the unique challenges of each region, we strive to foster a truly sustainable seafood industry throughout the entire Asian region.



# Movement Orchestration

Our movement orchestration approach plays the role of further accelerating the sustainable seafood movement by weaving together a diverse range of initiatives to promote sustainable seafood, making them visible and communicating about them widely to society. As the orchestrator, we establish collaborative frameworks that leverage each diverse stakeholder's unique strengths, working together to enhance the clarity of our vision for an ideal society and map out the path to make

it a reality.

We can now find many initiatives that promote ESG investing, market transformation, as well as policy shifts for the seafood industry. We strive passionately every day to orchestrate and present them to the public in a timely manner, in order to create a space for stakeholders to engage and move forward.

In this section, we highlight two of our core projects.

1

## Seafood Legacy Times



Seafood Legacy Times is an online publication launched in 2020 with the aim of boosting the sustainable seafood movement in Japan. As of July 2025, the website has featured interviews with up to 80 key persons. It also publishes columns on relevant topics and provides explanations of specialized terminology in sustainable seafood.

From 2025, we plan to develop the website as a media platform focused on East Asia by increasing interviews with East Asian people and deploying AI-based translation. To focus our interviews on the “inside leaders” who are the real driving force of the movement, we will update the website’s tagline from the current “Innovators” to “Leaders Creating the Future of Sustainable Seafood,” contributing to the movement’s further advancement.

### Our impact

Through interviews shedding light on innovators who had been fighting alone, we have inspired hope in many people and organizations, and helped to further boost the movement. Today, Seafood Legacy Times is gaining a reputation as the sole media dedicated to seafood sustainability, with 57% of TSSS 2024 participants reporting familiarity with it.

<https://times.seafoodlegacy.com/en/>

2

# The Sustainable Seafood Summit (TSSS)



TSSS is one of the largest sustainable seafood events in Asia, held annually since 2015. To date, it has featured a total of 584 speakers and attracted 4,413 participants (11,340 including online viewers from 2020 to 2022). The archives of events from 2020 to 2024 have been viewed over 11,065 times.

It showcases the pinnacle of the year for those at the forefront of the movement, bringing together experts from diverse fields such as fish stock management, biodiversity, human rights issues in the seafood industry, and blue finance, as well as business leaders, government officials, NGO representatives, and other key players from Japan and around the world to share their latest insights and lessons and learn.

In 2024, we celebrated our tenth event and confirmed our commitment to the goal of “Making sustainable seafood the mainstream” by 2030, with the support of XXX participants.

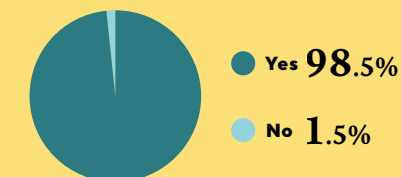
In 2025, we renamed the “Tokyo Sustainable Seafood Summit” as “The Sustainable Seafood Summit”. Building on the movement that started in Tokyo, we aspire to continue growing and making greater strides toward the future.



### Our impact

Each year, leaders from various sectors in and outside Japan — including representatives from seafood businesses, NGOs, and governments — take the stage at TSSS. The event has introduced ESG investing, IoT and human rights issues ahead of the increase of public awareness, establishing itself as the place to catch the latest trends in seafood sustainability. More than just a portal for discussions, TSSS has also become a launching pad for action. Meetings at TSSS encouraged and led new collaborative projects and marked the announcement of new initiatives. Looking ahead, TSSS aims to continue growing as a global platform that shapes and drives worldwide trends.

### TSSS 2024 survey results



When asked whether TSSS 2024 had deepened their understanding of the sustainable seafood movement, 98.5% of participants responded with yes. This result underscores TSSS's impact in growing the movement.

### Message

Seafood Legacy has celebrated its tenth year. Thanks to everyone's support, we could raise awareness for sustainability of Japan's seafood industry through The Sustainable Seafood Summit and Seafood Legacy Times.

In the years ahead, let us join forces with our partners across Asia to continue advancing sustainable and equitable seafood!

# Toward Sustainable Organizational Management for a Better Future

At Seafood Legacy, our purpose and credo guide all our actions. This section highlights our organizational management initiatives that are aligned with our credo. Seafood Legacy was certified as a B Corp Certification company in 2025, and our efforts were classified and assessed across five areas: governance, workers, community, environment, and customers.

## Compliance and respect for human rights

We comply with the laws and regulations of the countries and regions in which we operate. In 2025, we published our Human Rights Policy to make our commitment to respecting human rights in all aspects of our business and organizational management, and to zero tolerance for any forms of forced labor, child labor, discrimination, or harassment.



credo

## 1 Responsibility to future generations

At Seafood Legacy, we work to ensure that future generations can continue to enjoy the bounties of the rich ocean.

### Sourcing sustainable seafood

We source GSSI-recognized certified seafood at our event receptions. For non-seafood areas, we choose catering businesses that use organic ingredients to help reduce our environmental impact.

### Using sustainable materials

When we relocated our office in 2024, we designed the office in line with the principles of a circular economy. We used domestic Forest-certified materials for all wood products, including flooring, shelves, and desks. We also installed chairs made from recycled fishing nets. For paper products, we prioritize FSC-certified and Fair Trade-verified banana paper.

### Encouraging reuse

We donated most of the furniture in our previous office to individuals and companies for reuse. We remain mindful of reducing our environmental footprint in various ways, including serving drinks in returnable bottles in the office.

### Organizing volunteer lectures

We give lectures to students and interested members of the public on seafood sustainability.

*Additionally, we have been conducting employee satisfaction surveys since 2024 to provide a better workplace environment.*

## Future Challenge



### Tackling environmental impact reduction

We aim to reduce our carbon dioxide emissions and achieve carbon neutrality by 2035. We plan to set an interim emissions reduction target by the end of

2025. For emissions from business travel and other sources that are difficult to reduce, we will identify them and implement suitable carbon offsets.



credo

## 2 Responsibility to our partners

For Seafood Legacy, our partners include not just our clients and business partners, but also like-minded individuals, companies, government agencies, and other organizations. We engage with our partners in good faith.

### Accountability-oriented

We are committed to fulfilling our accountability to our partners through active engagement.

### Transparent management and dialogue

We hold regular company-wide meetings for planning our strategies and making operational decisions, striving to maintain transparency for our decision-making process and ensure fairness in management decisions.



credo

## 3 Responsibility to our employees

We provide safe working conditions that enable our staff to thrive in their work over the long term.

### Organizational management that embraces both autonomy and teamwork

At Seafood Legacy, we work with autonomy and initiative, with each staff member exercising discretion and taking responsibility in their daily tasks, while also collaborating as a team to achieve shared goals. We define this system as our Octopus Model, inspired by the octopus, which is said to have a mini-brain in each of its eight tentacles.

### Fair hiring and gender equality

For Seafood Legacy's recruitment process, we provide equal opportunities regardless of age, gender, nationality, religion, or disability. As a result, one of our two board members is female, and seven of our nine core team members are female. We also employ both full-time and contract employees to support diverse working arrangements.

### Fostering flexible work arrangements

Seafood Legacy have introduced flextime and remote work programs to enable work arrangements that suit the lifestyle of each individual, securing time for childcare, family care, and hobbies.

### Extensive childcare support and employee benefits

We encourage employees to take maternity and childcare leaves. Since the company's founding, all eligible employees, including male employees, have taken them. We also have our own babysitting subsidy program to support employees and their families.

### Establishing an equitable evaluation system

We have introduced a personnel review system that evaluates work and performance fairly, ensuring an equitable pay structure.



# 2030 GOAL

## Making Sustainable Seafood the Mainstream, Together

### ● New leadership by Japan's seafood industry

Japan was once recognized as the world's largest fishing nation, and had occasionally faced international criticism for overfishing. However, we are now entering a new era, one in which Japan leads the world in environmental sustainability and social responsibility.

### ● Paving the way to achieve our 2030 goal

With our theory of change as our pillar, Seafood Legacy will continue to maximize Japan's potential and contribute to building a sustainable global food system while tackling diverse issues including overfishing, IUU fishing, and human rights violations. In addition, we will encourage the financial sector to expand access to sustainable finance for the seafood industry, and support companies in developing traceability systems, as well as environmental and human rights due diligence frameworks. We will also work diligently to help create government policies that safeguard forward-looking businesses from unfair price competition.

### ● Expanding our theory of change to Asia and serving the region

Ten years have passed since Seafood Legacy launched and implemented our theory of change in Japan. Today, we are expanding the scope of our initiatives to Asia. To mark this transition, we renamed the Tokyo Sustainable Seafood Summit as the Sustainable Seafood Summit in 2025. We will leverage the knowledge, experience, technologies, and networks cultivated in Japan to develop emerging sustainable seafood markets in the Asian region. Furthermore, we will pursue sustainability while protecting not only large-scale fisheries but also the diversity of small-scale fisheries and local communities. We strive to create a future in which seafood communities in the region attract successors, and local people can place their hopes in the seafood industry.

### ● Seafood Legacy's new challenges

The publication of this report marks Seafood Legacy's first step toward impact disclosure. As we move forward, we will continue refining our approach to enhance communication with stakeholders, broaden the network of the sustainable seafood movement, and achieve our 2030 goal of making sustainable seafood the mainstream.





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