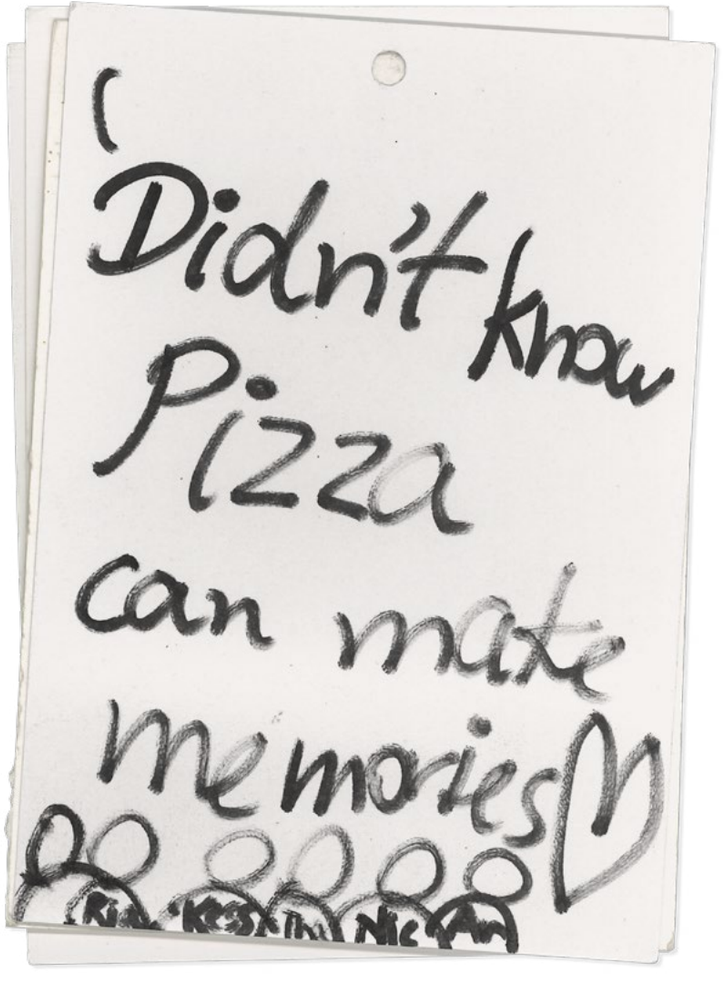
4P's Corporation

2024 Sustainability Report

Issued 22.04.2025




Didn't know
Pizza
can make
memories

4P's
Corporation

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Issued
22.04.2025

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Sanae Masuko (left) & Yosuke Masuko (right) speaking at the 2024 Vietcetera Goes Abroad conference in Tokyo, Japan



This past year, under the vision of "Make the World Smile for Peace", we took our first small steps toward defining clearer, long-term sustainability priorities—not only in Vietnam but across all our markets—as we look ahead to 2030 and beyond. Through open and inclusive discussions with our internal Partners (We call Partner for our employee), we have begun shaping a more concrete path toward sustainable development, knowing that this is a continuous learning journey for us all.

At the same time, as we expanded into new countries, we became even more aware of the responsibility we carry in how we communicate regenerative food systems and experiences. Restaurants have a unique role as a conduit for connection, and we see ourselves as a bridge to share the voices and stories behind the food we serve. However, as we scale, we also face a fundamental challenge: how to grow responsibly while staying true to our mission. The tension between expansion and sustainability is real, and we do not have all the answers yet.

But by confronting these challenges with honesty and curiosity, we hope to take steps toward solutions that align with our values.

One of the most defining moments of the year was the opening of our Jakarta store. With the concept of “Oneness through Biodiversity” at its core, we hoped to create an experience where every touchpoint with our guests would encourage reflection on the beauty and importance of biodiversity—just as we did when launching our Tokyo store. Working alongside Indonesia’s dedicated regenerative producers and artisans, we developed a unique Jakarta menu that highlights their craft, allowing us to serve food that carries a message of Oneness.


Yosuke Masuko

Beyond our restaurant expansion, another major milestone was the successful opening of both our Central Kitchen and cheese factory in Vietnam. Just a few years ago, we had to postpone these plans due to uncertainties and resource constraints. Today, seeing these facilities come to life is a testament to our commitment to scaling with purpose. These spaces not only enhance operational efficiency but also serve as hubs for innovation—allowing us to further develop regenerative sourcing, optimize circular material usage, and explore energy solutions that align with our sustainability aspirations.

Our sustainability roadmap workshop further deepened our awareness of the environmental impact of larger operations. Through these discussions, we reaffirmed our focus on circular energy and material usage, as well as regenerative sourcing. We recognize that every decision we make—from ingredient selection to supply chain logistics—has an impact, and we are committed to being more mindful and proactive in mitigating harm while actively contributing to ecosystem restoration.


Sanae Masuko

Meanwhile, our Tokyo and Bangalore stores, which opened at the end of 2023, received a warm welcome from their respective communities, allowing us to deepen our Oneness journey in new and meaningful ways.

In Tokyo, to further embody the concept of “Oneness: Earth to People”, we introduced Tour 4P’s, a small yet heartfelt initiative that extends beyond the restaurant to foster deeper experiences. Together with our guests, we visit our Oneness partners (farmers and producers), engage in harvesting, share conversations, and cook with the freshly gathered ingredients. Through these hands-on experiences, we hope to bring the philosophy of Earth to People closer to daily life, making it something that is felt rather than simply understood.

Our Indiranagar store in Bangalore continues to grow steadily. As we explore future expansion, we are actively seeking new partnerships with diverse producers across India, not just in Bangalore, in an effort to fully embrace Oneness in Diversity. We are continuously learning how to respect and celebrate India's rich food cultures while deepening our commitment to sustainable sourcing and local collaborations.

Building upon the small but meaningful steps we took last year, we remain committed to furthering our regenerative efforts. This includes strengthening waste reduction initiatives, enhancing local supply chains, and shifting our focus beyond just reducing environmental impact to actively restoring and enriching natural ecosystems.



Yosuke Masuko (left) & Sanae Masuko (right) inspecting the construction of Pizza 4P's in Bengaluru, India

At the same time, we are fully aware that even our existing sustainability goals remain a challenge. The path to true sustainability is not linear, and doubts, setbacks, and difficult trade-offs are part of the process. There are moments when we question whether our efforts are enough, whether we are moving fast enough, or whether our approach is truly making a difference. However, by embracing the difficult questions and setting bold aspirations, we hope that the challenges ahead will become clearer and more actionable, allowing us to work together with our internal and external partners to find collaborative solutions and shared responsibilities.

Despite the many unknowns, we believe that small actions, taken consistently, can lead to meaningful change. Through this report, we reaffirm our commitment to continuous learning and transparency, with the hope that more people will resonate with this vision and walk alongside us in shaping a better future.

Ultimately, we aspire for sustainability to go beyond being a goal—to become a way of life that naturally embodies Oneness. A world where food brings people together, gratitude is shared, and harmony flourishes.

Thank you for being part of this journey with us.

With heartfelt gratitude,

Yosuke Masuko
Co-Founder, CEO

Sanae Masuko
Co-Founder, DCEO

About 4P’s Corporation

What started as a simple pizza restaurant in a local alley in Ho Chi Minh City back in 2011, Pizza 4P’s has now grown to 40 locations throughout Vietnam, Cambodia, India, Japan, and Indonesia.

Each of our restaurants is driven by our concept of “Oneness”, whereby the simple act of sharing a delicious meal fosters connections between nature,



Thien Sinh Farm in Don Duong, Vietnam



Pizza 4P’s Trang Tien in Hanoi, Vietnam

farmers, chefs, and all living beings. Ultimately, this cultivates a sense of compassion, gratitude, happiness, and appreciation for all forms of life.

We operate our own cheese factory in Lam Dong Province in Vietnam, which produces most of the cheese consumed in our restaurants in Vietnam and Cambodia. On top of this, we also create house-made cheese in our Cheese Rooms located in Japan, India, and Indonesia. Lastly, we supply cheese and frozen products to other restaurants, hotels, and supermarkets around Vietnam.

4P's Corporation also operates 3 locations of Ippudo, a Japanese ramen restaurant, as well as a coffee shop named About Life Coffee Brewers – our franchise of the Tokyo-based coffee shop. Lastly, we run our own coffee shop under the name Café 4P's in Ho Chi Minh City.

Our head office is located in Ho Chi Minh City, and we have offices in Hanoi, Da Nang, Phnom Penh and Bangalore. As of December 2024, the total number of Partners—which we call employees—in all of our restaurants and offices is 3,780 Partners.



Partner Training at Pizza 4P's Hai Ba Trung in Ho Chi Minh City, Vietnam

About this Report

This Sustainability Report focuses on the environmental, societal and governance impacts of the brands, divisions and partners of 4P's Corporation. In this report, we have included key and detailed information about our performance in areas of food safety, sourcing, social, community, waste, natural resources and carbon footprint.

This report references international standards for sustainability reporting including those by the Global Reporting Initiative (GRI) and United Nations Research Institute for Social Development (UNRISD). On top of this, we also share stories, challenges and insights we have learned throughout our sustainability journey.



Fresh Pasta at Pizza 4P's Saigon Pearl



Cheese making Partners
at Pizza 4P's Bengaluru, India

Burrata Fruit Salad at
Pizza 4P's Bengaluru, India

Our Progress in 2024

Countries of operation
25% Increase

2023

4

2024

5

Number of Pizza 4P's stores
18% Increase

2023

34

2024

40

Number of Pizza 4P's Delivery Hubs
60% Increase

2023

5

2024

8

Tonnes of cheese produced
1% Increase

2023
322

2024
324

Number of pizzas served
35% Increase

2023
3,024,871

2024
4,088,181



Partners at our Cheese Lab in Pizza 4P's Bengaluru, India

Number of guests
18% Increase

2023
4,858,627

2024
5,741,944

Number of WOW Scores—the highest guest satisfaction score—since 2011
9% Increase

2023
15,523,442

2024
16,922,799

Number of Partners
22% Increase

2023
3,106

2024
3,780

Number of suppliers
31% Increase

2023
522

2024
684

New Pizza 4P's Locations

Pizza 4P's Au Co, Hanoi, Vietnam
A flagship restaurant that embodies the spirit of Oneness. Nestled in a city celebrated for its warmth, this multi-level restaurant offers a unique sensory journey, fusing Earth-inspired materials with a commitment to sustainability. Every detail – from the thoughtfully crafted cuisine to the inviting atmosphere – reflects the interconnectedness of all beings on Earth, bridging the relationship between the Earth and its people.

Pizza 4P's Taisei Square, Hanoi, Vietnam
This restaurant serves as a meaningful bridge between the rich cultural craftsmanship of Japan and Vietnam. As you step inside, you'll be enveloped in a serene ambiance, featuring deep indigo walls and wooden floors scattered with logs, each element telling a story of connection and shared heritage.

Pizza 4P's Vincom Plaza 3/2, Ho Chi Minh City, Vietnam
The restaurant is a narrative of how thoughtful design fosters profound connections. Upon entering, you'll find yourself in a cave-inspired interior, where curves and natural stone textures create a mythical atmosphere that gently pulls you away from the modern world. Inspired by ancient gathering places, this environment invites you to pause, reconnect with nature, and engage with those around you, embodying the essence of Oneness.



Pizza 4P's Taisei Square

Pizza 4P's Vincom Grand Park, Ho Chi Minh City, Vietnam
The restaurant draws inspiration from the charm of traditional Vietnamese courtyard houses. In Vietnamese culture, a home is truly complete only with a garden, symbolizing the deep connection between people and nature. The courtyard serves as more than just a garden; it's a vibrant gathering space for communities and neighbors to connect.

Pizza 4P's Indonesia, Jakarta, Indonesia
The restaurant opened its doors in December 2024, bringing our dream of happiness through food to a land rich in biodiversity. Known for its ancient rainforests, vibrant coral reefs, and countless islands, Indonesia is a treasure trove of life's endless variety. At 4P's Indonesia, every dish tells a story of Earth's blessings, celebrating local ingredients while honoring sustainable practices that reflect our connection with all living beings. Here, you'll find a "museum" showcasing the beauty of biodiversity through a visually artistic display.



Pizza 4P's Au Co

Awards and Features



Ron Fernandez, 4P's Director of Marketing at the Vietcetera Flavors Awards

Best Pizza Awards 2024
Pizza 4P's stands at #69 in the top 100 at The Best Pizza Awards 2024. As the only representative from Vietnam and one of just 20 Asian restaurants honored, this recognition means the world to us, acknowledging our commitment to spreading happiness through pizza.

Vietcetera Flavors Awards 2024
Pizza 4P's is honored to receive two awards at the Grand Prize – Flavors Awards 2024, presented by Vietcetera: Green F&B Product of the Year and F&B Campaign of the Year for our "Message of Gratitude" campaign. These awards, nominated by the public, celebrate the F&B businesses that have become local favorites by consistently providing exceptional food, drinks, and experiences.

Japan Cheese Awards 2024
Our Burrata cheese has captured a silver prize in the Japan Cheese Award 2024. This recognition not only underscores our passion for crafting exceptional cheeses but also motivates us to continually push the boundaries of quality and taste.

HR Asia Best Companies to Work for in Asia 2024
Pizza 4P's has been honored as one of the "HR Asia Best Companies to Work for in Asia 2024" in Vietnam. It is an honor to be recognized for our endless efforts to foster a diverse, equitable, and inclusive workplace, reflecting our ongoing vision to "Make the World Smile for Peace".

Featured in WIRED Magazine
Pizza 4P's Cambodia has been featured in the article "Regenerative Cities of Tomorrow" in WIRED Magazine, America's leading magazine on technology, science, culture, and innovation. This recognition captures our journey with two zero-waste stores in Cambodia, demonstrating our commitment to raising awareness about waste reduction among our guests and Partners.

Impact Summary: Regenerative Food System

Key Numbers

50%
Locally produced ingredients in use

24%
Sustainably produced ingredients in use

93%
Cage-free eggs in use (601,248 total eggs)

+

3 Regenerative Food campaigns highlighting our Zero-Crab Spaghetti, Peace Harvest Pizza and Patagonia Regenerative Organic Wheat

YUM Organic Farm in West Java, Indonesia

Impact Summary: People-centric Happiness

Key Numbers

4.10/5.00
Baseline Happiness Score

108
Promoted Partners

239
Training and coaching classes with 66 different topics



Pizza 4P's Bengaluru, India

12,562
Meals from food rescued through VietHarvest

Impact Summary
Sustainable Operations

Plastic waste shown during the recycling process at Trash is Nice in Phnom Penh, Cambodia

Key Numbers

10%
Reduction in consumption rate of electricity, water, and gas usage per guest was achieved compared to previous years

1,560
pieces of equipment with IOT monitoring across all our stores in Vietnam

84%
Average diversion rate from landfills in our 03 Zero-waste stores

43
Tonnes of food repurposed into animal feed

+

LEED Gold certification was achieved for the interior design and construction of Pizza 4P's Lotte West Lake in Hanoi, Vietnam

From the outset, Pizza 4P's has operated as a values-driven company, with a mission rooted in our Founder Yosuke Masuko's personal journey toward finding happiness and inner peace. It was a journey born out of tragedy—the loss of a dear friend to suicide—which led Masuko to deeply question the very nature of true happiness.

As he searched for answers, he stumbled upon an unexpected catalyst. Masuko built a wood-fired pizza oven in his backyard for all his neighbors to enjoy food and moments of connection and happiness. These simple gatherings sparked a revelation: perhaps small triggers of joy could lead to deeper, long-lasting contentment

and harmony within individuals and communities at large. By 2011, alongside his wife Sanae Masuko, together they founded Pizza 4P's in Ho Chi Minh City, driven by the mission to "Make the World Smile for Peace". Today, Pizza 4P's remains dedicated to spreading happiness and peace, one pizza at a time.



Back in 2011, installing the pizza oven at our first restaurant on Le Thanh Ton street in Ho Chi Minh City, Vietnam

By aligning its values with sustainable practices, hope lies in inspiring compassion, care, and thoughtfulness toward each other and our planet, ultimately fostering a positive cycle of inner peace and global harmony.



Donating meals during the COVID-19 Pandemic in April 2020

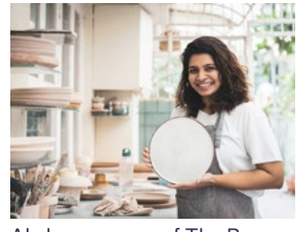
As we embark on our journey, the foundational vision of Pizza, Peace, and Sustainability guides our every step. From the construction of our restaurants to the sourcing of the ingredients, Pizza 4P's is committed to aligning its operations with the pursuit of environmental stewardship and the well-being of both its partners and the communities that it serves.

Why “Oneness”?

Oneness is the profound understanding that all life exists in a harmonious connection between the soil that nurtures our ingredients, and each person who encounters on this journey. This meaningful philosophy is essential to our long-term vision of Making the World Smile for Peace.



Mr.Tan from SFF Farm in Nam Can, Ca Mau Vietnam



Akshaya, owner of The Burrow Pottery in Ahmedabad, India

Our gratitude flows in a beautiful cycle between the Earth that provides our ingredients, the producers who nurture them, the chefs who transform them with care, our service Partners who share with joy, and lastly our guests who complete this circle of connection. We believe that everything is connected, and nature demonstrates this on a daily basis. Nutrients flow from soil to plant, plant to person, person to person and eventually back to Earth. By recognizing these deep interconnections, we cultivate genuine gratitude that empowers us to spread goodness to others.

In each region where Pizza 4P’s operates, the concept of Oneness is adopted uniquely to resonate with the local culture and values. In Vietnam, Oneness is embraced with the concept “Find Your Happiness”, emphasizing the interconnectedness of individuals and the pursuit of happiness through connections to others and the world. In Cambodia, Oneness is reflected in “Compassion through Zero Waste” intertwining environmental sustainability with compassion, illustrating a harmonious link between caring for the environment and the community.



A worker at YUM Organic Farm in West Java, Indonesia

In Japan, we embody Oneness as “Earth to People”, which highlights the symbiotic relationship between nature and humanity, emphasizing environmental stewardship and community well-being. In India, we embrace Oneness in Diversity, recognizing the interconnectedness and cultural richness present in the country, promoting unity through diverse cultures.

Now open in 2024, Indonesia’s approach focuses on Oneness through biodiversity, underscoring the importance of diverse ecosystems, emphasizing the necessity for environmental conservation and preservation.

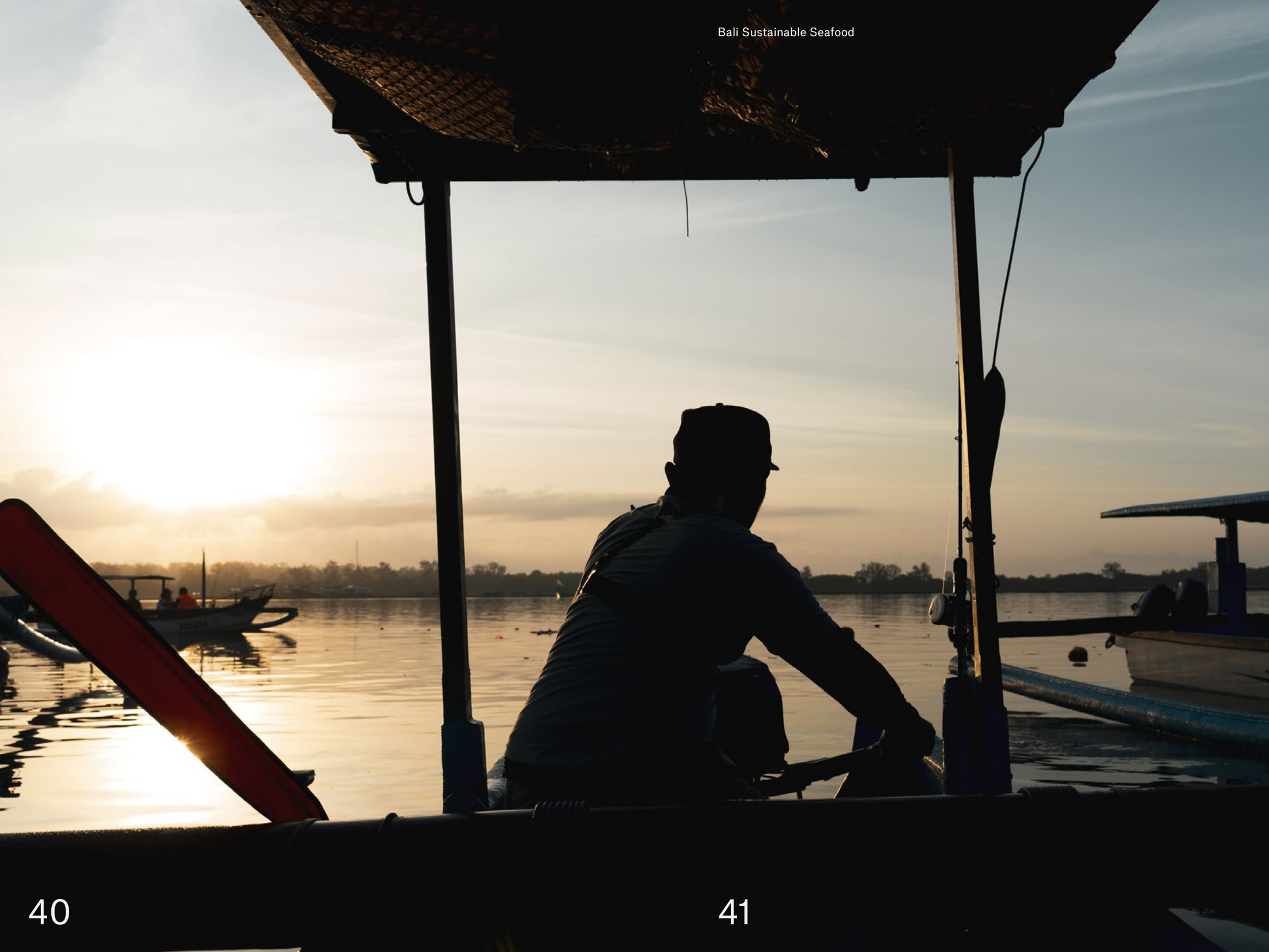
This understanding drives us toward our ultimate mission: sharing happiness and inner peace with everyone we meet. The beauty of Oneness is its universality – it’s not just a philosophy that we, Pizza 4P’s, practice, but a truth that connects us all, creating a world where every interaction nurtures the whole.



Cows feeding at a Dairy Farm in West Java, Indonesia



House-made Cheese at Pizza 4P’s Indonesia in Jakarta, Indonesia



Understanding of Sustainability

In 2024, the company took a moment to reflect on its values and vision. We reviewed our journey of sustainability, planned for the future and further integrated the principles of pizza, peace, and sustainability into our operations.



Symbiosis in Development (SiD)
Co-creation Workshop

Over the years, we have tried to implement various other sustainability initiatives, like installing solar panels, building worm composting bins at the restaurant sites, and developing delicious plant-based dishes. We have been sharing our progress and milestones through the sustainability reports since 2020. While these reports highlighted our achievements, we realized our existing efforts were not enough to fully realize our larger ambition.

We partnered with Except Integrated Sustainability, experts in systemic sustainability, to re-evaluate our practices, identify gaps, and develop a transformative strategy to support our global expansion. This process was not just about adding a new sustainability program; it required honest reflection and deep questioning to drive fundamental change.



Strategizing at the Symbiosis in Development (SiD) Co-creation Workshop

Together with Except, we re-examined the definition of sustainability. We came to a shared understanding that it is not a checklist or an item, but rather a complex, interconnected system where all elements flourish harmoniously and resilience is built without depleting resources. This meant carefully examining how our operations interact with the surrounding community, and how every decision could contribute to a collective, sustainable future.

We questioned our assumptions, challenged our practices, and gained valuable insights into our ambitions and current impacts. This allowed us to envision the positive ripple effects we can create beyond our own business – for our guests, neighbors, community, and the planet.



Road mapping at the Symbiosis in Development (SiD) Co-creation Workshop

System analysis mapping at the Symbiosis in Development (SiD) Co-creation Workshop



New 2030 Vision Statement

By 2030, 4P's will be recognized as the most inspiring global F&B brand, spreading happiness and positivity from people to people, community, and the Earth. Through memorable experiences, innovative and sustainable practices, creativity, and art, we aim to connect communities, foster a culture of compassion, unity, and inspire personal growth.

Our commitment to making a positive impact goes beyond our business – it's about creating a movement that nurtures happiness, peace, and well-being.

To realize the vision, we have pinpointed three strategic areas where we will concentrate our efforts and drive innovation:

1 Regenerative Nature

Establishing a sourcing strategy that supports and endorses regenerative agriculture practices to enhance soil health, biodiversity, carbon capture, and resilience in the agriculture and food system, while maintaining and even enhancing product quality. We will proactively communicate to raise awareness and inspire behavioral change.

2 People-Centric Happiness

Developing a purpose-driven, inclusive, and diverse workplace where Partners can develop their "happiness skills" and find mental and physical fulfillment aligned with our vision. This will be achieved through personalized career development, competitive wages and benefits, and initiatives that promote mental and physical well-being.

3 Sustainable Operations

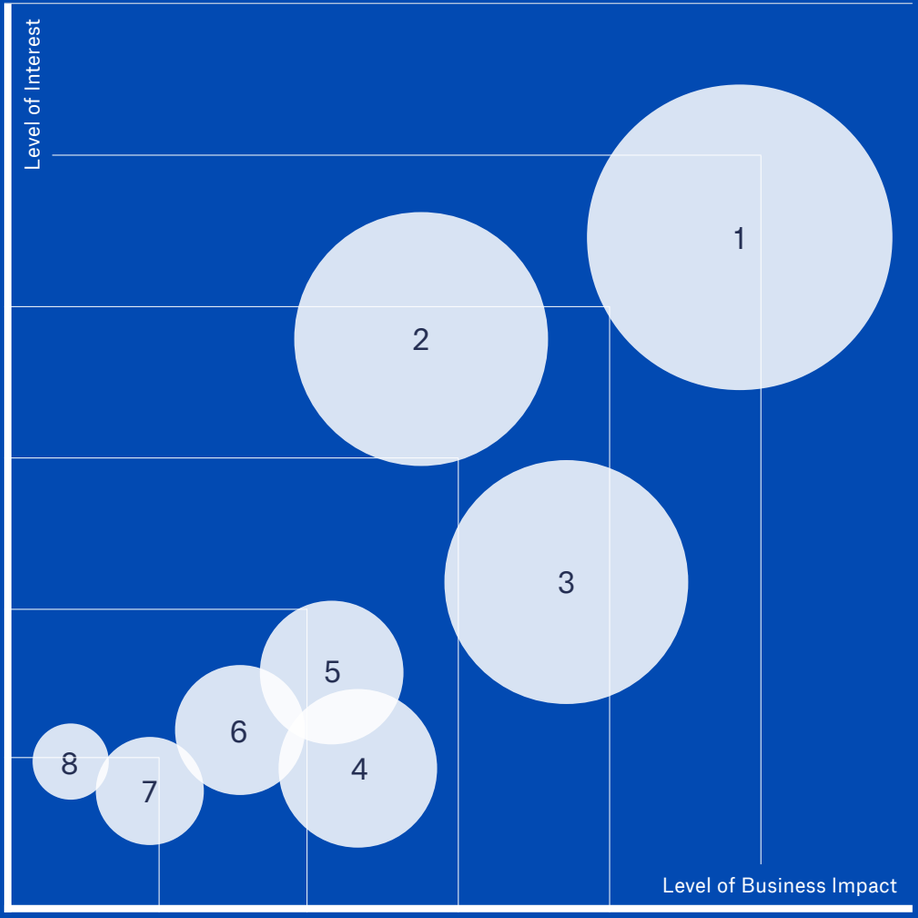
Implementing a comprehensive compliance framework to actively monitor and manage environmental, climate, and social risks, ensuring transparency and accountability in all our operations. We will strive for energy-efficient, resource-saving, and environmentally responsible practices in our buildings and operations.

This journey will require rigorous focus, innovation, and a commitment to building measurable impact. By concentrating our efforts in these three strategic areas, we are confident in our ability to make a meaningful difference and create a ripple effect of positivity that resonates far beyond ourselves.

Materiality Review

Topics

1 Waste Management
2 Physical & Mental Health for Employees
3 Diversity, Inclusion & Equity
4 Green Building
5 Labor Practices & Compliance
6 Sustainable Agriculture to promote Biodiversity
7 Energy & Water Management
8 Climate Change



We conducted a materiality review in alignment with our company's new sustainability direction. This survey, which engaged over 3,000 stakeholders, was instrumental in shaping Pizza 4P's sustainability initiatives and strategic priorities for the future. By delving into the interconnectedness and impact of various issues within our operational scope and the broader socio-environmental landscape, this review ensured a comprehensive understanding of the most relevant topics for our stakeholders and our sustainability performance.

Through this engagement, Waste Management emerged as a top priority, reflecting the growing concern for waste reduction and responsible disposal in the rapidly evolving countries where we operate. Social Well-being, with a focus on employee well-being, mental health, and Diversity, Equity, and Inclusion initiatives, remains a critical area, particularly among our Partners.

Furthermore, Sustainable Agriculture was underscored by guests and suppliers, emphasizing the importance of biodiversity preservation and sustainable farming practices to foster a resilient food system. Green Building practices also retained significant attention, highlighting the need for environmentally conscious construction and operation practices.

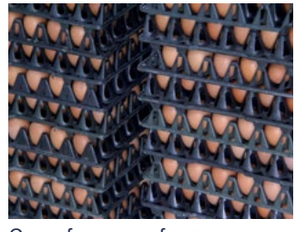
These results ensured our priorities were not only responsive to stakeholder concerns but also strategically integrated across the core pillars of our sustainability vision.

Our strategy centers on endorsing and supporting regenerative agriculture practices to bolster soil health, biodiversity, carbon capture—as well as encouraging resilience in the agricultural and food sectors—all the while maintaining and enhancing the quality of our product.

By engaging in proactive communication efforts, we aim to raise awareness, create opportunities for behavioral shifts and inspire others. Integral to this strategy, we are focused on mindful sourcing, creation of seasonal and regenerative dishes, and compelling menu storytelling.



Kiyotaka Yamaoka at Lang Biang Coffee Project

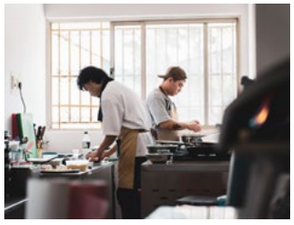


Cage-free eggs from Tamago Cage-Free Egg Farm

Food is the heart of our business, and our food experience should mirror our commitment to sustainability. Firstly, food safety remains a strategic priority, paramount to ensuring the well-being of our customers and communities. By aligning our food safety practices with our overarching sustainability vision, we can amplify our positive impact.

Secondly, we understand that the current global food systems are inherently complex and multifaceted. Globally, food production accounts for around one-quarter of total greenhouse gas (GHG) emissions, and intensive farming practices such as monoculture and factory farming further degrade soil, increase pesticide use, and harm delicate ecosystems. This underscores the urgent need for transformative change. On the other hand, the food systems in the regions where we operate are deeply meaningful, and intricately woven into the fabric of local livelihoods and community well-being. In this region, we are able to discover the harmony of farming with nature, particularly in the context of regenerative agricultural practices.

Therefore, our focus revolves around advocating for and supporting regenerative agricultural practices that enhance soil health, biodiversity, carbon sequestration, and overall resilience in the agricultural and food sectors while ensuring product quality.



Test Kitchen at Pizza 4P's Bengaluru, India



Partner training at Pizza 4P's Bengaluru, India

Strengthening Food Safety Foundation

Our commitment to food safety is woven into every stage of building and operation. The active involvement of our Quality team in the design of new sites ensures operations with reduced risks, a requirement now embedded in all new and existing locations. We continue to conduct monthly audits of all our sites, carried out by both our in-house team and third-party verifiers, which allows us to keep up to date with the latest best practices and continue to improve. Moreover, we have expanded our focus to more offsite monitoring, which focuses on empowering leaders to take proactive steps in controlling food safety risks. This comprehensive approach not only allows swift identification and resolution of issues but also addresses system improvement for better food safety management.

Key Numbers

0

Cases of food safety violations

2,108

Food safety E-learning program participants

69 Hours

Food Safety Management Training for 1,150 Partners

As our organization expands, our quality assurance team has made significant advancements to uphold the highest safety standards, particularly at our Production sites. We have increased the number of specialized personnel dedicated to ensuring compliance with regulatory requirements and industry best practices. This includes meticulous review and enforcement of our Standard Operating Procedures (SOPs) and stringent food quality control measures.

Importantly, we have invested in training programs and targeted project initiatives to foster a culture of food safety across our organization. Our Partners undergo comprehensive Food Safety courses as part of their career progression, providing them with updated knowledge and facilitating collaborative discussions on operational challenges. By empowering our teams with knowledge, tools, and problem-solving capabilities, we drive continuous improvement in our food safety practices.



Lenger MSC Clam Site in Hai Phong

Mindful Sourcing

*For a more in-depth analysis of each region, please refer to the Appendix.

The sourcing profiles for our Local and Sustainable initiatives, categorized by purchasing value for each region, are presented below.*

Our local and sustainable sourcing performance has remained consistent across our operations in Vietnam and Japan, maintaining the stable sourcing of those suppliers compared to the previous year. On a more positive note, we have made significant strides in enhancing our local sourcing in Cambodia, achieving a notable 10 % increase. Our expansion into India has been marked by the establishment of a supply chain, with 39 % of products being locally produced and 21 % being sourced through sustainable practices.

Key Numbers

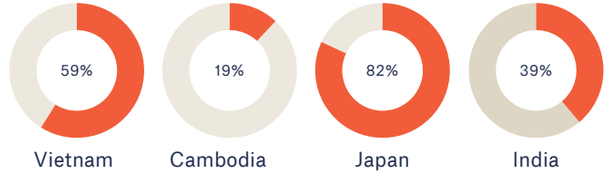
50%
Locally sourced ingredients for all regions

24%
Sustainably produced ingredients for all regions

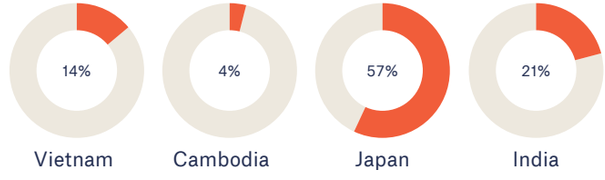
93%
Cage-free egg used for all regions (601,248 total eggs)

Transforming our food system to be more sustainable is a complex challenge. The process requires a deep understanding of the interconnected systems involved, as well as collaborative and continuous communication among all stakeholders. By building strong partnerships and increasing the integration of data and planning, we can navigate these challenges more effectively.

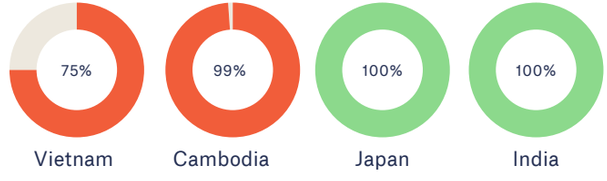
Locally Sourced Ingredients



Sustainably Produced (With third-party certification or 4P's supplier audit)



Cage-free Eggs



+ Pizza 4P's Indonesia opened late in 2024, so data will be compiled and presented in the following report in 2025.



Mr. Hoan from Tamago Cage-Free Egg Farm

Resilience Partnership with Producers

At the core of our sustainability ethos lies a commitment to cultivating a transparent, direct, and resilient supply chain. By prioritizing open and honest communication, we nurture enduring relationships that transcend mere transactions, fostering an environment conducive to innovation, creativity, and the integration of circular economy principles.

We are deeply grateful to our expansive network of sustainable producers and suppliers around the globe. We actively support suppliers who specialize in organic certified, biodynamic, natural farming, or chemical-free products across Vietnam, Cambodia, India, Japan, and Indonesia. By promoting regenerative practices focused on soil health, our farmers implement techniques like minimal tillage, cover cropping, and integrated livestock and agroforestry systems.



Coffee Cherry Washing Process at Lang Biang Coffee Project



4P's Partners visit Dalat Hasfarm in Lam Dong, Vietnam

For example, Thien Sinh Farm demonstrates a regenerative cycle utilizing integrated vegetable and livestock systems, fostering nutrient cycling, and improving soil health. Moreover, farm management strategies employed by producers like Dalat Hasfarm and Orlar showcase the potential to minimize environmental impact through techniques like precision water management, on-farm composting, and the utilization of renewable energy to optimize resource usage and foster a more sustainable operation.

In the realm of responsible fish and aquaculture, we prioritize partnering with suppliers holding certifications such as Aquaculture Stewardship Council (ASC) and Marine Stewardship Council (MSC) to ensure sustainable sourcing. Additionally, we collaborate with local suppliers adhering to traditional, low-impact fishing methods, safeguarding delicate marine habitats.

Aligning with our values, we prioritize sourcing cage-free eggs and are committed to increasing our use of free-range animal

Thien Sinh Farm in Don Duong, Vietnam

products and local breeds. This approach guarantees the animals in our supply chain are treated with respect and given the opportunity to thrive in harmony with their natural environments. We are grateful to our cage-free suppliers including Sunny Farm, Green Connect, Tamago Co Ltd., TNBP cooperative, Eggcellent, 10a Kobayashi Farm, and Sai Happy Farms.

Our proactive engagement includes regular on-site visits and comprehensive farm assessments with our key strategic partners, enabling us to intimately understand their unique challenges and work together towards truly sustainable solutions. Furthermore, we steadfastly uphold the significance of celebrating provenance and traceability, proudly sourcing from suppliers who have demonstrated a commitment to full transparency, environmental stewardship, and the unwavering protection of human rights across their supply chains.



Green Connect cage-free egg farm

Our Regenerative Cycle

Our regenerative cycle is a closed-loop system that nourishes both the land and the people it serves. It begins at Thien Sinh Farm (1) where organic vegetables are grown in healthy, vibrant soil. This same soil sustains the cows that provide the milk for our cheese factory (2), where we make our house-made cheese. These ingredients arrive at our restaurants (3), where they are used to create our dishes!

However, the cycle doesn't end there. Food waste (4) and whey byproducts (5) are returned to the farm, where they can become compost (6) or feed livestock, such as pigs (7). Animals play a crucial role in transforming food waste into natural fertilizer, fostering a healthy microbial community (8), enriching the farm's soil, thus completing the regenerative cycle.



Toufan Gifari
YUM Organic Farm

“Of course, a portion of our harvest is inevitably affected by pests, but we consider this our contribution to the natural ecosystem.”

Toufan Gifari

YUM Organic Farm in West Java, Indonesia

To foster soil biodiversity and health, we partner with regenerative farmers dedicated to enhancing their natural environments through organic practices. Their meticulous focus on microorganisms and soil ecology promotes sustainable agriculture for future generations. We recently had the opportunity to interview Toufan Gifari, the manager at YUM Farm, who shared his passion for farming and his vision for revitalizing Indonesia’s genetic resources.

4P’s
Toufan Gifari

Can you tell us the origin of YUM organic farm?

YUM was shortened to Yayasan Usaha Mulia (YUM) – Foundation for Noble Work that works to empower children, families, and communities in Indonesia to lift themselves out of poverty.

YUM Organic Farm was first conceived in 2009. Initially, this organic farm was started by children from YUM’s orphanage, with the main goal of fulfilling the orphanage’s food needs. However, as the orphanage program phased out in 2010, YUM Organic Farm transformed itself into a commercial operation, with all its revenue directed to YUM to support its social programs and social mission in community development (serving as a training platform for interns, partnering with local farmers, etc.)

4P’s
Toufan Gifari

Can you share a bit about yourself?

Before joining the farm, I had a research background in Biotechnology from Al-Azhar University. After graduation, I initially pursued a career outside my academic field. However, the onset of COVID-19 prompted me to reflect and revisit an idea I had conceived during my college years: Shiitake mushroom cultivation. One of my friends from the same spiritual brotherhood introduced me to YUM’s board of directors. I presented my research findings for the Shiitake mushroom project, which led to a commitment to collaborate.

Since then, while working on the Shiitake mushroom project, I have also been assisting in managing YUM's organic farm. With my background in biology, adapting to the world of organic farming was relatively easy. Moreover, my ideas and vision strongly align with YUM's agricultural initiatives. Beyond the business aspect, organic farming requires a deeper and more holistic intention to create a positive impact on the environment and the world we live in today.



Organic baby corn at YUM Organic Farm

(4P's) How is food grown in YUM farm?
(TG) In short, we implement an organic farming system (without pesticides or chemical fertilizers). We produce our own pest repellents and compost fertilizers using organic materials, following the principle of "from nature, back to nature". Of course, a portion of our harvest is inevitably affected by pests, but we consider this our contribution to the natural ecosystem.

At the beginning of 2023, we upgraded our organic farming system to a natural farming system. In Japan, this method has been extensively studied and shown to have better long-term effects. As a result, we decided to learn directly from a Japanese expert in natural farming, exploring various cultivation techniques and organic inputs such as pest repellents and fertilizers.

(4P's) What is your approach to soil health management?
(TG) The land we currently use for agricultural production covers 7,000 square meters, but we have only cultivated around 3,500–4,000 square meters so far. This land was previously used for conventional rice farming with non-organic methods for decades. As a result, the soil is in a critical condition, lacking essential minerals, and the compact soil structure makes it difficult for root crops to grow, as their roots struggle to penetrate the hardened soil. For over 10 years, our lead farmer has applied organic farming methods using compost, but the soil's condition has not improved significantly.

After learning about natural farming, we began implementing several techniques to restore the soil. One of our methods involves utilizing leftover mushroom-growing substrate (wood waste used as a mushroom-growing medium), which we call Kashmur. We spread Kashmur over every raised bed to increase the organic matter in the soil.

We also use beneficial soil fungi, specifically mycorrhizae, to restore the biotic and abiotic elements of the soil. Mycorrhizae play a crucial role in carbon storage within the soil and form a mutualistic symbiosis with plant roots, enhancing their ability to absorb nutrients and water. As the soil gradually improves, earthworms begin to return, further helping to loosen and aerate the soil – bringing it back to a healthier state, as we see today.



YUM Organic Farm

(4P's) What is the main obstacle you faced in organic farming?
(TG) First, organic farming is highly dependent on nature. During certain seasons, the seeding and seedling process can be disrupted by extreme weather or specific pest attacks caused by seasonal changes. Currently, we try to overcome these challenges with various approaches, such as increasing planting plans by 20-30 percent to reduce the risk of crop failure, or preparing a fermented solution made from milk and seawater to prevent virus-related plant diseases, etc.

Secondly, a significant challenge we face is the public perception of sustainable and organic agricultural products. There have been negative incidents related to food transparency, including cases where non-organic foods were falsely labeled as organic, resulting in diminished consumer trust. However, through many awareness efforts, I see this as a positive growth in demand and development for the organic vegetable industry in Indonesia.



Workers at YUM Organic Farm



Organic arugula from YUM Organic Farm

Organic beetroot from YUM Organic Farm
in West Java, Indonesia



Organic beetroot from YUM Organic Farm

Thirdly, at the moment farmers in Indonesia are very reluctant to transition from conventional farming to organic farming, as they are accustomed to using chemical inputs in the production process to achieve high yields, and lack awareness of the harmful effects on the local ecosystem and accelerates soil degradation. Therefore, our farm actively offers internship programs and is open to young aspiring farmers free of charge. We also run educational farm visits for schools that want to engage in hands-on learning.

(4P's) What are your thoughts on maintaining and strengthening biodiversity? As a farmer, how do you demonstrate it in your work?
(TG) Not only at a professional level, but I also have to instill the mindset of preserving biodiversity within my own small family. And it's not just about biodiversity – I firmly believe that God created every creature perfectly, each with its own uniqueness.

The same applies to plants – sago is a source of carbohydrates in tropical regions, while wheat serves that role in temperate climates. This mindset is something I will always share with my fellow farmers and everyone I meet.

As a farmer who understands the mission of life, I always instill gratitude for every harvest we receive, especially among the farmers at YUM Organic Farm and those who attend our organic farming workshops. By starting with gratitude, we can truly appreciate every gram of produce harvested. We express this appreciation through dedicated efforts to produce our own seeds via a "seed-saving" process – allowing some crops to grow beyond their harvest stage so they can flower and produce seeds, which we then conserve using traditional methods.

(4P's) What is your belief in farming, or in the vitality of vegetables, or in the roles of the farmers?
(TG) The profession of farming in Indonesia is translated as "PETANI". PETANI is an acronym for "PE – PENYAGGA, TA – TATANAN, NI – NEGARA INDONESIA", which translates to "the pillar of Indonesia's national order".

From a farmer's perspective, no being – whether human, plant, animal, microorganism, wind, soil, water, or light – is superior or dominant over another. I believe that everything exists within its rightful portion. As beings gifted with intellect, humans are meant to manage and benefit from nature, not exploit or dictate how it should function.

In my belief, being a farmer means upholding the balance of the world, ensuring its cycles continue uninterrupted. I believe that organic and natural farming methods are the only approaches that come closest to the ideal agricultural system today. The solution is to work in harmony with nature's intended processes – planting more when shortages are anticipated and planting just enough when nature provides in abundance.



YUM Organic Farm in West Java, Indonesia

Exploring Oneness in Menu Storytelling

As an F&B business, we are aware that menus – the first point of connection between our restaurants and guests – could become a powerful medium for sharing the essence of who we are and what we believe in. For each menu, we carefully curated dishes that represent the regions, fitting the dietary choices of the regions, and promoting mindful consumption choices.

Our Vietnam menu insert shared our "Farm to Table" story, connecting diners with the origins of our housemade, fresh ingredients and highlighted our green corners and sustainable sourcing from local suppliers.

In Cambodia, our menu emphasized our "Zero Waste" philosophy, detailing our journey toward becoming fully zero-waste restaurants through store designs with local, upcycled furniture and meticulous sorting of 20 waste types, while drawing inspiration from local producers.

Pizza 4P's Tokyo introduced our first Dictionary Menu Book, sharing the thoughtful details that shaped the Pizza 4P's experience and embodied our "Oneness—Earth to People" philosophy, connecting guests to the farmers and artisans behind our vision.

In India, we embraced "Oneness in Diversity", reflecting the rich tapestry of languages, traditions, and culinary heritages, with our menu showcasing the collaboration between Vietnamese, Indian, Italian, and Japanese craftspeople.

Indonesia marked the latest chapter in our journey, where our Dictionary Menu highlighted our commitment to regenerative practices under the theme "Oneness through Biodiversity", demonstrated through partnerships with local farmers and craftsmen whose mindful cultivation enhances biodiversity and nurtures our planet.

For each of these global menus, we were able to develop some signature dishes that encapsulate sustainability, creativity, and heritage culture inspired by the five nations of Vietnam, Japan, Indonesia, India, and Cambodia. Each story here represents a unique story that resonates with the principles of sustainability and cultural preservation, fostering tangible benefits for both the ecosystem and the communities it serves.



Peace Harvest Pizza

*The estimate that wasting 1 kg of food can produce approximately 2.5 kg of CO_2 equivalent emissions is derived from various studies and reports on food waste and its environmental impact.

Vietnam Oneness Menu

Peace Harvest Pizza

Our "Peace Harvest Pizza" was created by Chef Tru in collaboration with our chef Edwin Kang. In this dish, we've thoughtfully combined seasoned meat trimmings, creamy house-made ricotta from whey, tangy pickled broccoli stems, and rescued kale leaves, all complemented by a sweet glaze, fiery chili flakes, Grana Padano, and fresh spring onions. The key innovation behind this dish lies in the utilization of surplus ingredients from our other menu items: the meat trimmings, vegetable stems, and ricotta (made with whey water, a byproduct of the cheesemaking process). This surplus ingredient utilization was an idea together with VietHarvest, a nonprofit organization dedicated to rescuing food surplus and distributing it to those in need.

Estimated Impact

Approximately 600 kg of unconventional vegetable and meat parts from these dishes, avoid around 1,500 kg of CO_2 equivalent emissions* that would have resulted from waste. Additionally, proceeds from this menu supported over 3,300 meals for VietHarvest, to continue nourishing the local community.

Peace Harvest Pizza



Zero Waste Pizza

Cambodia Oneness Menu

Zero Waste Pizza

Our Cambodia menu proudly features “Zero Waste Pizza”, made with smoked fish and cage-free eggs, and elevated with a savory cricket powder spice. By incorporating cricket powder derived from crickets fed on our own pizza dough waste, we have created a closed-loop system that transforms byproducts into valuable ingredients. Additionally, the use of cage-free eggs from Eggcellent reaffirms our dedication to ethical production practices, while the inclusion of Cambodian tilapia from Cambodia Fresh Farm promotes supporting local industry growth. This dish blends modern flavors and traditional values of Khmer cuisine to create a truly holistic dining experience.

Estimated Impact

Better proteins that prioritize the highest standards of animal welfare, responsible fishing, and environmental sustainability are the highlights of this Pizza, which are: cage-free eggs, cricket powder, and use of local fish tilapia. Additionally, our supplier Ecologies repurposed 819 kg of pizza dough waste converting it into feed for Cricket.



White Ragu Gratin with Pork

Japan Oneness Menu

Regenerative Organic Wheat Pasta Dishes

Pizza 4P's Japan had an opportunity to work together with Patagonia Provisions, a renowned leader in sustainable activism, featuring pasta dishes crafted from certified Regenerative Organic wheat. This impactful standard of wheat farming goes beyond organic practices and actively works to restore and enhance the health of the soil, promote biodiversity, and improve the overall ecological balance. The pasta utilizes regeneratively farmed durum wheat and Khorasan wheat, resulting in a rich and flavorful end product. We are showcasing two delectable dishes featuring this regenerative wheat pasta with locally sourced ingredients in support of our regional producers: a white ragu gratin with pork and vegetables, and a mussel and lemon cream pasta.

Estimated Impact

Regenerative-grown wheat has been shown to improve soil structure leading to up to 30 % less erosion, increase microbial biomass by up to 50 %, and improved microbial activity can lead to a 20-30 % increase in nitrogen and phosphorus availability compared to commercial wheat*

*Based on study from "Regenerative Agriculture—Literature Review on the Practices and Mechanisms Used to Improve Soil Health"



Patagonia Provisions



Burrata Salad Pizza

India Oneness Menu

Plant-forward take on a signature dish

In a culturally diverse country, we embrace the opportunity to adapt our menu to suit local tastes and dietary preferences. We are excited to introduce a beloved 4P's signature dish, reimagined as a delightful vegetarian option for its debut in India Introducing a cherished 4P's signature dish, "Burrata Salad Pizza", transformed into a delightful vegetarian option. Our house-made Burrata, crafted with a blend of buffalo milk and cow milk, is elegantly paired with a bed of vibrant organic rocket leaves and drizzled with a tantalizing olive capers sauce. This culinary creation not only signifies our dedication to embracing small steps towards plant-forward dining but also caters to the increasing consumer demand for sustainable food choices in India.

The carefully selected locally sourced organic produce reflects our unwavering support for responsible agricultural practices and our commitment to reducing the environmental impact of our menu offerings.

Estimated Impact

More than half of the menu is adapted with vegetarian options. Notably, this vegetarian rendition stands out as the top choice among our guests in India, reflecting their preference for plant-forward dining experiences.



Seafood Pizza

Indonesia Oneness Menu

Honoring Indonesia's Biodiversity

When introducing our "Seafood Pizza" to Indonesia, we prioritize biodiversity by partnering with responsible and sustainable seafood suppliers, such as Bali Sustainable Seafood. They are dedicated to responsible fishing methods that protect marine ecosystems and promote the long-term health of fish populations. Bali Sustainable Seafood carefully selects only the healthiest catch while minimizing impacts on other marine life, and they provide full traceability of their sourcing and fishing practices. To honor the vibrant culinary traditions of Indonesia, we've crafted a homemade sambal-style sauce that infuses the pizza with aromatic spices and a delightful kick of heat. This fusion of sustainable seafood and authentic Indonesian flavors results in a truly unique and responsible pizza experience.

Estimated Impact

Our supplier promotes sustainable fishing by using traditional handline methods, which prevent overfishing by allowing each fisherman to catch only one fish at a time. They discourage trawling to protect local fish populations and biodiversity. Additionally, they also have strict catch criteria, returning undersized fish to the sea to maintain healthy populations.



Diver from Bali Sustainable Seafood

Mussel & Lemon Cream Pasta



Zero-Crab Spaghetti: Our Plant-Forward Creation for Biodiversity

As the sun dips below the horizon, casting a twilight glow across the mangrove forest located in Ca Mau where our crabs are mostly sourced, a story of interconnectedness unfolds. These coastal ecosystems, teeming with life, have long been the backdrop of one of Pizza 4P's most beloved dishes in Vietnam—Crab Spaghetti.



Zero-Crab Veggie Tomato Cream Spaghetti

Enter Edwin Kang, our Production R&D Director, whose innovative spirit has given birth to our latest creation: Zero-Crab Veggie Tomato Cream Spaghetti. This dish is more than just an option on the menu, it's a narrative of sustainability and a celebration of biodiversity.

"When I first visited the area, I looked at the mangroves, I saw more than trees and water", Kang opined, sparkling with passion. "I see an intricate web of life-crabs scuttling between roots, shrimps darting through the shallows, birds nesting in the canopy. Each species plays a crucial role in maintaining this delicate balance."

Inspired by this complex ecosystem, Kang set out to create a dish that would raise awareness about the importance of Biodiversity while offering a sustainable alternative to our classic Crab Spaghetti.

The result is a creamy tomato sauce that clings to perfectly al dente spaghetti, mimicking the rich flavors of the original dish without impacting crab populations. The secret lies in carefully selected veggie-based ingredients that replicate the sweet, briny notes of crab meat.

“We’ve used a blend of mushroom and young jackfruits mixed with red fermented tofu.” Kang explains, “Each is chosen not only for its flavor profile but also for its ability to be sustainable for food choice. It’s about creating a harmony on the plate that reflects the harmony we seek in nature.”. As diners twirl forkfuls of this spaghetti, they’re not just satisfying their appetites – but also participating in a larger story of conservation. Each bite is a reminder of the delicate balance in our natural systems and the role we all play in preserving it.

Zero-Crab Veggie Tomato Cream Spaghetti is a true conversation starter. It encourages us to think about the origins of our food, the impact of our choices, and the incredible diversity of life that exists in ecosystems like mangrove forests.

This dish stands as a statement of our commitment to innovation in the face of environmental challenges. It’s a delicious example of how we can adapt our food traditions to support biodiversity without sacrificing flavor. With each forkful, you will be enjoying not just a meal, but a story – one of sustainability, biodiversity, and the interconnectedness of all living things. From mangrove to plate, it’s a journey worth taking.



Edwin Kang, R&D Director visits Dalat Hasfarm in Lam Dong, Vietnam

Through our innovative and creative approach, we strive to develop a purpose-driven workplace that is inclusive and diverse, where Partners can develop their own "happiness skills" and find mental and physical fulfillment that is aligned with their own purpose and our vision. This contributes to a journey of personal and collective growth through gratitude and compassionate acts, which spread happiness from people to the world.



4P's Partners



4P's Partners

We believe that a company is only as strong as its people. Our journey has always been about more than just making pizza, it's also about cultivating a community where every internal Partner can thrive and find purpose in their work. We strive to create a workspace that emphasizes personal growth and career progression, ensuring that each individual feels valued and empowered.

Our philosophy highlights the interconnectedness of happiness among Partners, our guests, and our broader vision of contributing positively to society. By nurturing a work environment focused on Partner well-being, we generate positive energy that radiates to our guests and the local community, fostering an atmosphere of warmth and joy.

Supportive and Diverse Workplace

We continue to see balanced gender diversity within our company similar to the year before, with a robust female representation in management (for a deeper dive, please refer to the Appendix). As we expand into new countries, we celebrate the rich tapestry of ethnicities and nationalities that make up our team, which significantly enhances our company culture. In Vietnam, we have 404 Partners from minority ethnic backgrounds, and globally, Pizza 4P's embraces over 9 nationalities. This diversity and inclusivity not only fuels our creativity but also strengthens our ability to connect with communities and customers around the world.

We are dedicated to fostering a supportive and empowering environment where our Partners can thrive, grow, and reach new heights in their personal and professional endeavors. We have implemented clear policies, and job security measures, with 100% of Partners having written, transparent





Partners in training at Pizza 4P's Bengaluru, India

contracts to ensure our Partners feel secure and respected. Additionally, understanding the challenge inherent to the industry, we take measures to limit overtime, aiming for better rest periods, and offer visibility on work schedules. Our company places high importance on health and safety measures, ensuring a secure work environment through meticulous attention to layout, operational procedures, and comprehensive training programs. This includes over 60 hours of training in diverse environment, health and safety (HSE) topics, tailored for 387 managers and non-managers in roles for better risk prevention.

In 2024, we observed an increase in voluntary turnover rate to 75 %. Although this was slightly lower than the industry average, this remains a critical concern that demands immediate attention. We commit to fostering a more positive work environment while enhancing Partner satisfaction,

Key Numbers

404

Partners from minority ethnic backgrounds

88%

Partners returned from Parental Leave (Increased 4% from last year)

75%

Voluntary Turnover Rate (Increased 24% from last year)

1.25%

Involuntary Turnover Rate (increased 1.25% from last year)





4P's Partners at Pizza 4P's 313 Quayside, Cambodia

as well as continuing to intensify our efforts to refine our policies, programs, and initiatives. Our comprehensive benefits package goes beyond the basics, offering subsidies on meals, free uniforms, and staff discounts. To enhance the Partner experience, we have implemented several key strategies, including conducting orientation sessions for new Partners; building and implementing the new career pathway for Operations; building and implementing the salary framework for the new career pathway; and conducting thorough exit interviews to understand why employees are leaving.

Our goal is to implement targeted measures that prioritize Partners' well-being, provide growth opportunities, and ultimately cultivate a more fulfilling work environment for all, as we remain dedicated to enhancing our organizational culture, strengthening employee engagement, and driving positive change within our team.

The Living Wage Metric

At Pizza 4P's, we recognize the vital importance of ensuring fair and livable wages for our Partners. While upholding the standard of ensuring that 100% of our Partners receive compensation above minimum wage requirements, we have embarked on a journey to gain deeper insights into how their earnings correspond to local living standards. We adopted the Living Wage metrics for the first time as a critical step in our holistic approach to Partner's welfare. These benchmarks represent the gross income required for a standard family of two adults and two children to cover a nutritious diet, healthy housing, healthcare, secondary education, and essential expenses, along with a buffer for unexpected events*.

*According to Living Wage Report, Minimum Wage Region 2, Vietnam March 2022 by Anker Research Institute, 2023

Upon analyzing the data for Vietnam, we found that 65.30 % of our Partners are earning wages that surpass the living wage benchmarks in their areas, indicating financial well-being focus for the majority of our valued Partners. Moving forward, we will continue to monitor and refine our living wage strategies, ensuring that all of our Partners can thrive both professionally and financially.

Key Numbers

100%

Minimum wage compliance

65.30%

Partners earning above the living wages standard in Vietnam

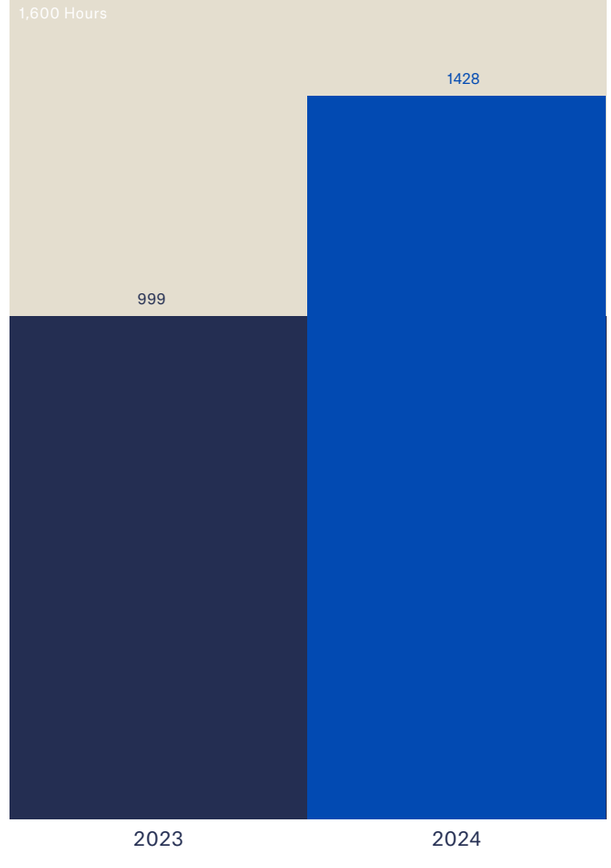
Empowering Growth and Career Progression

After two years of dedicated effort, our Learning and Development (L&D) teams have made remarkable strides in expanding programs aimed at fostering team growth across various areas. We have invested a significant amount of time and resources into training initiatives, implementing multiple programs designed to enhance competencies and skills among our team members. As a result, we have conducted over 239 classes covering 66 topics, reaching an impressive number of 11,340 participants in 2024.

One notable program focuses specifically on leadership development. This initiative not only supports individual career progression but also aligns with our commitment to building clear career pathways within the organization. Last year, we were happy to see over 108 Partners promoted, including 8 new acting restaurant managers and 8 restaurant managers promoted from within.

Moreover, these efforts are complemented by our eLearning programs delivered through the TalentLMS platform, providing flexibility and accessibility. The simultaneous implementation of these online and in-person programs has allowed us to reach a broader audience while fostering continuous growth and development throughout our organization.

Coaching Time (Hours)



Cultivating Happiness Skills

We continue to utilize the 2DAYSMOOD tool to conduct our Happiness Survey, which indicates the Happiness score for our Partners. This happiness survey helps us quickly identify and address any issues or challenges our teams may be facing. By taking prompt action based on this data-driven feedback, we can ensure that any dissatisfaction or concerns are resolved in a timely manner. Additionally, the rigorous data collection also allows us to see strategic improvement in our social programs to build better experiences for our Partners.



Partners in training at Pizza 4P's Bengaluru, India



Kitchen Partners at Pizza P's Bengaluru, India

In 2024, we have enhanced the onboarding experience for new hires, providing them with comprehensive guidebooks, assigned mentors, and detailed checklists. This holistic approach helps to facilitate a smooth transition, fostering a sense of belonging and empowerment from the very start of their journey with us.

Happiness Skills

We believe that happiness is a skill that can be cultivated. "Happiness skill" can be seen as the ability to consciously cultivate and maintain a sense of happiness, regardless of external circumstances. It's about developing the mindset and practices that allow us to recognize and nurture the happiness we already have.

To support our teams in consciously recognizing and sustaining their well-being and resilience, we have implemented various initiatives and mindsets. For instance, before our management meetings, we initiate a brief mindfulness session, introduced in 2021, which has

now become a regular and valued practice. This session allows our leaders to unwind, center themselves, and create a positive atmosphere for the upcoming discussions. Within our internal communication channels, we regularly share moments of gratitude and highlight compassionate actions taken by our Partners. Additionally, we started a podcast-inspired interview series, with the theme "Wake Up Happy" where our company leaders share their leadership mindsets, experiences, and ways to overcome challenges in a fast-moving workplace. The series has accumulated a total of 4,892 views and received a high satisfaction score.

Our annual Most Valuable Player (MVP) and championship events serve as platforms to acknowledge and celebrate the remarkable efforts of our Partners. This year, our Regional Most Valuable Player (RMVP) program saw a significant increase in participation, with over 173 participants and 534 nominations, underscoring the growing engagement and recognition within our organization.

Launched in 2020, the Heart Connection program enables voluntary contributions from our Partners, providing essential financial support to colleagues facing unexpected hardships. The fund has raised over 151 million VND to assist colleagues navigating challenging life circumstances.

As a result of these initiatives, we are pleased to report a significant increase in our Happiness Score, rising from 3.99 to 4.10, with a 66 % feedback rate reflecting our Partners' positive experiences.



4P's Partners celebrating at the 2024 Company Gala

Inspiring voices from our Global Partners

As we embark on a global expansion journey, we are privileged to hear compelling stories from our Partners. Each tale is a unique tapestry woven with diverse backgrounds and distinctive paths, yet bound together by a shared ethos of positivity, diligence, and growth. Join us as we delve into the inspiring and intimate journeys of our Partners from India, Vietnam, Cambodia, and Japan, each a testament to the power of a positive mindset, hard work, and the perseverance to overcome challenges.



Chanaia Angkang
Senior Service Partner
Pizza 4P's India

"Embrace feedback from everyone with a positive attitude, and consider how you can use it to enhance your skills and experiences, both at work and in your personal life."

My name is Chanaia Angkang, and I currently work as a Senior 3 in the service team at Pizza 4P's India. My journey at Pizza 4P's India has been one of growth and connection. Over one year and two months ago, I initially found the experience challenging, but it quickly became incredibly rewarding, both professionally and personally. I appreciate the recognition I receive here, even for the smallest things – it really motivates me. What I love most is making sure our guests and Partners feel welcomed and seeing the smiles on their faces. It's truly fulfilling.

Of course, there are challenges, like managing a heavy workload and dealing with demanding situations, but I've learned to rely on my team, communicate openly with my Partners, and lean on the guidance of my seniors. Because India has rich cultural diversity, "Oneness" is a value we hold dear here. It's about embracing our diverse backgrounds, cultures, and experiences and coming together to foster understanding. We have Partners from all over, and sharing our stories helps us connect on a deeper level. Seeing how far we've come since opening our first store in India is amazing. I'm so impressed by our commitment to kaizen (continuous improvement) and the focus on making our Partners and guests happy.

I'll never forget when the store first opened, we had a dishwasher shortage, and everyone – even our manager on his birthday – jumped in to help. That's the kind of camaraderie we have. I feel grateful to have the chance to stay with the company and all Partners during this expansion period to incorporate different cultures, places, and cuisines, enrich our community, and enhance our connections.

Hoang Diem
Service Trainer
Pizza 4P's Indochina Da Nang
"You may start from zero, but as long as you put in the effort and stay persistent, you will definitely achieve success."

Hello everyone, I'm Hoang Diem from Pizza 4P's Indochina Da Nang. Looking back, my journey here began in 2018. I was a young woman from the countryside, eager to find new growth opportunities, which led me to Da Nang. Pizza 4P's, with its reputation and professional service, seemed like the perfect place to learn and gain experience. My first interview didn't go as planned, but I was determined. I came back for a second try, and thankfully, I was given a chance. Having never worked in a busy restaurant like Pizza 4P's, especially one that served both local and international guests, I was definitely lacking in experience.

Back then, my English wasn't strong enough to take orders from foreign customers, which was a real challenge. I knew I had to improve if I wanted to provide great service. So, every day after work, I made it a priority to learn 5–7 new English words and phrases. At work, I observed my colleagues, learning their professional customer service techniques. It took effort, but eventually, I could take orders in English fluently. Combined with my enthusiasm and hospitality, I started receiving wonderful reviews and compliments, which motivated me even more. I discovered that bringing joy to our customers brought me joy as well.

Thanks to my hard work and determination, I was given the opportunity to become a lead trainer. This new role came with more pressure and responsibility, but it solidified my belief that choosing Pizza 4P's was the right decision. And recently, I was incredibly proud and happy to receive the MVP Award for 2023, which feels like recognition for everything I've contributed to this company.



Hoang Diem (second right)


Chhov Bratna

Chhov Bratna
Assistant Restaurant Manager
Pizza 4P's Boeung Keng Kang
"The more you embrace the values of hospitality, creativity, and sustainability, the more you will grow and make a meaningful impact."

Hi, I'm Bratna Chhov, the Assistant Restaurant Manager at Pizza 4P's Boeung Keng Kang, Phnom Penh, Cambodia. I've been on this incredible journey for over three years, starting at the very first store on Riverside 313 Quayside. I discovered this opportunity through an online job search, and I've cherished every moment since. The culture at Pizza 4P's is rooted in meaningful values, and the daily challenges offer endless opportunities for growth.

One of my fondest memories is training new Partners, helping them feel comfortable and empowered to grow alongside us. The diverse guests we serve – each with unique backgrounds – keep our service dynamic. We strive to uphold high standards, whether explaining our concept to newcomers or addressing concerns from regulars. The focus here is on teamwork, always putting the guest first, and encouraging open communication. The more we engage with values like hospitality, creativity, and sustainability, the more we grow and contribute to a mindful impact.

The values that resonate most with me are "Omotenashi" (wholehearted hospitality) and "Sustainability". Omotenashi aligns with my personal commitment to caring for others, and I practice this daily by going the extra mile to make people feel welcome. As the manager of one of our zero waste stores, sustainability is not just a concept; it's a responsibility, both personally and professionally. Merging these values, I love engaging with our guests about our zero-waste initiatives, inviting them to participate in our programs and learn alongside us. The genuine interest from our guests fuels my passion even further, enhancing the dining experience and strengthening our brand.

Haruna Sakai
Digital Marketing Support
Pizza 4P's Japan, Indonesia, and Cambodia
"We need compassion for future generations, animals, and all living beings on Earth."

I'm Haruna, currently working as a digital marketing support team member for Pizza 4P's Japan, Indonesia, and Cambodia. My journey at Pizza 4P's started as a marketing Intern, then as a sustainability officer, and now in digital marketing, and it has been a valuable exploration of sustainability and compassion.

When I was 10, I learned about the Minamata disease tragedy in my hometown, which was caused by industrial pollution and resulted in a devastating impact on the health of the community and the environment. That really hit me hard and made me realize the importance of taking care of our environment and communities. This experience has eventually led me to join Pizza 4P's to learn more about sustainability.

During my internship at Pizza 4P's, one of the best memories was researching the ethical coffee trade and visiting our coffee farmers in Dalat. At that moment, I felt like the dots in my life were connecting as I had spent three years working at a café in Japan and had researched Fairtrade coffee during university. The farmers we visited in Dalat grow both Robusta and Arabica, and they are proud of producing high-quality Robusta beans. What made the visit even more special was discovering that these farmers had a deep connection with Japanese coffee roasters.

Finding a Japanese link in such a remote area of Dalat was a surprise and it felt like fate that I ended up there. Among the 4P's values, I feel connected to compassion a lot. I feel sustainability comes from compassion because when we think of sustainability, we need compassion for future generations, animals, and all living beings on Earth. My value in daily life is to treat others how I want to be treated and to avoid doing things I wouldn't want others to do to me.


Haruna Sakai

Community Engagement

We are an integral part of our local community, deeply embedded in its fabric. Through proactive engagement with grassroots non-governmental organizations (NGOs) and social enterprises, we have cultivated robust partnerships that empower us to have a meaningful and enduring impact, addressing the diverse needs of our community members.

Key Numbers

12,562

Food rescued and donations as meals through VietHarvest

1,882

Jars returned from guests to be recycled

169 kg

Plastic contributed by guests to recycle at our Zero Waste stores

This year, our relief efforts have been instrumental in providing critical aid during times of crisis. Through our cooperation with UNICEF Vietnam, we were able to provide vital support in the aftermath of the Yagi storm in Vietnam, aiding in the recovery and rebuilding processes. In our neighborhood in Da Nang, we actively participate in Paws for Compassion's fundraising efforts to support the establishment of a new cat shelter and sustain their animal rescue program.

Beyond relief, we recognize the importance of long-term investments in the resilience of our communities. We have continued supporting VietHarvest's food rescue operation since our partnership in 2021. Together, we rescued the equivalent of 12,562 meals in 2024, impacting the lives of 790 individuals in need. Moreover, we actively support campaigns that work to reduce plastic waste in our oceans, rivers, and waterways, such as the "Keep Vietnam Clean" initiative "Cứu Lấy Ông Táo" and TONTOTON in transforming ocean plastic into upcycled materials. In parallel with our environmental efforts, we support organizations that provide life-changing opportunities to disadvantaged youth, particularly in the hospitality industry.

Collaborations with institutions like KOTO in Vietnam and EHT Paul Dubrule in Cambodia aim to foster sustainable career pathways for these individuals.

Achievements

Our own Pizza 4P's sustainability programs have made significant strides this year. The Jar Return initiative, which encourages guests to bring back their used 4P's jars for recycling, has collected over 1,882 jars. Our Plastic Collection program, where guests can drop off their used plastic items for recycling, has also gained traction within the local communities. We have expanded our plastic waste collection hub to Pizza 4P's Lotte West Lake (Vietnam) and Pizza 4P's 313 Quayside, in addition to our existing Plastic Hub at Pizza 4P's Boeung Keng Kang location. In 2024, we are grateful to have helped recycle over 169 kg of plastic from our customers and neighborhoods, contributing to our mission to reduce plastic pollution and promote a more sustainable future.

Spreading Sustainability Awareness

Sustainability starts with the people. Therefore, we continue our efforts to engage with people, raise awareness and share knowledge with both internal Partners and external communities.

Key Numbers

700

Students attended our Sustainability sharing sessions

21

Education institutions engaged from Vietnam, Cambodia, Japan and other countries

Internally, we have launched sustainability awareness programs that actively engage our teams through targeted initiatives. During Earth Week, Partners were challenged to adopt small sustainable actions in their daily routines, cultivating new sustainable habits that enhance both sustainability and well-being.

Our Office continued to join various charity initiatives and ongoing office recycling efforts, donating over 74 kg of items and recycling 222 kg. To deepen our understanding of ecological and social impacts, we create an online series with 11 episodes educating about climate change impact, encouraging mindful consumption, and recycling practices.

At the leadership level, we have integrated sustainability principles into our management training programs, equipping our leaders with the essential knowledge

and tools to drive systemic change, with key topics such as water stewardship, materiality analysis, and comprehensive sustainability strategies.

We take pride in supporting a range of educational institutions by sharing our sustainability journey to various schools to universities from Vietnam, Cambodia, Japan, and beyond. Over the past year, we have had the privilege of engaging with more than 700 students in interactive tours and sessions. These initiatives aim to inspire the next generation of leaders into the field of sustainability, as well as to embed sustainability as a fundamental societal norm.



Donating Old Clothes to Support Xuan Lien Forest with GAIA

We acknowledge our environmental impact and are committed to minimizing it by supporting efforts that regenerate our environment. We aim to leave the Earth in better shape than we found it, providing inspiration and a blueprint for others to join us in amplifying the impact.

In turn, we place utmost importance on reducing our carbon footprint, optimizing resources, and developing partnerships that raise awareness and support the community.

At the core of our business lies the fundamental need for resources. As a food and beverage company, our operations have a significant environmental footprint, spanning various stages such as food production, processing, service, and waste management. This reality is further exacerbated by the profound impact of climate change on the industry.

We recognize that this challenge requires a holistic approach to our operations, grounded in compliance, efficiency, and environmental stewardship. We believe in building a foundation for our sustainability efforts, emphasizing continuous monitoring, proactive maintenance, and an efficiency-focused mindset toward the resources we use. By leveraging data-driven insights, we continue to refine our operations.



Gas-fired pizza oven in use

Enhancing Natural Resource Efficiency

As we expanded our number of locations, we anticipated an increase in energy, water, and gas consumption. In 2024, the total consumption of natural resources across all 4P's facilities in Vietnam, Cambodia, India, Indonesia, and Japan reached 9,747 MWh of electricity, 215,791 m^3 of water, and 760 tonnes of gas. Our resource consumption per square meter also increased from the previous year, averaging 40.36 kWh for electricity, 0.84 m^3 for water, and 2.78 kg for gas. However, we were pleased to observe a positive trend in our resource efficiency per guest. Our electricity, water, and gas consumption per guest decreased by approximately 10% compared to previous years, showcasing the improvement from our sustainable operations.

The foundation of our sustainable operations lies in meticulous monitoring and data-driven optimization of key equipment and processes. This enables our teams to make informed decisions ensuring both service quality and energy efficiency. Additionally, our Partners received training on energy management, the implementation of turn-off procedures, and optimization of cooking operations have further enhanced our energy efficiency. Preventative maintenance is also a key focus at Pizza 4P's. Our dedicated maintenance team conducts regular inspections to identify potential leaks, inefficient equipment and proactively address issues. This holistic approach to sustainability aligns with broader industry trends aimed at reducing greenhouse gas emissions and promoting energy conservation.



Building materials at Pizza 4P's Bengaluru, India

Energy

Key Numbers

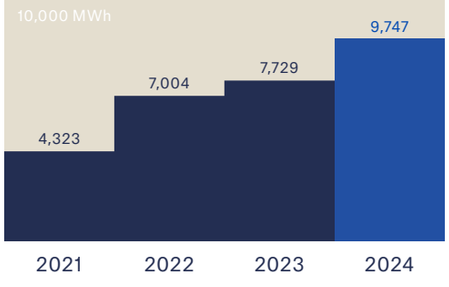
9,747 MWh
Energy consumption
(25.7% increase since 2023)

1.61 kWh
Electricity consumption per guest
(11% decrease since 2023)

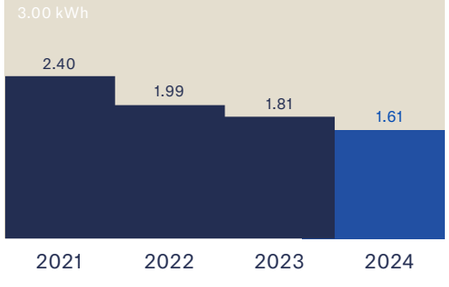
40.36 kWh
Electricity consumption per m^2
(11.6% increase since 2023)

7 MWh
Renewable energy consumption (equivalent to 2.67% of Xuan Thuy store consumption)

Electricity consumption (MWh)



Electricity consumption per guest (kWh)



Water

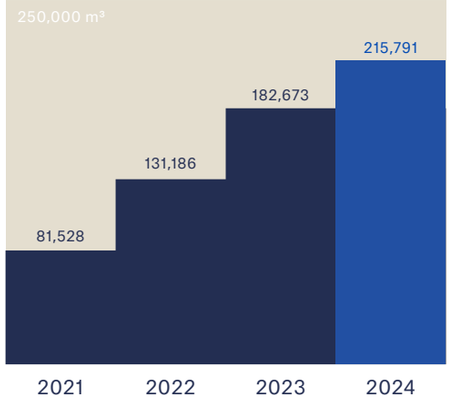
Key Numbers

215,791
Water consumption (18.1% increase since 2023)

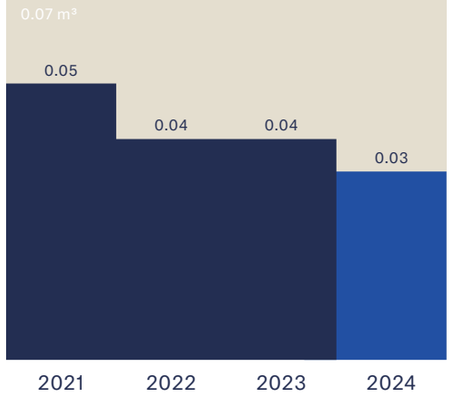
0.03 m^3
Water consumption per guest
(9% decrease since 2023)

0.84 m^3
Water consumption per m^2 (5% decrease since 2023)

Water consumption (m^3)



Water consumption per guest (m^3)



Gas

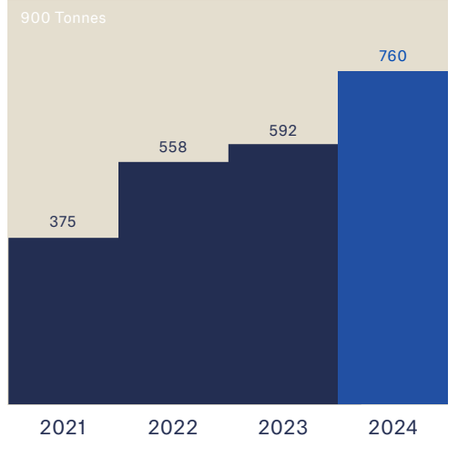
Key Numbers

760 Tonnes
Total gas consumption (28.3% increase since 2023)

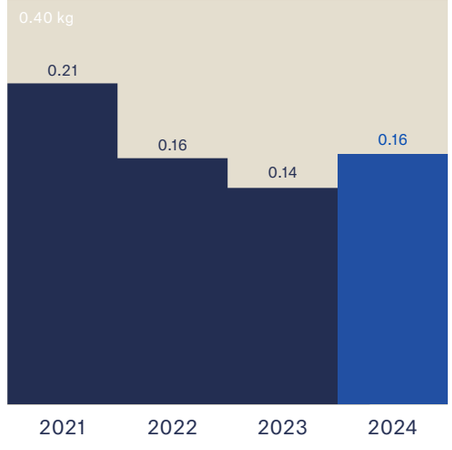
0.16 kg
Gas consumption per guest
(15.4% increase since 2023)

2.78 kg
Gas consumption per m^2 (8% decrease since 2023)

Gas consumption (Tonnes)



Gas consumption per guest (kg)



Wood

Key Number

114 Tonnes
Wood consumption in 3 stores, including Pizza 4P's Le Thanh Ton, Pizza 4P's Trang Tien and Pizza 4P's Thu Khoa Huan

IoT-Driven Operational Excellence

Our internally developed IoT monitoring system marked a significant leap in the company's capabilities to manage equipment and operations in 2024. This project involved the installation of 1,560 sensors across all our stores in Vietnam. These sensors closely monitor the utility consumption of diverse critical equipment, ranging from cool rooms and gas ovens to heated delivery bag systems.

The comprehensive sensor network not only bolstered our ability to oversee equipment performance through real-time online monitoring but also enhanced our proactive and preventive approach to equipment maintenance. A key feature of the system is its advanced alarm and notification functionality. Whenever an incident or anomaly is detected, the system immediately triggers alerts, enabling our teams to respond promptly and implement timely corrective measures. Additionally, these online monitoring capabilities have substantially improved our operational optimization processes. By striking a harmonious balance between quality maintenance and energy conservation, we were able to establish optimal operations at each site.

Key Numbers

1,560

IoT monitoring systems for various equipment across all our stores in Vietnam

While the project presented challenges that required considerable effort from multiple teams to ensure seamless integration and manage the vast data generated, we have embraced the value of Kaizen to continuously refine and improve the system. This includes the development of comprehensive dashboards on a new server, which provides real-time insights and enable data-driven decision-making. This initiative has been a transformative step in our pursuit of sustainable operations, empowering us to optimize resource utilization, enhance equipment performance, and drive operational excellence across our stores.

Reducing Waste Holistically

Key Numbers

10%

Estimated amount of waste reduction from better management and innovation

Tackling the challenge of waste management requires a multifaceted approach anchored in authenticity and continuous improvement. We recognize that effective waste reduction necessitates an honest examination of our own operational inefficiencies and systemic design flaws. We have taken a holistic view, addressing the issue at every stage of our operations.

Our back office team has also played a vital role in refining the strategic ordering process, cost control, and planning to ensure better inventory management and reduced food spoilage. One significant effort involved setting up ideal yield standards for various food types and meticulously tracking food losses to pinpoint underlying causes and implement tailored operational enhancements. For example, by acknowledging the perishable nature of fruits and providing training on ordering practices and effective cutting techniques, our team not only significantly reduced food losses but also realized substantial financial savings. Additionally, our Technology team has introduced solutions like Bring-Your-Own-Device (BYOD) and Kitchen Management System (KMS) integration to all stores to move away from paper-based processes and streamline workflows, ultimately reducing waste and human error.

By addressing the systemic challenges and empowering our teams at all levels, we have fostered a culture of authenticity and continuous improvement. This holistic approach has enabled us to tackle waste management more effectively, driving sustainable change throughout our operations.

Operating Zero Waste Stores

Our journey toward zero waste operations has been both ambitious and humbling. When we opened our doors in 2021, achieving a zero-waste business model presented daunting challenges that required us to build from the ground up. In those early days, we established a comprehensive data collection system and routines to meticulously track our progress. We also focused on creating a network of local partners in our operating regions, forging strategic alliances to divert waste from landfills effectively. This initiative was supported by the dedicated time and effort of our team, along with significant financial investments in tools and equipment, such as a glass grinding machine, to enhance our operational efficiency.

Like any restaurant operation, our zero waste journey has been a constant cycle of review and innovative problem-solving. We have had to approach each challenge with an honest mindset, acknowledging that perfection is an elusive goal, but progress is attainable through persistence and a willingness to adapt.

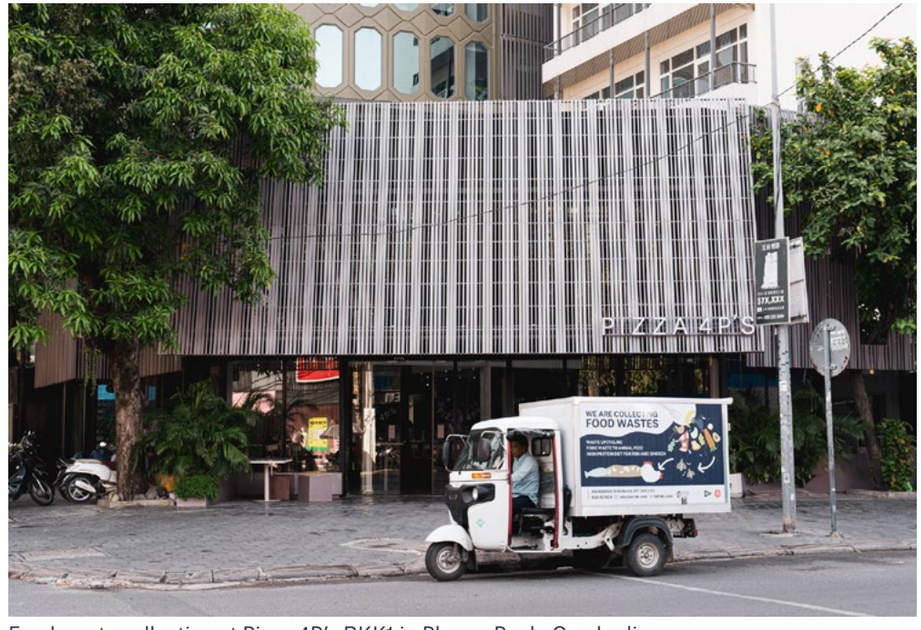
Key Numbers

4 Tonnes

Total waste reduction compared to 2023

84%

Average waste diversion rate at zero waste stores (increased 5.2% compared to 2023)

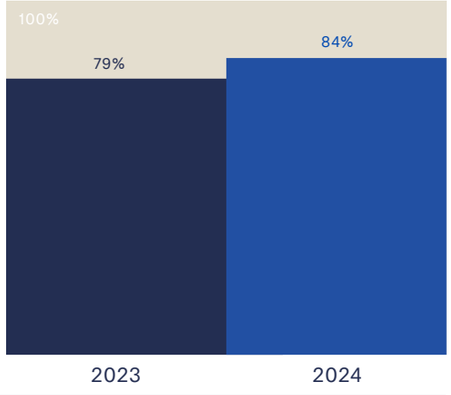


Food waste collection at Pizza 4P's BKK1 in Phnom Penh, Cambodia

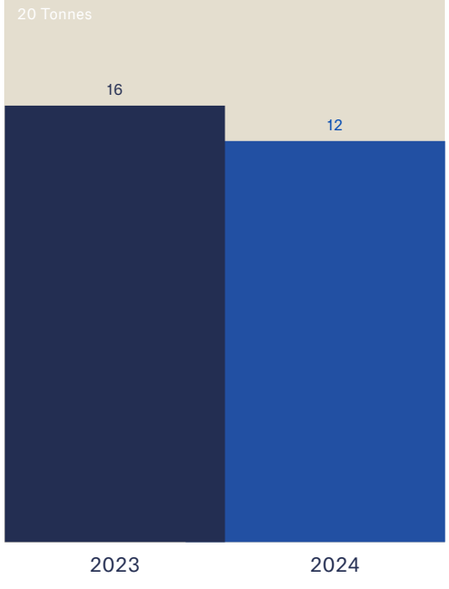
Growth
Year after year, we have refined our processes, streamlined our operations, and raised awareness to reduce waste at the source through better management. This unwavering commitment has paid dividends, as we are now able to report a 4-tonne reduction in our total waste generation from zero waste stores compared to 2023. At the same time, our diversion rate from landfills has increased to 84%.

As we continue to reduce our waste generation through innovative solutions, explore new partnership opportunities, and push the boundaries of what's possible in sustainable operations, we hope our zero waste stores will inspire others to join us in this transformative journey towards a more environmentally responsible future.

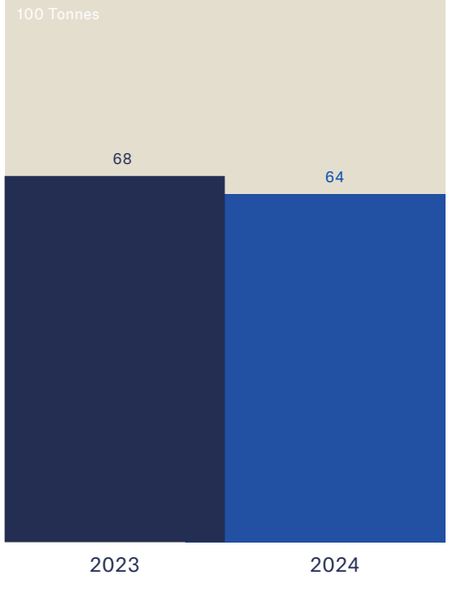
Diversion Rate



Total waste sent to landfill (Tonnes)



Total waste diverted from landfill (Tonnes)



Waste diversion rates at our Zero-Waste Concept Stores

Store Name	Waste Diversion Rate (2024)	Total waste diverted from landfill (2024)
Pizza 4P's 313 Quayside (Cambodia)	90%	25,997 kg
Pizza 4P's Hikari Binh Duong (Vietnam)	72%	18,683 kg
Pizza 4P's Boeung Keng Kang (Cambodia)	90%	19,693 kg

Adopting Circular Economy Principles

Now more than ever, we must fully embrace the principles of the circular economy. By keeping materials cycling through the economy, we aimed to maximize the useful life of the materials we work with, minimizing waste and environmental impact.

To achieve this, we have implemented a comprehensive strategy for sorting, collecting, and repurposing materials within our operations. For widely recycled materials such as paper, cans, high-value plastics, and waste oil, we actively participate in the local waste management system, collaborating with informal, semi-formal, and formal recycling partners. Simultaneously, we work closely with like-minded organizations to develop solutions for more challenging materials, such as glass, low-value plastic, and food waste – as the local system has not been set up for them, ensuring these valuable resources remain in circulation rather than being discarded.

Key Numbers

55
Tonnes of recycled organic waste (food waste and oil waste)

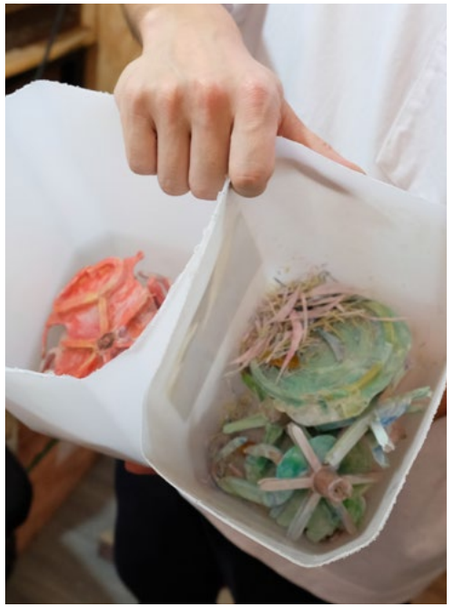
6.28
Tonnes of challenging material sorted, and sent to recycling partners to recycle (glass, plastic, fabric)

Waste Diversion summary

Materials	Partners	Diversion data
Glass (Recycling into cullet)	• O-I BJC (Vietnam) • Only One Planet Glass Collection Community (Cambodia)	Over 2,780 kg
Glass (Return to suppliers)	• Glassia (Vietnam) • Lavie & Heineken (Vietnam)	Over 200,000 empty bottles returned
Food Waste (Repurpose for animal feed)	• Thien Sinh Farm (Vietnam) • Hikari Binh Duong Complex (Vietnam) • Green Connect Farm (Vietnam) • Ruy Reach (Cambodia)	43 tonnes of food repurposed into animal feed
Hard-to-recycle plastic (Upcycled to new products)	• PLASTICPeople (Vietnam) • GOMI Recycle (Cambodia) • Trash is Nice (Cambodia)	3.5 tonnes of plastic sorted, cleaned, and sent to partners for upcycling
Fabric (Co-processing)	• REShare (Vietnam)	870 damaged uniforms were responsibly disposed
Waste oil (export to make biofuel)	• Tan Tien and Tien Dat (Vietnam) • Damnak Atlas Oils (Cambodia)	12,473 kg of oil

Excitingly, we are witnessing a remarkable transformation of various materials being reintroduced to our restaurants with renewed purpose. This includes utilization of recycled plastic coasters across all our locations; repurposing of fabric into trolley covers; creation of guest luggage from empty flour bags; crafting of water cups from wine bottles; conversion of coffee grounds into soap, and more.

Regarding food packaging, we remain dedicated to sourcing sustainable materials, prioritizing recyclable, compostable, and environmentally responsible inputs, while focusing on material efficiency. For instance, all our paper pizza boxes, cutlery sets (spoons and forks), and cheese boards are made from wood that meets Forest Stewardship Council (FSC) certification standards. This ensures that the wood is responsibly sourced and emphasizes sustainability through efficient water and energy use, support for local communities, and a reduced overall environmental impact. We also actively encourage our guests to support sustainability by opting out of single-use items during deliveries. Our material footprint reflects our ongoing efforts to align every aspect of our process with our environmental goals, fostering a collective commitment to reducing our impact on the planet.



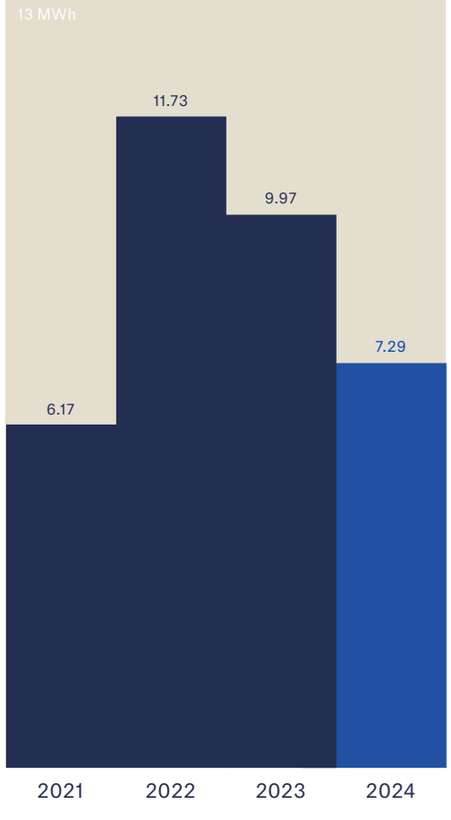
Leftover plastic material from pressing machines at Trash is Nice

Measuring Our Carbon Footprint

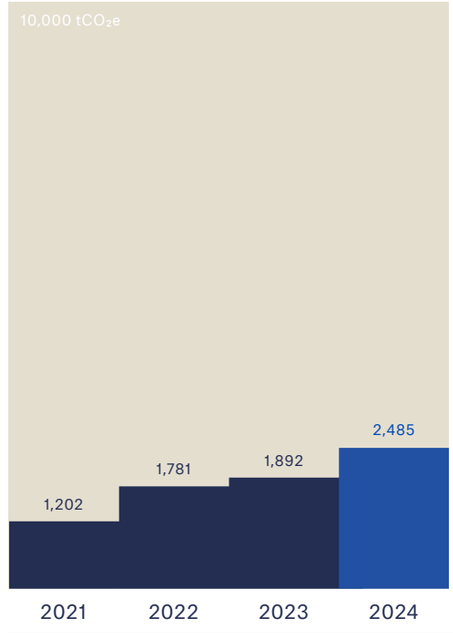
We continue our journey in quantifying our impact on climate change annually, especially in scope 1 and scope 2 Greenhouse gas (GHG) emissions. In 2024, our total GHG for Scope 1 and 2 across all regions was 8,902 tCO_2e , which relates to how our business grew within that year. Our renewable energy from Xuan Thuy stores provided 7.29 MWh of electricity, contributing an estimated 2.67% of the total store electricity consumption. Building on the valuable insights past scope 3 emissions in 2022, we have sharpened our operational focus, particularly on critical aspects like natural resource consumption and some key ingredient sourcing.

Looking to the future, we are actively engaged in a strategic review process aimed at establishing clear emissions reduction goals and a roadmap. This strategic framework will not only guide our efforts but also direct investments towards aligning with global climate action objectives, ensuring a more sustainable operational approach.

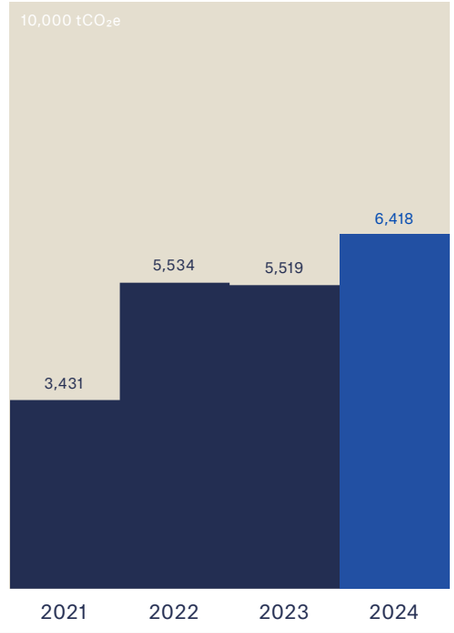
Renewable Energy (MWh)



Scope 1 GHG Emissions (tCO_2e)



Scope 2 GHG Emissions (tCO_2e)



Scope 1 GHG Emissions

Item	GHG emission (tCO_2e)	Note
LPG	2,267	–
Diesel	150	–
Gasoline	65	–
Kerosene	2	–
Refrigerant	–	Data not available
Subtotal	2,484	

Scope 2 GHG Emissions

Item	GHG emission (tCO_2e)	Note
Electricity (Vietnam)	5,870	–
Electricity (Cambodia)	276	–
Electricity (Japan)	40	–
Electricity (India)	232	–
Subtotal	6,418	

Grand Total	8,902

Green Building in Action

In early 2024, Pizza 4P’s Lotte West Lake proudly earned the prestigious LEED Gold Certification for Interior Design and Construction (Commercial Interiors). This standard underscores our commitment to energy efficiency, water conservation, and sustainable materials, crucial components in our fight against climate change and support for sustainable goals.



Pizza 4P’s Lotte West Lake

Pizza 4P's Lotte West Lake





Recycle for Peace mural at Pizza 4P's Lotte West Lake



Plastic Dragon at Pizza 4P's Lotte West Lake

Step into our welcoming space at Pizza 4P's Lotte West Lake, where the blend of cozy structures and sustainable design immediately captivates your senses. At the heart of our sustainability commitment is the Recycle Room, where we actively reduce waste by transforming "useless" items into artistic creations that reflect our connection to the local community and environment.

The incredible wall artwork, crafted from reclaimed materials and discarded plastics, includes the majestic "plastic dragon" - a symbol of our dedication to repurposing. Our partnership with ODDO Architects underscores our respect for local artisans and our mission to minimize our ecological impact through innovative green building.

The green building design of this restaurant has delivered tangible results, as we were able to observe a notable improvement in utility consumption rates. This success has ignited our curiosity and motivated us to delve deeper into sustainable building practices, aiming to further boost our environmental performance. We are eagerly looking forward to integrating more green building principles into the design of upcoming store openings, thereby expanding our commitment to sustainability and fostering a greener future.

In a world where differences often divide us, some of the most meaningful bridges are built through the simplest of human expressions—a smile, a word of gratitude, a shared moment of happiness.

We have carefully crafted spaces and activities, where we invite our community to slow down, reflect and connect.

From an interactive board celebrating India's diverse voices, to digital platforms showcasing expressions of gratitude, each activity gives a glimpse into a story of human experience.



Cheese making workshop at Pizza 4P's Xuan Thuy

Oneness in Diversity Communication Board

Our interactive communication board invites our guests to share their personal interpretations of Oneness through small hand-written notes. By collecting and displaying these diverse voices, we celebrate how different viewpoints enrich our shared human experience. This initiative transforms our store into a space where diversity isn't just acknowledged, it's actively celebrated and encouraged through our guests' own voices.



The Communication Board at Pizza 4P's Bengaluru, India



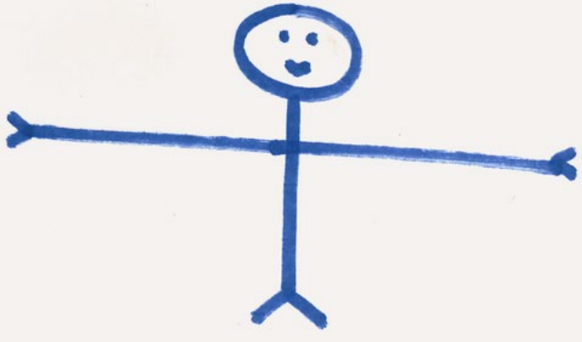
Note paper at Pizza 4P's Bengaluru, India

Oneness
Equality of thought feeling,
belief, aim, etc.

uniqueness of one res.
different kinds of ingredients,
in one, produced different taste
in one pizza.

 → pizza margherita.

Laleha Kuki



I LOVED IT
THIS MUCH ♡

THANK YOU
PIZZA 4P'S



This was not just a meal, it was an experience.

My palette was supremely satisfied.

Thank you ! 11

~Nishisht, Raghav, (tall)
Nidhi, Divya Sudhakar

'ONE LOVE' 'ONE HEART'

LET [redacted]
US
FEEL
TOGETHER

AND FEEL ALRIGHT



Simon

GOOD
PLACE
GOOD
FOOD
GOOD
PEOPLE!

Oneness in Biodiversity Museum

Every pizza at Pizza 4P’s Indonesia tells a story of harmony among countless living beings. We created our Oneness Museum to express this, where we invite guests to see how life flourishes in both visible and invisible forms, from the microbial fermentation in our sourdough to the rich soil that nurtures our vegetables.



Entry to the Oneness in Biodiversity Museum at Pizza 4P’s Indonesia



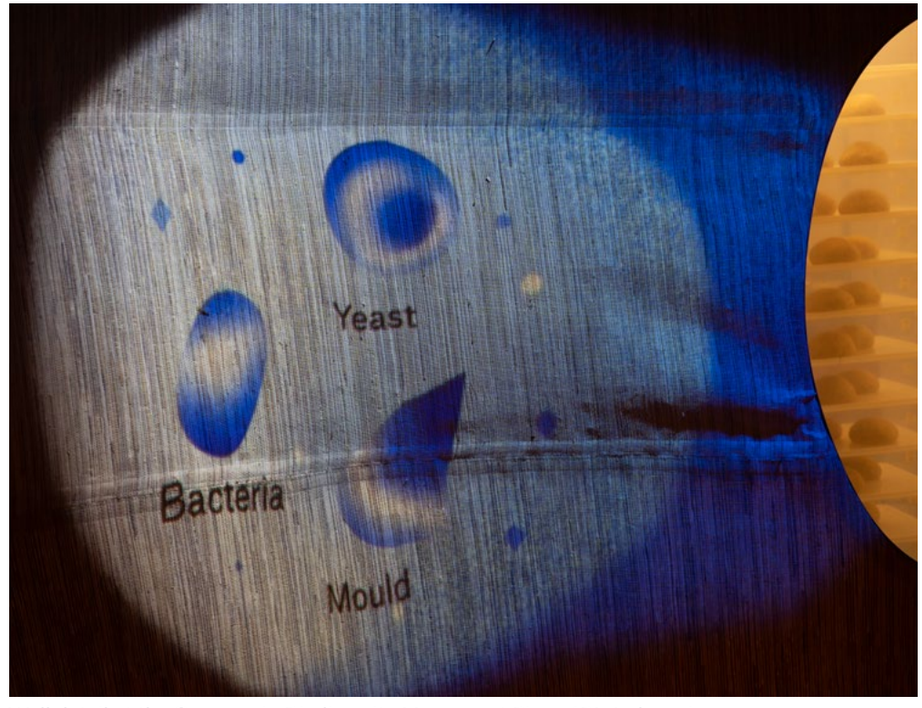
Wall detail at the Oneness in Biodiversity Museum at Pizza 4P’s Indonesia



Interior walkway of the Oneness in Biodiversity Museum at Pizza 4P's Indonesia

Our journey begins by showing the creation of our pizza dough, where lactic acid bacteria and wild yeast works together to develop unique flavors, showcasing the magic of life at its smallest scale. Next, we see how our artisanal cheese is crafted from fresh milk supplied by our trusted Indonesian farming partners, where cows and buffaloes are raised with care.

True happiness arises from recognizing our connection to all life on Earth. At Pizza 4P's, we believe that gratitude for nature's bounty and compassion for all living beings lead to genuine happiness and a more harmonious world. Our living museum, where we celebrate Oneness through Biodiversity.



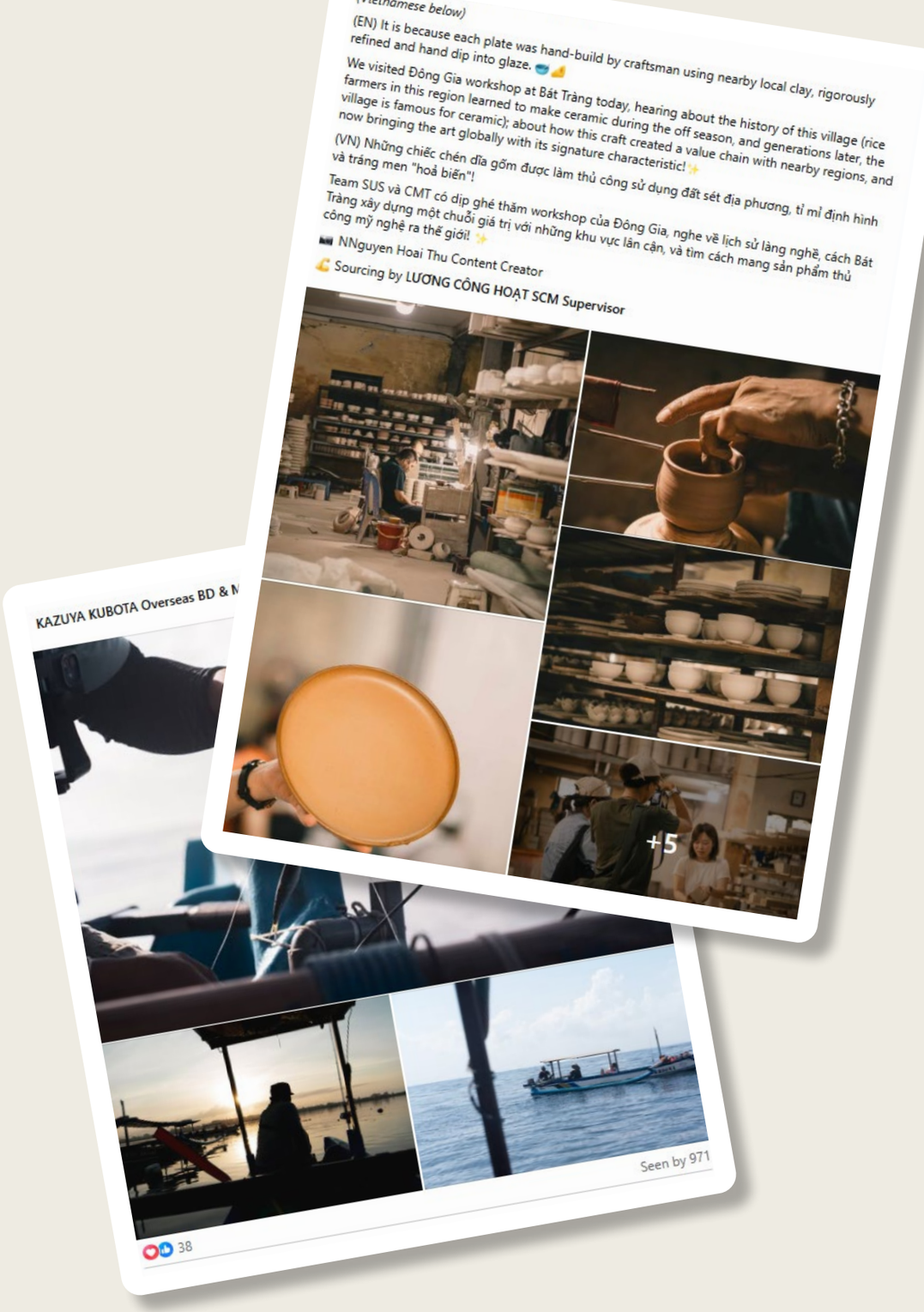
Wall detail at the Oneness in Biodiversity Museum at Pizza 4P's Indonesia



Wall detail at the Oneness in Biodiversity Museum at Pizza 4P's Indonesia

Partner Moments

We’re committed to fostering a positive and supportive environment for our Partners, and Workplace—our employee engagement platform—plays a key role in this. It’s a space where we share joyful moments, connect with colleagues and find respite after a busy day. From internal parties and holiday celebrations to heartwarming “Omotenashi” moments with our guests.

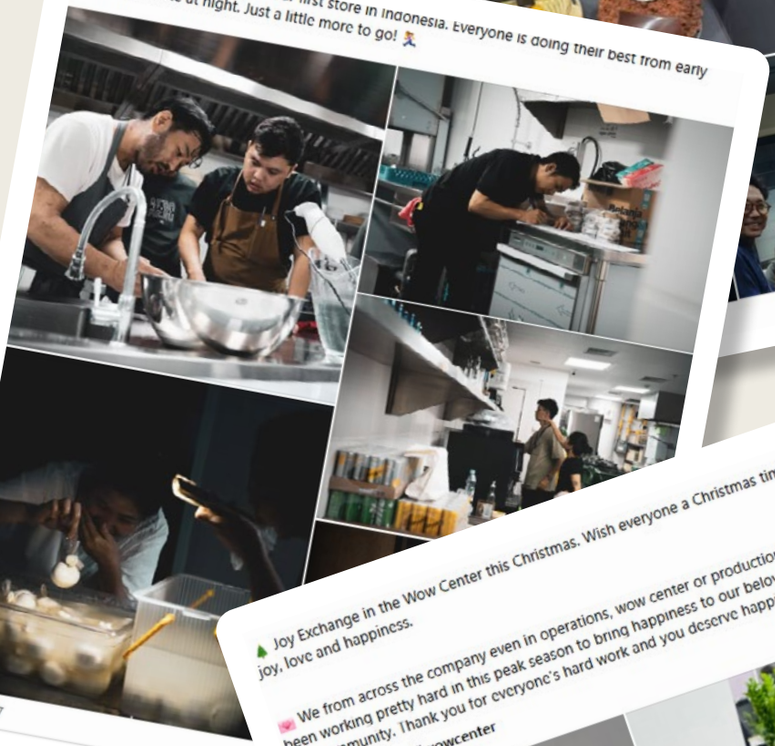


I was really surprised when **Masuko CEO** san sir brought me his favorite
I'm really thankful for those cakes and I keep remembering this celebration. it is an unforgettable
moment in my life.
Thank you very much sir...



1 comment Seen by 997

We re working hard to open our first store in Indonesia. Everyone is doing their best from early morning to late at night. Just a little more to go!



Joy Exchange in the Wow Center this Christmas. Wish everyone a Christmas time filled with joy, love and happiness.

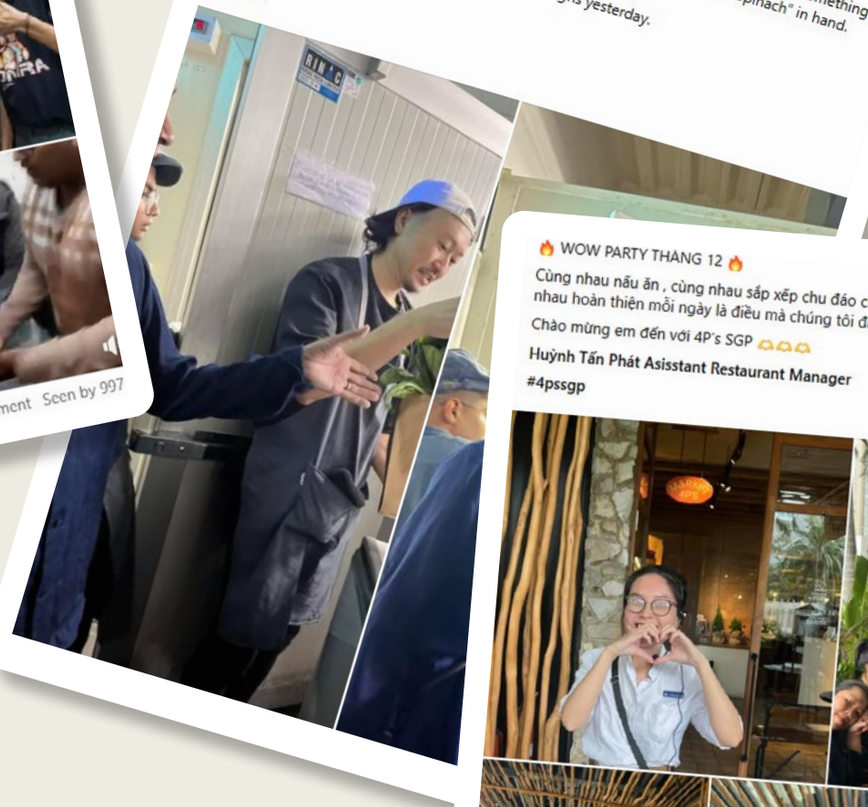
We from across the company even in operations, wow center or production teams have all been working pretty hard in this peak season to bring happiness to our beloved guests, partners and community. Thank you for everyone's hard work and you deserve happiness and peace

#merrychristmas #wowcenter



popular dishes, we urgently needed to find some, and **Masuko CEO** san kindly
to go to the supermarket to buy it.
He came back with a bundle of leaves, tore off the top part, and gave it to me to try. (I didn't
know what kind of leaf it was, so I ate it and just responded vaguely, "Could be Rocket?")
Later, we went to the kitchen and called **IBUKI HYODO Food Operation Manager** over. When he
checked, we realized it was "Spinach".
I think Masuko-san probably knew it wasn't rocket but figured it was better to bring something
back than return empty-handed, so he returned to the restaurant with the "Spinach" in hand.
Finally, we do not have Rocket.
Thank you, Masuko-san, for giving us so many laughs yesterday.

#compassion
#omotenashi
#Humor



WOW PARTY THÁNG 12

Cùng nhau nấu ăn , cùng nhau sắp xếp chu đáo cho bữa tiệc, cùng ngồi ăn uống vui vẻ và
nhau hoàn thiện mỗi ngày là điều mà chúng tôi đã và đang tiếp tục phấn đấu

Chào mừng em đến với 4P's SGP

Huỳnh Tấn Phát Asisstant Restaurant Manager

#4pssgp



42

3 comments Seen by 952

Happy 6th Anniversary to

On November 15th, we celebrated a specia
restaurant. This journey would not have be
work of each and every one of you.
Thank you for your continuous efforts to

A heartfelt thank you to **PHAM NGUYEN MINH THUY** Assis
Huong, and Vi, who have been with us since the very beginning, and to our
NGUYEN THI THAO TRINH Restaurant manager, who joined just two months after the ope
Your loyalty and contributions have been the foundation of our success

Let's continue striving to make our restaurant even better, delighting our guests and creating
unforgettable experiences. Together, let's aim to make Hoang Van Thu the best restaurant not
only in Da Nang but across all Pizza 4P's locations

Here's to many more years of success and teamwork.
Thank you all for everything you do!

Tour 4P’s Japan

We launched Tour 4P’s Japan for the first time in 2024, an experience where you can take a visit to one our partner farms, where you can feel “Oneness”. The tour starts at SOU FARM, a place where the ethos of sustainable farming practices is vividly showcased.

During the tour, Daichi Yanagida—Director of SOU FARM—will lead a pottery workshop, utilizing soil from the fields to create clay dishes. Fresh vegetables will be harvested firsthand, fostering a deep connection to the land and its bounty.



Pottery made from soil at SOU FARM, crafted using natural clay



A guest of the tour participates in the live demonstration

Visitors of Tour 4P's explore the process at SOU FARM

Select herbs and vegetables at SOU FARM



Tour 4P's at KIKI WINE CLUB



Tour 4P's at KIKI WINE CLUB

During the tour, participants have the chance to engage with the KIKI WINE CLUB, started by Masahiro Arai, where they can explore Japan's natural wines in-depth. The experience extends to a tour of the wine cellar, offering insights into the production and storage of these exceptional wines. Following the tour, participants are treated to a tasting session and networking dinner featuring seasonal vegetables from SOU FARM, creating a harmonious blend of culinary delights and wine appreciation.

These meticulously designed encounters with our Suppliers in Tour 4P's Japan are crafted to evoke a sense of "Compassion" among participants, fostering empathy, and highlighting the interconnectedness of all beings. By immersing guests in these soul-enriching experiences, the tour not only promotes sustainability but also instills a deep appreciation for the harmony between nature, food, and community, aligning perfectly with our core values and mission.

A Parting Note

As we navigate through a time where sustainability poses more questions than ever before, uncertainties loom over its sufficiency in combating climate change and catastrophe. The urgency and severity of these issues are clearer, and closer than ever.

As the journey towards sustainability perseveres, it presents us with new obstacles to overcome. While it may seem arduous, the values of compassion, kindness, and unity towards others, nature, and ourselves become paramount. These values not only deepen our understanding but also foster a profound sense of interconnectedness, “Oneness”.

Embracing the concept of “Oneness” enables us to recognize and cherish the intricate interplay between nature, humanity, and diverse ecosystems, illuminating the path to an appreciative outlook on our surroundings. This holistic perspective serves as a guiding light as we confront the challenges that lie ahead.

We know that the road ahead will not be easy. We will continue to confront complex trade-offs, navigate uncharted territory, and push the boundaries of what’s possible. However, if we continue to foster a culture of empathy, collaboration, and innovation, we can overcome these obstacles and create a more sustainable and equitable future.

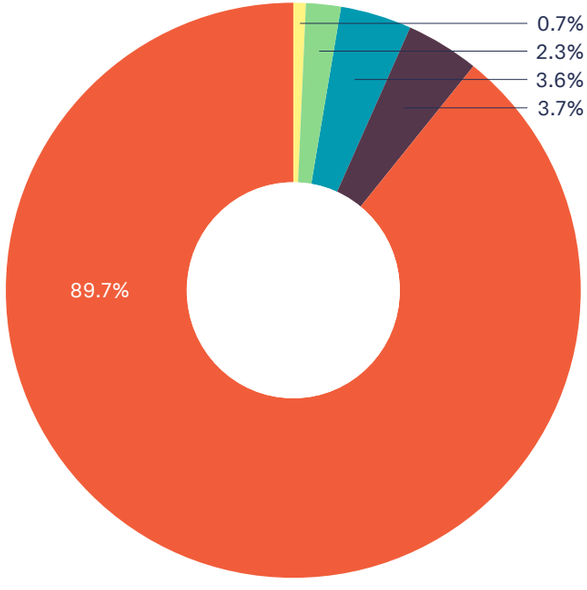
To our valued Partners, guests, and communities, we thank you for your continued support and trust. Let our actions and decisions be a reflection of our collective commitment to a harmonious and resilient world, where the well-being of our planet and all its inhabitants is at the forefront of our collective pursuit.

Make the World Smile for Peace.

Demographic Data

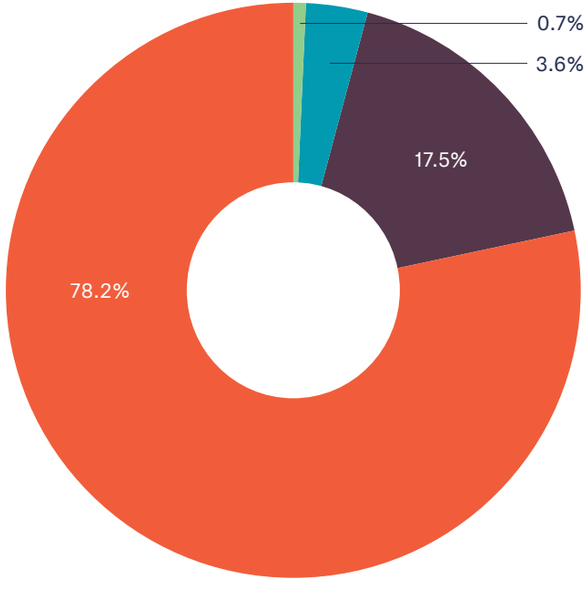
- Vietnam
- Cambodia
- India
- Indonesia
- Japan

Regional demographic of all Partners



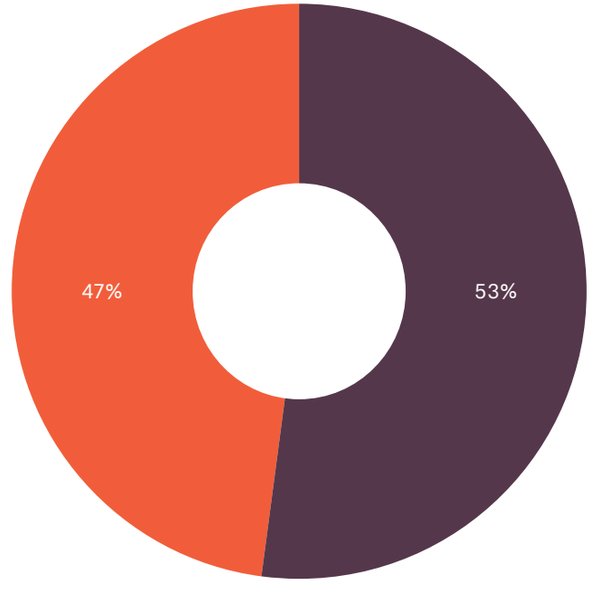
- Under 25
- 25–40
- 40–50
- Over 50

Age demographic of all Partners



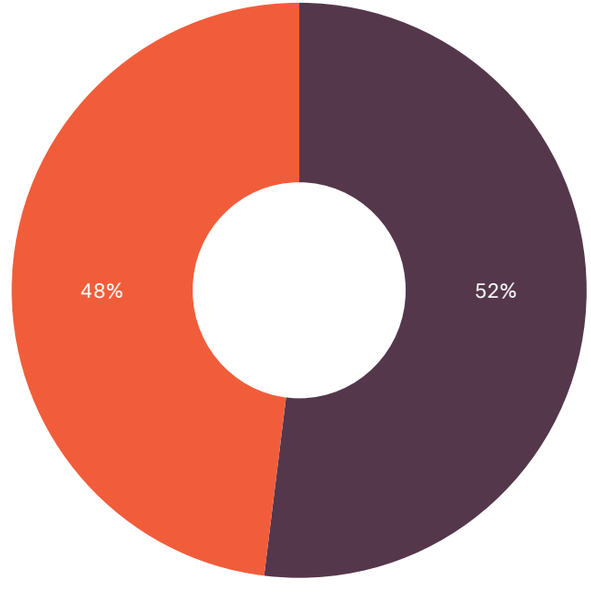
- Female
- Male

Gender demographics for all Partners



- Female
- Male

Gender demographics for BOD, Directors & Managers



Reference to GRI

Topic	Reference to GRI
About Us • Organization details (legal, headquarter, country of operation) • List of all entities • Employees (full time, part time)	GRI 2: General Disclosures
Materiality • List of topics • How each topic impacts (positive and negative) the Economy, Environment, People	GRI 3: Material Topics
Sourcing • Supplier assessed for environmental impacts: Local sourcing percentage, Organic Sourcing percentage, Certified organic percentage and Cage-free sourcing percentage	GRI 204.1 Procurement Practices GRI 308: Supplier Environmental Assessment
Food Safety	GRI 416: Customer health and safety
Society/People • Total employee hire and turnover • Gender and Ethnicity • Benefits • Total parental leave, and total return and still employed • Average hour training based on job description • Type of program to upgrade skill • Governance bodies/Employee based on gender, age, etc	GRI 401 Employment GRI 404: Training & Education GRI 403: Occupational Health and Safety GRI 405: Diversity and Equal Opportunity
Natural Resources • Electric consumption, renewable source • Water withdrawal	GRI 302: Energy GRI 303: Water
Waste Management • Circular measures to prevent waste generation • Waste by type and disposal method • Waste diverted from disposal	GRI 306: Waste GRI 301: Materials
Climate change • GHG Scope 1 & 2	GRI 305 Emissions

Sourcing Expenditure Data

Vietnam

Quantity	2019	2020	2021	2022	2023	2024
Locally Sourced Ingredients	65%	67%	51%	55%	59%	59%
Sustainably Produced (from both third-party or 4P's supplier audit)	3%	3%	9%	12%	14%	14%

Cambodia

Quantity	2019	2020	2021	2022	2023	2024
Locally Sourced Ingredients	-	-	14%	15%	8%	19%
Sustainably Produced (from both third-party or 4P's supplier audit)	-	-	4%	3%	5%	4%

Japan

Quantity	2019	2020	2021	2022	2023	2024
Locally Sourced Ingredients	-	-	-	-	83%	82%
Sustainably Produced (from both third-party or 4P's supplier audit)	-	-	-	-	56%	57%

India

Quantity	2019	2020	2021	2022	2023	2024
Locally Sourced Ingredients	-	-	-	-	-	39%
Sustainably Produced (from both third-party or 4P's supplier audit)	-	-	-	-	-	21%

GHG Emissions

Scope 1

Item	Consumption	Emission Factor	Source	GHG emissions (tCO_2e)
LPG	760 t	2,985 kg/t	IPCC 2006 Guidelines for National Greenhouse Gas Inventories	2,267
Diesel	56,100 L	2.67 kg/L	IPCC 2006 Guidelines for National Greenhouse Gas Inventories	150
Kerosene	955 L	2.51 kg/L	IPCC 2006 Guidelines for National Greenhouse Gas Inventories	2
Gasoline	28,465 L	2.27 kg/L	IPCC 2006 Guidelines for National Greenhouse Gas Inventories	65
Refrigerant	–	–	–	–
			Subtotal	2,484

Scope 2

Item	Consumption	Emission Factor	Source	GHG emissions (tCO_2e)
Electricity (Vietnam)	8,904 MWh	0.66 t/MWh	From Department of Climate Change issued in 2022	5,870
Electricity (Cambodia)	470 MWh	0.59 t/MWh	IGES List of Grid Emission Factors version 11.6	276
Electricity (Japan)	90 MWh	0.45 t/MWh	From bureau of Environment issued in 2019	40
Electricity (India)	282 MWh	0.82 t/MWh	From Government of India Ministry of Power for CO2 Baseline Database issued in 2023	232
			Subtotal	6,418

Waste Tracking Data

Pizza 4P's Hikari Binh Duong

Waste Items	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Total
Food waste	147	72	243	129	169	254	230	325	244	263	295	276	2,647
Veggie waste	154	70	263	225	243	220	279	302	315	503	468	457	3,499
Fruit skins	165	70	289	221	322	430	408	351	468	465	518	294	4,001
Eggs, crab, clam shells	0	10	26	82	20	84	104	0	0	15	0	0	341
Pizza and dough waste	117	85	127	144	136	130	143	126	112	163	185	173	1,641
Glass	0	0	679	0	325	0	360	0	278	0	0	320	1,962
Paper, cardboard	134	112	121	93	186	100	146	112	119	131	109	181	1,544
Steel & Metal	79	41	69	46	57	22	59	45	53	49	46	59	625
Plastic Bottles	50	15	27	51	41	65	60	34	19	16	52	67	497
Other plastic	0	3	0	145	8	0	210	43	94	93	34	60	690
Landfills	369	254	794	654	698	692	610	636	600	688	678	679	7,352
Battery	0	0	0	0	0	0	0	4	0	0	5	0	9
Used cooking oil	0	32	90	180	60	0	200	150	0	60	120	0	892
Dirty Plastics	0	0	0	0	0	39	38	34	56	39	66	74	346
Total (kg)	1,215	764	2,728	1,970	2,265	2,036	2,847	2,162	2,358	2,485	2,576	2,640	26,046

Waste Items	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Total
Food waste	1,183	1,116	1,259	1,077	1,194	1,166	954	1,311	1,241	1,153	1,139	1,295	14,088
Glass	150	130	126	99	110	110	92	131	136	134	152	161	1,531
Plastic	115	117	113	109	221	117	114	131	107	91	109	119	1,463
Pizza Dough	32	21	18	49	14	1	0	49	0	0	0	0	184
Steel & Metal	23	44	26	22	27	19	29	36	30	21	25	20	322
Cardboard	23	19	31	8	30	19	25	30	47	21	20	25	298
Cans	37	30	36	29	27	34	32	34	29	37	32	31	388
PET Bottles	29	14	1	1	14	3	5	3	1	2	2	1	76
Plastic Bottles	14	5	4	3	5	6	4	8	7	7	4	3	70
Milk Cartons	4	4	4	3	3	5	4	7	6	5	5	5	55
Lithium Batteries	0	0	0	0	1	0	0	0	0	0	0	0	1
Used cooking oil	0	0	0	0	0	0	0	54	62	198	173	159	646
Paper	3	3	2	3	3	3	4	5	4	4	5	3	42
Broken Plates	38	12	26	20	21	12	7	4	6	2	10	9	167
Rubber	16	24	18	12	9	13	16	12	16	10	13	12	171
Aluminium	1	1	1	2	1	1	1	1	0	1	0	0	10
Shells (Crab & Clam)	88	83	87	70	72	87	67	92	85	84	113	82	1,010
Styrofoam	1	1	1	12	14	1	1	1	0	2	1	0	35
Broken Glass	0	0	0	0	0	0	12	12	18	16	18	13	89
Landfills	63	85	71	45	33	59	108	225	208	190	237	224	1,548
Total (kg)	1,819	1,709	1,824	1,562	1,799	1,655	1,473	2,145	2,000	1,979	2,058	2,163	22,185

Waste Items	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Total
Food waste	1,657	1,553	1,567	1,419	1,489	1,540	1,318	1,520	1,466	1,459	1,369	1, 321	16,357
Glass	287	273	285	178	160	177	172	158	173	155	208	237	2,463
Plastic	146	140	116	92	96	115	128	125	117	121	117	122	1,435
Pizza Dough	91	88	94	30	38	48	61	47	52	18	29	40	636
Steel & Metal	54	87	76	47	58	49	40	56	45	34	41	47	634
Cardboard	87	61	59	59	33	56	78	46	46	51	75	52	703
Cans	57	48	56	32	24	34	36	68	44	41	49	46	535
PET Bottles	6	7	6	9	9	10	5	11	3	3	10	10	89
Plastic Bottles	9	11	10	12	14	6	8	4	1	1	4	3	83
Milk Cartons	7	7	6	5	6	6	3	2	1	0	1	0	44
Used cooking oil	0	0	0	0	0	0	0	0	99	45	94	96	334
Paper	21	20	20	23	24	23	16	12	15	12	11	9	206
Broken Plates	22	8	13	0	21	14	14	17	6	13	19	3	150
Rubber	22	19	20	20	23	22	17	16	13	12	11	8	203
Aluminium	5	5	4	4	4	4	2	2	0	1	0	1	32
Shells (Crab & Clam)	79	83	74	58	46	47	60	60	50	52	53	61	723
Styrofoam	0	0	1	1	1	1	0	0	0	0	0	1	5
Broken Glass	0	0	0	0	0	0	13	12	0	0	26	53	104
Landfills	224	245	216	183	208	205	209	220	222	229	254	242	2,657
Total (kg)	2,774	2,655	2,623	2,172	2,253	2,357	2,180	2,376	2,353	2,247	2,371	1,031	27,393

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Disclaimer:

This report contains not only past and present facts but also statements that may be deemed as “forward-looking statements”, which express our intention to conduct our activities.

Forward statements could be identified by the use of forward-looking terminology such as “plans”, “aims”, “assumes”, “continues”, “believes”, or any variations of such words that certain actions, events, or results “may”, “could”, “should”, “might”, “will”, or “would” be taken or be achieved.

We have made every effort to ensure the report is as accurate and truthful as possible. However, by their nature, forward-looking statements are qualified due to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements.

Such statements are subject to risks that are beyond our ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.

Contact us:

For feedback and comments about this report, please contact us at:
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At 4P's, to be sustainable is to show compassion to the Earth and to the people around us. By not only taking physical action—but also through acts of kindness and love—we will treat the Earth in a healthy way and motivate and inspire members of our community to do the same.

In this report, you will get a broad summary of the data we have collected to inform us on our ecological footprint, but most importantly our effect on the lives both inside our company and also within the community.