4P's Corporation

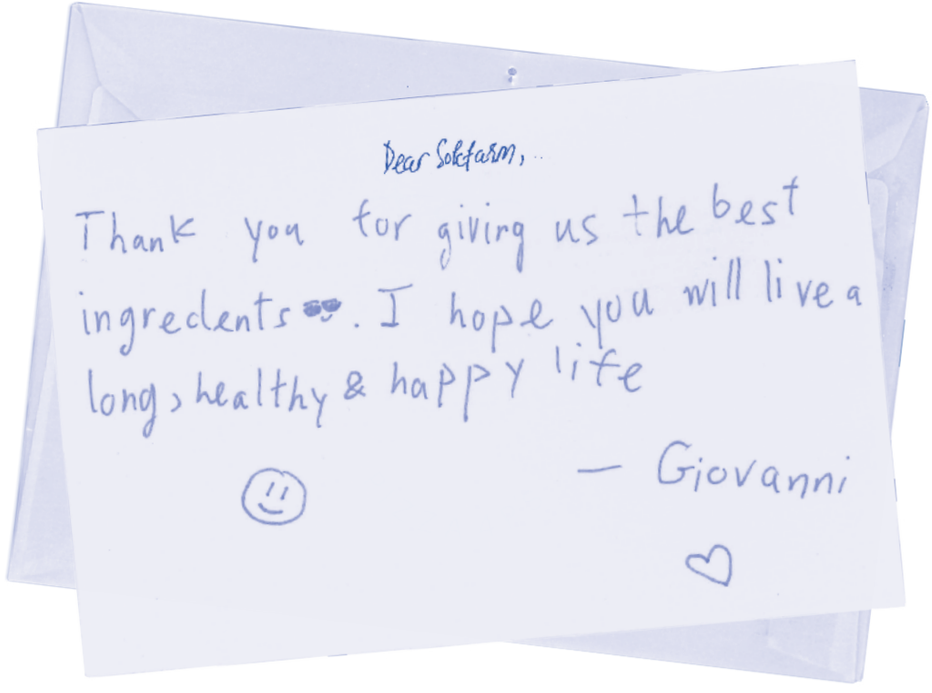
2025 Sustainability Report

Issued 22.04.2026



4P's Corporation 2025 Sustainability Report

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Dear Solfarm,
Thank you for giving us the best ingredients. I hope you will live a long, healthy & happy life
— Giovanni

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As we reflect on our vision to Make the World Smile for Peace, 2025 was truly a year that tested its essence—a year of trial and deep introspection.



Sanae Masuko (second right) & Yosuke Masuko (right) visiting members of the community in New York City, USA

Looking back, many things did not unfold as we had envisioned. In Vietnam, we faced a profound challenge: the gap between the ideal experience we strive to provide and the reality of our daily operations. While we committed our full energy to our “No Unhappy Guest” mission, we realized that reaching the exceptional standard our guests deserve required more than just immediate fixes—it required a deeper, more collective organizational evolution than we had initially anticipated.

Our international expansion also met with headwinds. In India, while we aimed to grow to three stores, we ended the year without a single new opening, leaving one site still under construction. In Indonesia, we faced the painful experience of having to withdraw from a project even after signing the contract.

In light of these repeated challenges, we made the conscious decision to pause. We revised our expansion plans downward and reprioritized the quality of the experience right in front of our guests. Rather than rushing toward flashy results, our team united to focus on small, truly incremental daily efforts. While it is difficult to report significant numerical achievements for this past year, I am confident that we have built a steadfast foundation—strengthening the “roots” that will allow us to move forward powerfully from 2026 onward.

Even amidst these struggles, our compass remains fixed on “Make the World Smile for Peace.” Our mission to create environments where people can notice the peace within themselves and share the happiness of the present moment remains unchanged. Our challenge to deliver the message of “Oneness” to the world will never stop.

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1. Yosuke Masuko (centre) & Sanae Masuko (right) meeting with suppliers during construction at Pizza 4P’s in Bengaluru, India

2. Sanae Masuko (far left) & Yosuke Masuko (far right) meeting with farmers at the Laita Dairy Cooperative, France

In 2025, we marked a major milestone: securing a location in Brooklyn, New York, for a 2026 opening. For us, entering New York—a city with such a deep history and unique pizza culture—is a moment of profound significance, both internally and externally. For me personally, it has become an opportunity to re-examine American society. In a world that sometimes feels dominated by excessive capitalism, what kind of value can Pizza 4P's provide? We see this as a vital moment to ask ourselves that question. This new challenge has brought us back to our starting point: "How can our restaurants deliver the experience of Oneness more deeply to more people?" New York is not just an overseas expansion; it is a catalyst to redefine our very reason for being.

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1. Yosuke Masuko (left) & Sanae Masuko (right) during a tasting session in Bengaluru, India

2. Sanae Masuko (far left) & Yosuke Masuko (far right) with partners in New York City, USA

Furthermore, in Ho Chi Minh City, we opened our Tran Ngoc Dien store, which embodies the theme of “Regenerative.” Equipped with a wetland system that purifies water through the power of nature and a garden that nurtures biodiversity, it is a space where guests can physically feel their connection to the Earth. We built this space with the hope that through food, people can sense the Oneness of a world where “everything circulates and is connected.” In creating the garden, we partnered with Hung’s Blomsterhus from Da Lat and received seedlings from Thien Sinh Farm, our partner since 2011. Now, we leave the rest to the power of nature. This garden has become a living laboratory—not just to reduce our environmental footprint, but to actively encourage the regeneration of our planet for the generations to come in 5, 10, and further years.

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1. Yosuke Masuko (bottom left) with fellow Partners and family members at Pizza 4P’s Tran Ngoc Dien, Vietnam

2. Sanae Masuko (third left) & Yosuke Masuko (second right) during WOW Party for partners at Pizza 4P’s in Bengaluru, India

While our operational foundations in new markets like India and Indonesia are finally being established, we are not yet at a stage where we can measure and publish sustainability data with the same precision as in Vietnam. Truthfully, 2025 was a “year of preparation,” and our visible progress toward our 2030 goals may appear to have stalled. However, we are using this reflection as fuel. In 2026, these preparations will turn into action, and we will accelerate our pace to create visible progress in our new markets.

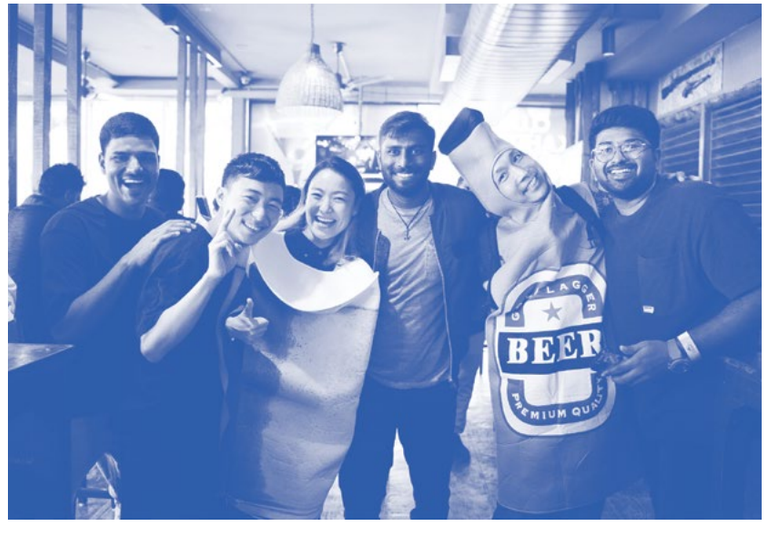
In 2026, we hope that the seeds we have so carefully nurtured will begin to bloom, providing a spark for more people to feel “Peace” in their hearts.

To all of you who walk alongside us and support us on this difficult yet beautiful journey, we offer our deepest, heartfelt gratitude.

Yosuke Masuko
Co-Founder, CEO

Sanae Masuko
Co-Founder, DCEO

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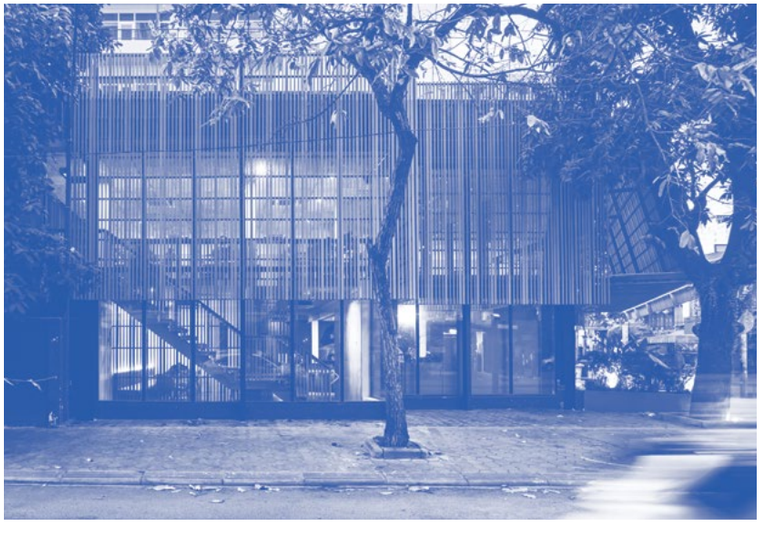


What started as a simple pizza restaurant in a local alley in Ho Chi Minh City back in 2011, Pizza 4P's has now grown to 41 locations throughout Vietnam, Cambodia, India, Japan, and Indonesia.

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Each of our restaurants is driven by our concept of "Oneness", whereby the simple act of sharing a delicious meal fosters connections between nature, farmers, chefs, and all living beings. Ultimately, this cultivates a sense of compassion, gratitude, happiness, and appreciation for all forms of life.

3.



1. Crazy Farm, a natural farm in Hokuto, Yamanashi, Japan
2. Pizza 4P's Boeung Keng Kang 1, Phnom Penh, Cambodia
3. Sample collected during field research with for cities and studio anettai



4P's Partners at a Biodiversity Workshop
at Pizza 4P's Tran Ngoc Dien, Vietnam

Biodiversity Workshop
at Pizza 4P's Tran Ngoc Dien, Vietnam

Guests at a Biodiversity Workshop
at Pizza 4P's Tran Ngoc Dien, Vietnam

We operate our own cheese factory in Lam Dong Province, Vietnam, and cheesemaking facility in Tateyama, Japan, which produces the majority of cheese served across our restaurants in Vietnam, Cambodia, and Japan. In addition, we make small-batch, house-made cheeses in our onsite Cheese Rooms in India and Indonesia.

4P's Corporation also operates 3 Ippudo ramen locations in Vietnam and About Life Coffee Brewers café. Lastly, we supply cheese and frozen products to other restaurants, hotels, and supermarkets around Vietnam.

Our head office is located in Ho Chi Minh City, and we have offices in Hanoi, Da Nang, and Phnom Penh, Bengaluru, Jakarta. As of December 2025, the total number of Partners—which we call employees— in all of our restaurants and offices is 4,078 Partners.

1.



1. Cheese artisans at Cheese 4P's in Tateyama, Japan
2. Nico Nico Yasai Farm in Dak Lak, Vietnam

About this Report

This annual Sustainability Report shares our progress and challenges openly—reflecting the real environmental, social, and governance impacts across 4P's Corporation. We present it with honesty, trusting that transparency, even when imperfect, is the foundation of meaningful progress.

This report includes key performance data across food safety, sourcing, people & training, community, waste, natural resources, and climate impact.

Our reporting references international frameworks, including the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

The reporting period covers our 2025 fiscal year (January 1 – December 31, 2025) . All currency references are in Vietnamese Dong unless otherwise noted.

This Report is available for viewing on our website (scan QR code to the left), and for any feedback or comments on this report, please contact info@pizza4Ps.com.

Scan the QR code to viewthe full report on our website

2.





Pizza 4P's Tran Ngoc Dien, Vietnam

41

41 total locations, including 36 in Vietnam, 2 in Cambodia, 1 each in India, Japan and Indonesia.

Our Year in Review

Our Progress in 2025

Countries of operation
0% Increase

2024

5

2025

5

Number of Pizza 4P's stores
3% Increase

2024

40

2025

41

Number of Pizza 4P's Delivery Hubs
13% Decrease

2024

8

2025

7

Tonnes of
cheese produced
63% Increase

2024

324

2025

528

Number of pizzas served
23% Increase

2024

2,521,359*

2025

3,091,515

*The total number of pizzas served in 2024 has been revised to 2,521,359. This adjustment corrects a data-duplication error in the figure previously reported in the 2024 Sustainability Report.



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

Number of
Frozen Pizzas Produced
214% Increase

2024

124,880

2025

391,894



Cheese 4P's in Tateyama, Japan

Number of guests
22% Increase

2024
5,741,944

2025
6,984,013

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

2024
16,922,799

2025
18,484,750



Pizza 4P's Hai Ba Trung, Vietnam

Number of Partners
8% Increase

2024
3,780

2025
4,078

Number of suppliers
12% Increase

2024
684

2025
764



Worker from Aliet Green in Yogyakarta Indonesia

Number of Cafés
50% Decrease

2024

2

2025

1

Number of
Ippudo Ramen franchises
33% Increase

2024

3

2025

4

Number of
production facilities
50% Increase

2024

2

2025

3

Impact Summary: Regenerative Food Systems



Guests participating in Tour 4P's at Sea Vegetables in Nishi-Izu, Shizuoka, Japan

Key Numbers

165
Sustainable suppliers globally

6
New whey-based dishes introduced

4
Farm tours in Japan with Tour 4P's, with 42 guest participants

20%
Food sustainably sourced globally

34

35

Impact Summary: People-Centric Happiness

Guests participating in a Pizza Workshop at Pizza 4P's Vo Van Kiet, Vietnam

Key Numbers

42.11%
Percentage of women in leadership positions

21
New Restaurant managers promoted from within

68,798
Total hours of total training and coaching

18,119
Guests participated in Pizza Workshops

Impact Summary: Sustainable Operations



TONTOTON waste collection site in Cambodia

Key Numbers

106
Tonnes of waste diverted from landfill

85%
Diversion rate for zero waste concept stores

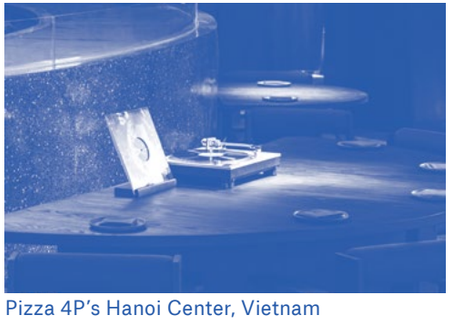
3,358
Jars returned from customers

7,780 km
Delivery distance covered by electric vehicles

New Locations

Pizza 4P's Tran Ngoc Dien, Ho Chi Minh City, Vietnam
The sustainable-focused Pizza 4P's Xuan Thuy store has relocated to a new space that further emphasizes our commitment to sustainability. Inspired by Saigon's everyday regenerative practices, Pizza 4P's Tran Ngoc Dien reflects the city's natural ability to adapt and renew. In collaboration with studio anettai, the restaurant incorporates reclaimed and repurposed materials, reused elements from existing stores, and local resources for passive shading. Additional details about this store's sustainable design can be found in the Sustainable Operations section.

Pizza 4P's Hanoi Center, Hanoi, Vietnam
Opened in January 2025, the store introduces an immersive dining concept centered on "Oneness through sound", exploring how sensory design can strengthen connections between people, nature and space. Developed with Agency X, the restaurant is designed as an acoustic environment where sound functions as architecture, shaping movement, emotion and shared experience. At the entrance, a living plant installation transforms the micro-frequencies of plants into real-time sound. Inside, stepped acoustic panels reflective surfaces and curated soundscapes create distinct atmospheres throughout the day. The combination fosters awareness of human-nature interdependence and supports emotional wellbeing.



Pizza 4P's Hanoi Center, Vietnam

Ippudo Lotte West Lake, Hanoi, Vietnam
Opened in August 2025, the store is the brand's first restaurant in Hanoi, bringing authentic Japanese ramen into a space inspired by the philosophy of "Where Tradition Meets Modernity". The interior design blends natural materials such as wood and deep-toned finishes with handcrafted elements drawn from Japanese izakaya culture, creating a warm and balanced dining environment.

Cheese 4P's, Tateyama, Japan
We've just launched a new cheesemaking facility in Tateyama, Chiba, in partnership with Sudo Farm - a multigenerational family farm known for its pasture-raised cows and exceptional milk. Since November, all cheese served at Pizza 4P's Tokyo is made here, steps from the cows providing the milk. By eliminating transportation and working alongside the dairy, we transform freshly milked raw milk into cheese at peak condition, honoring each cow's individuality.



Cheese 4P's, Tateyama, Japan

Awards and Features



Pizza 4P's Hikari Binh Duong, Vietnam

Japan's National Cheese Contest 2025
Pizza 4P's Mozzarella Cheese took home the Gold Award in the Pasta Filata category at the 15th ALL JAPAN Natural Cheese Contest. This gold medal belongs to everyone who believed in what fresh, handmade cheese could be - our cheesemaking team, the incredible people at Sudo Farm, and everyone who's supported us along the way.

Top 100 Best Restaurants in Japan
In 2025, Pizza 4P's was proudly recognized by Tabelog, Japan's leading restaurant review platform, as one of the Top 100 Best Pizza Restaurant in Japan—a rare and prestigious honor in one of the world's most competitive food scenes. The concept of the Tokyo store is "Earth to People - Oneness." We aim to provide dishes, spaces, and experiences that help you feel connected to the Earth and to each other.

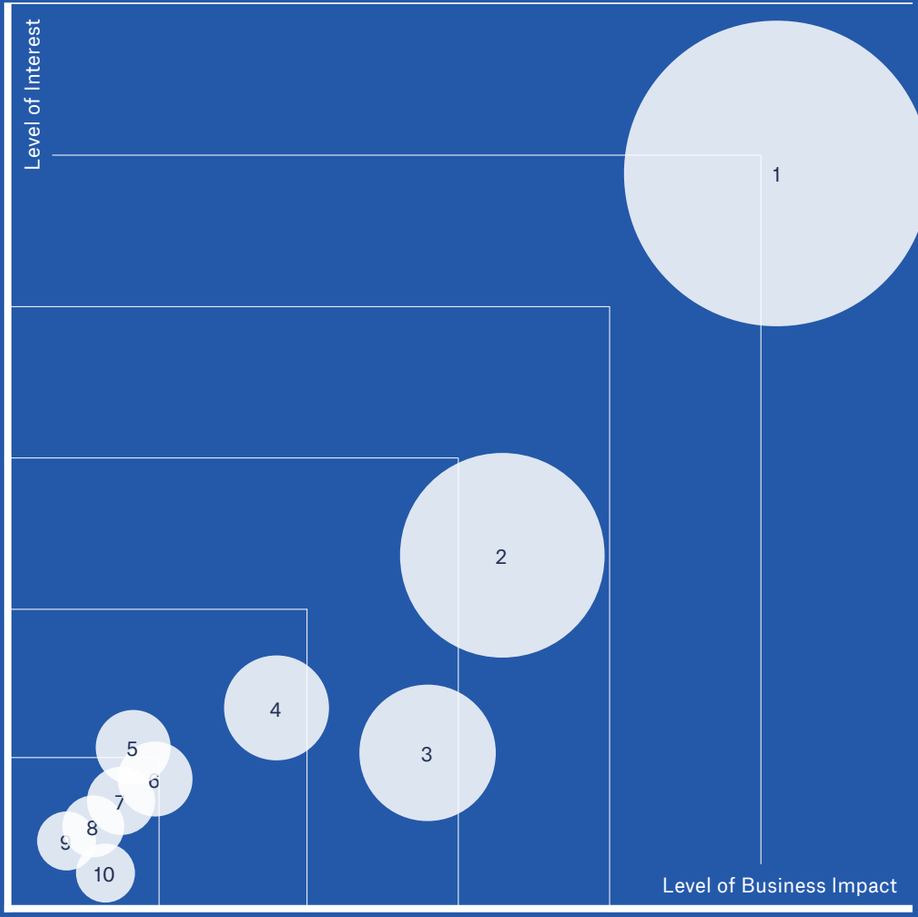
2025 Good Design Award
Pizza 4P's Hikari Binh Duong proudly maintains the Good Design Award for the 3 consecutive years, highlighting its role as more than just a restaurant. Designed as an Eco-Edutainment Hub, the space combines natural light, sustainable materials, and open architecture to educate and inspire guests about environmental responsibility while they dine. This recognition reflects Pizza 4P's ongoing commitment to thoughtful design that connects people, sustainability, and meaningful experiences.

Featured in National and Global Media
Pizza 4P's received extensive national and global media recognition in 2025 for our brand journey and guiding philosophy. CNN featured the company's growth story and the overarching "Oneness" principle - a balance that has drawn attention across borders. In Japan, publications like Nikkei MJ and "Dig the Tea" dove deep into our menu design and restaurant spaces, offering readers insights into how we craft experiences that go beyond just the food.

Materiality Review

Topics

1 Food safety
2 Waste management and Reduce Plastic use
3 Physical and Mental Health for Employees
4 Diversity, Inclusion and Equity
5 Restaurant Design
6 Labor practices
7 Sustainable sourcing and Regenerative Agriculture
8 Water management
9 Energy management
10 Climate change



To ensure our sustainability priorities reflect both business impact and stakeholder expectations, we conducted a structured review on the materiality topics. Our topics have been defined in 2024—rooted in surveys with over 3,000 stakeholders (internal Partners, suppliers, and customers)—then analyzed regulatory shifts, environmental pressures, and social developments across our regions. This review allows us to cross-functionally prioritized topics based on urgency, business risk, and alignment with our 2030 vision, and validating with our board of management.

Note: The position of each topic represents its priority rank (1 = highest, 10 = lowest), not the absolute level of business impact. Bubble size and position are for ranking visualization purposes only.



Waste collection bins at Pizza 4P's
Hikari Binh Duong, Vietnam



Installing sound equipment
at Pizza 4P's Hanoi Center, Vietnam

Progress has been slower than we expected, and one clear lesson has emerged, one size does not fit all.

Waste infrastructure, supply chain maturity, and the cost of transition vary significantly across the regions we serve. So, we have learned to shift toward locally relevant strategies such as trialing, adapting, listening, and trialing again. In 2025, we are rebuilding our foundation with humility and curiosity, guided not by rigid plans but by responsiveness to place and people.

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1. Participant at a Biodiversity Workshop at Pizza 4P's Tran Ngoc Dien, Vietnam

2. Sapiku Tambun Cow Farm, Indonesia

Our Journey Towards 2050

2010
We began with a simple idea: Making cheese in Vietnam. That led us to learn, start trialing cheese-making, build our first pizza oven, and build relationships with local farms.

2011
Our very first store opened on Le Thanh Ton Street in Ho Chi Minh City.

2012
We opened our first Cheese Factory in Lam Dong, Vietnam.

2019
We deepened our partnership with organic producer Thien Sinh Farm to reuse whey for agriculture—our first step toward circularity. That same year, we opened Pizza 4P's Xuan Thuy to bring the concept to life and launched our first Edutainment workshops, teaching sustainability through pizza and cheese making.

2020
We committed to transitioning to Cage-Free eggs, launched our Jar Return Program, imported our first natural wine to Vietnam, and introduced the Peace Pizza campaign—using food as a bridge for connection.

2021
Amid the challenges of COVID-19, we published our first Sustainability Report and opened our first Zero Waste stores in Cambodia. Transparency became non-negotiable.

2022
Zero Waste stores opened in Vietnam, and we began developing more food dishes focused on sustainability.

2023
We brought our vision of Peace to two new corners of the world: Pizza 4P's Tokyo opened, embodying "Oneness Earth to People," while Pizza 4P's Bengaluru launched with the theme "Oneness in Diversity."

2024
We opened Pizza 4P's Indonesia with a focus on "Oneness in Biodiversity," while our Pizza 4P's Lotte Tay Ho store achieved LEED Gold certification. That same year, we opened a new processing kitchen and cheese factory, and continued shaping our Sustainability Vision and Goals through leadership co-creation.

2025
We opened our regenerative concept restaurant at Tran Ngoc Dien, Vietnam, and broke ground on a new cheesemaking facility in Japan. At Pizza 4P's Au Co, our Peace Gallery opened its doors to the public.

2030
By 2030, Pizza 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. We will lead with impact in three core areas:

- Happiness & Peace: Fostering purpose-driven workplaces where partners master "happiness skills" and achieve profound fulfillment
- Regenerative Sourcing: Pioneering a restorative food system that heals ecosystems through our menus and inspires millions
- Sustainable Operation: Ensuring responsible growth through unwavering compliance and relentless efficiency in energy, water, and waste.

2050
By 2050, we envision a fully regenerative business model which is carbon neutral, restorative, and ensures every partner enjoys lifelong happiness. A peaceful, prosperous global community, built one meal at a time.



Pizza 4P's Tran Ngoc Dien, Vietnam

Sustainability is not a standalone initiative. It touches procurement, kitchen operations, restaurant design, and guest experience and extends beyond our restaurants to suppliers, Partners, and public systems.

We are also deepening collaboration across industry groups, academic institutions, and local communities—inviting others to co-create solutions we could never build alone.

Perhaps most importantly, we remind ourselves of our beginnings. From early cheesemaking experiments in Vietnam to the launch of regenerative-concept restaurants across Asia, each milestone reflects a deepening commitment to people and the planet. The progress has been slower than we hoped, but we've learned that consistency—not perfection—will carry us forward.



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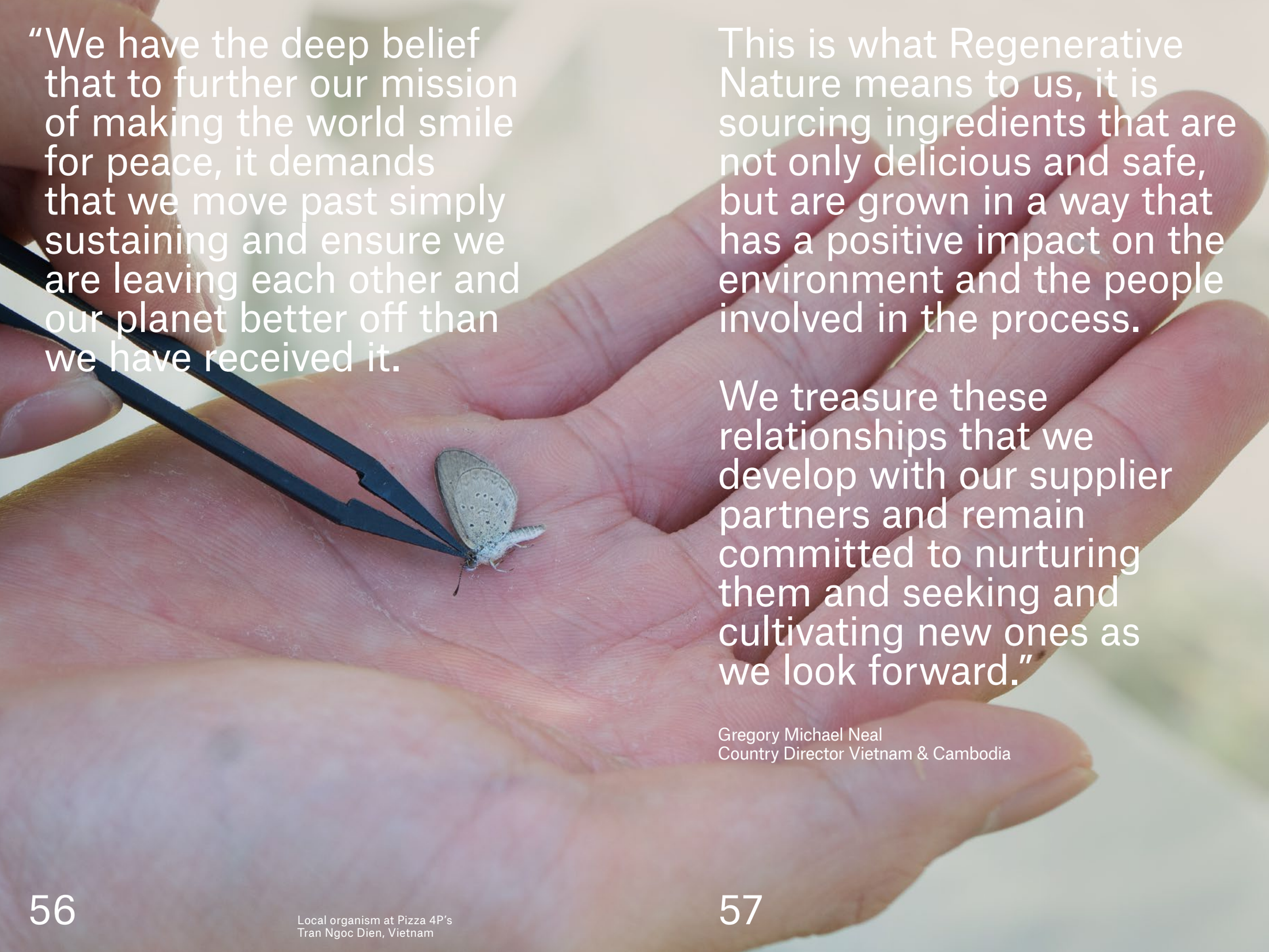
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1. Seaweed cultivation at Sea Vegetables in Nishi-Izu, Shizuoka, Japan
2. Nong Ngu Hoa De Cooperative in Soc Trang Province, Vietnam
3. 4P's Partners visting a farm in Bao Loc, Vietnam

Regenerative Food Systems



“We have the deep belief that to further our mission of making the world smile for peace, it demands that we move past simply sustaining and ensure we are leaving each other and our planet better off than we have received it.

This is what Regenerative Nature means to us, it is sourcing ingredients that are not only delicious and safe, but are grown in a way that has a positive impact on the environment and the people involved in the process.

We treasure these relationships that we develop with our supplier partners and remain committed to nurturing them and seeking and cultivating new ones as we look forward.”

Gregory Michael Neal
Country Director Vietnam & Cambodia

Local organism at Pizza 4P’s
Tran Ngoc Dien, Vietnam



Pizza making at Pizza 4P's Vo Van Kiet, Vietnam

Food Safety

Every action we take is guided by a single, non-negotiable mission: to safeguard our consumers. Quality Assurance (QA) is the foundation upon which all our operations are built. We maintain an unwavering commitment to food safety, ensuring full compliance with national regulations across all markets. 100% of our entities are certified compliant with food safety and hygiene regulations, and our manufacturing facilities hold HACCP compliance, reflecting our dedication to the highest standards.

QA excellence at Pizza 4P's rests on two interdependent pillars: Processes and People. QA functions as the "central nervous system" of our operations—ensuring quality and safety are built into every stage. Our QA team partners with the procurement department to control raw material quality from the source, collaborates with the food development team from the moment of product inception to ensure feasibility, safety and scalability, and provides end-to-end oversight in the production department, tracing every ingredient from arrival to finished dish. Standardized procedures ensure consistent quality and compliance across every store and facility, with at least two audits conducted per site every month.

People bring these processes to life. Every Partner completes mandatory food safety training as a condition of their role. Beyond this foundation, we conducted a total of 78 hours for training in Food Safety Training, reaching over 1,394 Partners, equipping our teams with the knowledge and empowerment to uphold standards daily. Skilled QA and Quality Control teams, certified in Hazard Analysis Critical Control Point (HACCP) and beyond, are present across our operations—ensuring that safety is not abstract policy, but practiced habit.

This rigorous approach has ensured full compliance across our sites, resulting in a record of zero food safety violations for the reporting period. Looking ahead, with this solid foundation in place, we are pursuing our next ambition—a new facility and global export quality, meeting international standards every step of the way.

Key Numbers

0

Cases of food safety violations

1,394

Partners received advanced food safety training

100%

Percentage of Partners completed mandatory food safety training



Partners at Pizza 4P's Indiranagar, India

Mindful Sourcing

Our Strategy

We believe there is no single solution to feeding the world sustainably. Instead, there are many hands—each doing their part.

Farmers slowly heal the soil by reducing synthetic inputs. Those practicing agroforestry and integrated systems honor production rhythms that prioritize quality over speed. Local cooperatives cut food loss, improve energy efficiency, and create dignified livelihoods. And those committed to animal welfare remind us that caring for animals is inseparable from caring for communities.

No one approach holds all the answers—but together, they form a food system worth building.

We begin with the basics: knowing where our ingredients come from and how they are produced, and ensuring they meet our standards for quality, food safety, and the ethical and environmental commitments embedded in every supplier contract. From this foundation, we advance toward sustainable practices—and then toward regenerative practices that actively restore ecosystems.

We are committed to sharing what we are learning: the art of respecting food, the farmer, the soil, and the chef.

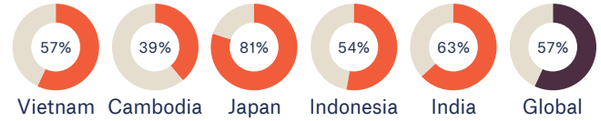


4P's Partners visit Dong Xanh Farm in Lam Dong, Vietnam

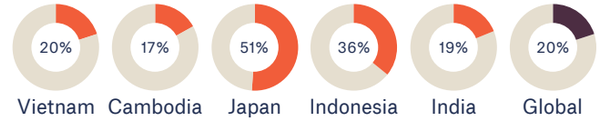
Sourcing Data

Our sourcing data is calculated based on procurement value. A supplier is considered local when items are both grown and produced locally. For sustainable suppliers, we conduct on-site audits using our internal questionnaire—referencing principles such as organic and regenerative agriculture—or rely on recognized third-party certifications for Sustainability.

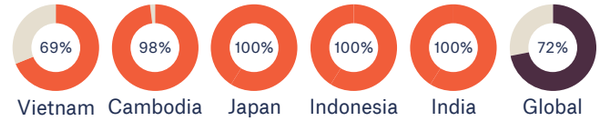
Locally Sourced Ingredients



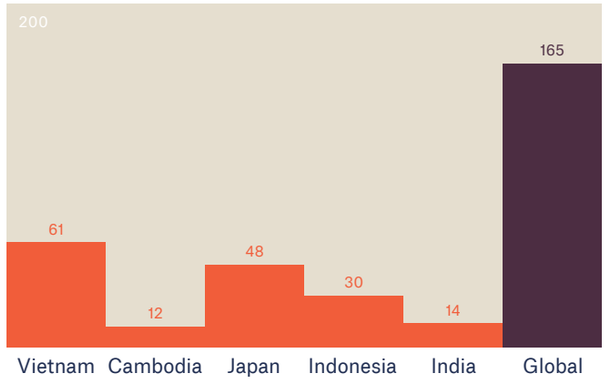
Sustainably Produced (with second and third-party audit for sustainability)



Cage-free Eggs



Sustainable suppliers

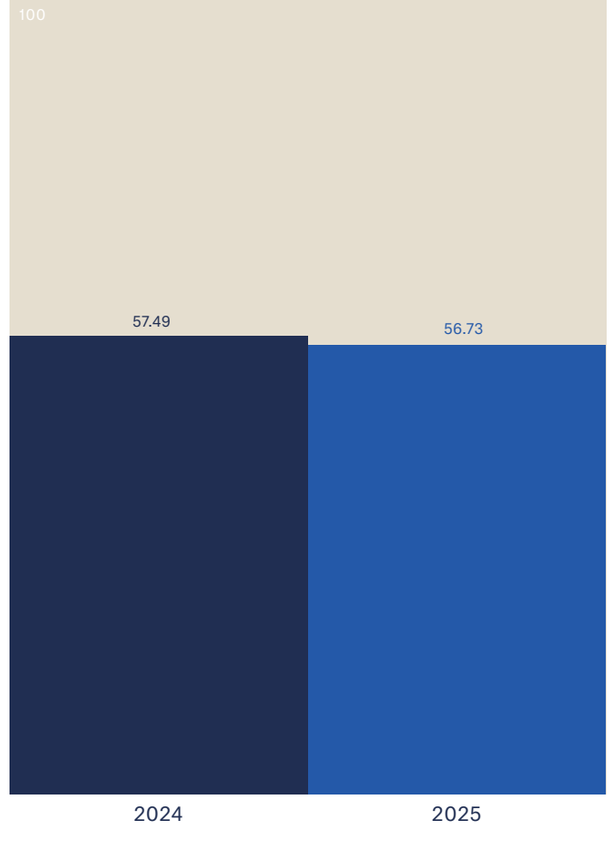


Local sourcing remains the foundation of our supply chain, with a global average of 56%—consistent with the previous year. Across markets, Japan leads with over 80% local sourcing, followed by India at 63%. Local sourcing contribution in Vietnam and Indonesia was at 56.90% and 53.79% respectively. Cambodia showed the most significant growth, increasing from 19% to 39% year over year—a testament to our deepening partnerships in the region.

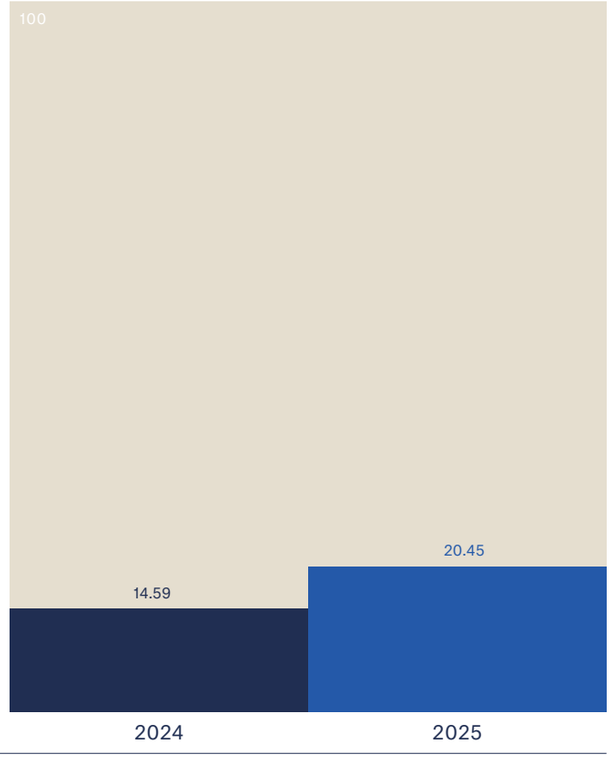
Cage-free egg sourcing saw a slight decline in the global average to 71.82%. While sourcing cage-free eggs remained stable in most regions, Vietnam experienced a modest drop due to quality and supply challenges. We are working closely with local suppliers to address these issues and strengthen supply reliability.

As our business has scaled, so too has our network of vendors committed to sustainable production. With our expansion, the number of sustainable vendors has grown from 114 to 165. Our global sustainable sourcing (from second and third-party audit) has risen moderately to 20.45%, demonstrating that as the business grows, our positive impact can expand as well. More details into sustainable sourcing can be found in the Appendix.

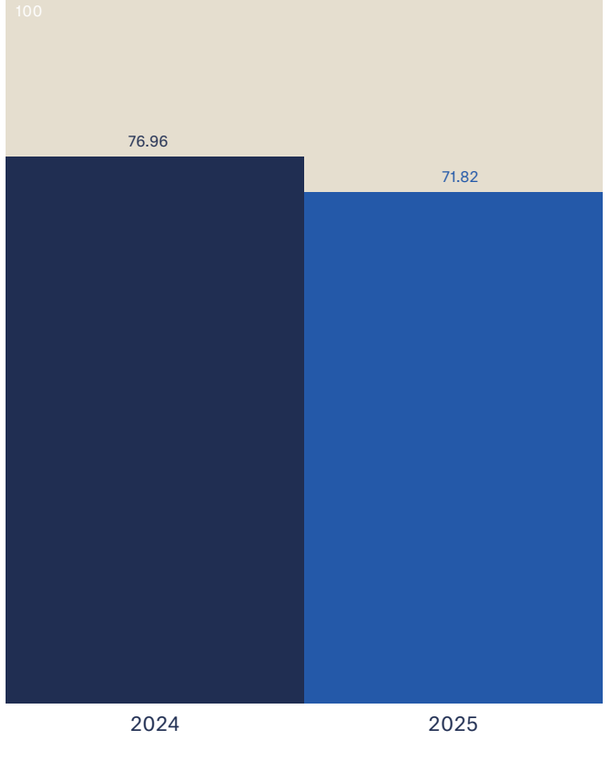
Locally Sourced Ingredients Globally (%)



Sustainably Produced Globally (with second and third-party audit for sustainability) (%)



Cage-free Eggs Globally (%)



Producer Spotlight

We are honored to carry ingredients and products from around the world—working alongside farmers, makers, and artisans who prove that innovation and compassion for the Earth can go hand in hand. Here are some of the producers we are proud to highlight.

Sapiku Tambun Cow Farm, Indonesia

The cows at SapiKu Tambun are raised on a well-balanced diet of tofu dregs, concentrate, and fresh grass. What makes their approach unique is the use of tofu dregs—a byproduct of small-scale tofu production—turning local food waste into a valuable source of nutrition. Through this sustainable practice, they support both the community and the environment, ensuring healthy cows and high-quality milk produced with care. Milk from SapiKu Tambun is used for our house-made cheese products served at Pizza 4P's Indonesia.



Sapiku Tambun Cow Farm, Indonesia

Happy Hens, Bengaluru, India
Each dish is touched by the richness of free-range eggs, lovingly raised at Happy Hens. Based in Bengaluru, they believe that hens raised in spacious, free-roaming environments lay better, more nutritious eggs. Certified by Certified Humane® Asia, their feed contains no antibiotics or growth hormones. They work with small farmers to foster sustainable poultry farming and vibrant local communities. The eggs from these hens, raised in open, nurturing spaces, are brimming with nature's bounty. These free-range eggs used at Pizza 4P's Bengaluru, India.

Nico Nico Yasai Organic Farm, Vietnam
Nico Nico Yasai is a natural farming and biodynamic vegetable farm with locations in Moc Chau, Dak Lak, and Mang Den region. Across open fields and greenhouses, they grow rocket, lettuce, carrots, basil, corn, and strawberries. Their approach is gentle and intentional: soil layered with corn husks, pests managed with fermented garlic, ginger, and neem oil, and compost crafted from rice bran, fish powder, and seawater. No synthetic chemicals—just patience, observation, and deep respect for the land. These Ingredients are used in a variety of Pizza 4P's stores in Vietnam.

Jauma, Australia
Jauma has been a leader and innovator in Australian natural wine since its first harvest in 2010, founded by James Erskine—a legendary figure in the movement. Beginning his career as a sommelier, James was drawn to the natural wine philosophy emerging from Europe, which led him to craft "zero-zero" wines: nothing added, nothing taken away. James is also one of four pioneers behind the Natural Selection Theory collective, a group that helped break boundaries and open new pathways for low-intervention winemaking in Australia. "Tikka the Cosmic Cat" is available at 15 stores in Vietnam,



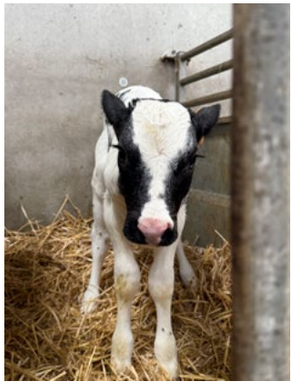
Nico Nico Yasai Organic Farm, Vietnam

while "Danby Light Grenache" can be found exclusively at Pizza 4P's Tran Ngoc Dien, Vietnam.

Grape Republic, Japan
Grape Republic was founded in 2017 by Kazuomi Fujimaki and Takayuki Taira—two culinary and wine professionals driven by a shared vision: to revive abandoned farmland in Taira's hometown of Nanyo, Yamagata, and reimagine what Japanese wine could be. Their approach is deliberately "freestyle"—unbound by convention, embracing local hybrid grape varieties, and crafting wines that are vibrant, alive, and unmistakably Japanese. By blending Yamagata's rich agricultural heritage with modern, low-intervention techniques, Grape Republic has become a model for sustainable regional revitalization. "Aromatico" and "Arancione" are available at 15 stores in Vietnam.



Happy Hens, Bengaluru, India



Laita Dairy Cooperative, France

Laita Dairy Cooperative, France

Founded in 1969, Laita now includes around 3,000 farmers operating in the Breton region—an area well-suited for dairy farming with its mild summers. The cooperative places strong emphasis on quality, efficiency, and sustainability, as well as the pride and longevity of its workers. A visit to a 150-cow operation north of Brest reinforced the care and attention given to animal welfare and environmental stewardship throughout Laita's supply chain. Cream and cheese from Payson Breton used at Pizza 4P's Vietnam, Cambodia, India, and Indonesia.

Sari Ananta Bali Art Glass, Indonesia

Sari Ananta is a recycled glass studio that crafts products from leftover sheet glass and used bottles collected locally. Their creations range from uniquely curved plates to glass tables, all in a stunning ocean-like blue that shifts beautifully with the sunlight. Glassware featured at Pizza 4P's Indonesia.

Gomi Recycle, Phnom Penh, Cambodia

Gomi Recycle has spent over a decade pioneering sustainable waste management in Cambodia. They specialize in transforming plastic waste into stylish, durable, and functional products—including tabletops, planters, chairs, benches, and art boards. Operating with significant capacity, the facility processes plastic waste sourced daily from local businesses, factories, and restaurants. We work closely with Gomi to divert plastic waste—from food wraps to packaging—from landfills and transform it into valuable new resources. Upcycled restaurant items used at Pizza 4P's Cambodia locations.

Mindful Foods

Key Numbers

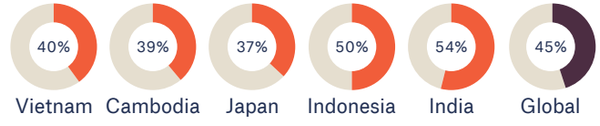
44%

Menu offers lacto-ovo vegetarian options (globally)

6

New whey-based dishes introduced

Lacto-ovo Vegetarian Options Across Markets (% of total menu offering)



Planet-Forward Choices

At Pizza 4P's, we believe that food which is better for the planet can also deliver WOW. That is why our approach to sustainable food begins not with restriction, but with invitation—welcoming guests into a world of flavor that happens to be gentler on the earth.

In 2025, lacto-ovo vegetarian options—which include dairy and eggs—accounted for an average of 44% of our total menu offering across all markets. India leads with the highest share at 54%, to honoring local cultural preferences, followed by Indonesia with 50.41%. Every other country maintains at least one-third lacto-ovo vegetarian offerings.

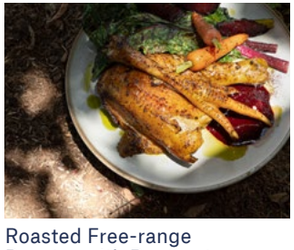
What began as an experiment has grown into something far larger. Signature dishes like our crab pasta and burrata Parma ham pizza were reimagined as vegetarian renditions—proving that beloved classics can evolve without losing their soul. Following overwhelmingly positive feedback from a few pilot stores last year, we scaled these

items across Vietnam and Cambodia. We saw vegetarian net sales grow globally—not only in Vietnam and Cambodia, but also in markets like India and Indonesia where plant-forward eating is already part of daily life. We believe this is not about making vegetarian a special category. It is about normalizing it as a delicious, satisfying choice—one that happens to leave a lighter footprint on the planet.

Farmer's Harvest Plate

Across regions, we have introduced a signature dish concept called Farmer's Harvest—a menu item shaped by direct conversations with the farmers who grow our ingredients. In Vietnam and Indonesia, the dish features more tropical vegetables, including baby corn, okra, and other seasonal highlights. In Japan, the Seasonal Farmer's Salad celebrates the original taste of lettuce and leafy green, enhanced by a light, simple dressing that lets the vegetables shine. Vegetables rotate with the seasons, ensuring that every visit offers something new, and every dish tells the story of the land it came from.

Through dishes like these, we invite our guests to taste the connection between food, farming, and the Earth—one delicious bite at a time.



Roasted Free-range Rooster with Beetroot & Rainbow Chard

Regenerative Seasonal Menu

Our 2025 seasonal menu in Vietnam celebrates a deeper connection with nature—through thoughtful sourcing, mindful preparation, and the stories behind every dish. Duck and Goat Cheese Ravioli features goat cheese from a silvopasture farm that protects both forest and watershed in Lam Dong. Honey-glazed free-range rooster is served with organic beetroot hummus; the remaining meat becomes our Oriental chicken sausage pizza—ensuring nothing goes to waste.

New additions include Wild boar ragu with house-made pappardelle and a rustic Rooster terrine with pâté mousse and cranberry sauce. Both showcase local heritage breeds—raised in free-roaming environments by local cooperative farms dedicated to preserving these traditional species. At its heart is Sokfarm's organic coconut nectar from Tra Vinh, harvested by Khmer farmers who returned to ancestral methods when saltwater threatened their groves. Their work is a reminder that progress sometimes means returning to nature's wisdom.



Farmer's Harvest Plate


Wild Boar Ragu with
House-made Pappardelle



Oneness Piña

Menu Innovations: Upcycled Whey

Cheesemaking produces a lot of whey. Today, whey flows through our menu in ways we never imagined: transformed into beer, sake, cocktails, cheese, and more. Annually, approximately 290,000 liters of whey water have been turned into Ricotta cheese now featured across countless dishes. Another 12,000 liters have flowed into our signature beverage, from Whey Stout and Whey Honey Kombucha, proving that creativity and sustainability can be delicious together. In 2025, we introduced even more whey-based creations across our global markets.

Hazy Whey IPA (Vietnam)
By partnering with Heart of Darkness Brewery, we've transformed a byproduct into something remarkable. This IPA is 40% whey—for every 2,000-liter batch, 500 liters of whey are repurposed. The result is a signature cloudy beer with tropical fruit notes and a surprisingly smooth finish.

Oneness Piña (Vietnam)
A cocktail born from radical locality. Sampan rhum from Vietnamese rice and sugarcane. Locally-grown pineapple. Palm sugar, caramelized for depth. Curry leaves. And whey—bringing unexpected creaminess, rounding tropical brightness without weight. This is Vietnamese flavor: borrowed, adapted, and made entirely on its own.

Rice & Whey Craft Sake (Japan)
A collaboration with INE TO AGAVE in Oga, Akita. This next-generation brew transforms 300 liters of whey from our Tokyo cheesemaking into a herbal, seductive sake with a clean, vibrant finish. Infused with premium herbs—kuro-moji, lemongrass, tarragon, blue ice, and Thai

mint—from Herb Stand in Yamanashi. It upcycles 20% of our Tokyo location's whey production.

Martini x Whey (Indonesia)
Whey from our daily mozzarella-making becomes the soul of this drink. Silky and surprising, it mingles with Balinese Arak to create something both familiar and entirely new. Creamy on the tongue, with a gentle salinity that makes you reach for another sip. Garnished with a sphere of our own bocconcini, still warm with possibility.

Matcha Shake and Strawberry Cheese Shake (India)
Our Matcha Shake and Strawberry Cheese Shake now carries a quiet secret: whey water. The result is a shake that tastes every bit as creamy and indulgent. What was once a byproduct is now a featured ingredient, closing the loop between our cheese kitchen and our bar, with estimated over 400 kg of whey diverted from waste—transformed into creamy, delicious shakes.



Hazy Whey IPA

Martini x Whey

We continued hosting with Tour 4P’s—a series of immersive experiences designed not only to connect our guests directly with the people behind our ingredients, but to build the kind of deep partnerships that can only grow when we take the time to truly know one another.

Through these tours, guests witness circular agriculture in action, reflecting the interconnected relationships between people, animals, food, and the environment.



1.



2.

1. Tour 4P’s participants at Sea Vegetables
2. Sampling cheese at Sea Vegetables in Nishi-Izu, Shizuoka, Japan

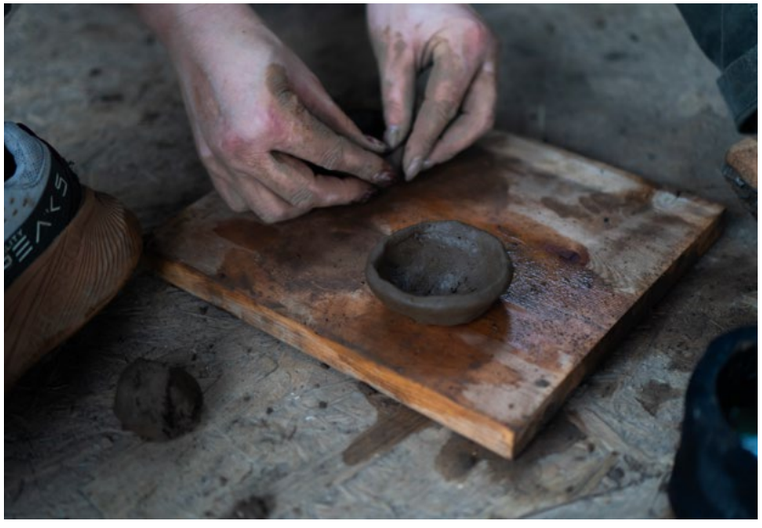
At SOU FARM in Ogawa-machi, our guests stepped into the rhythms of natural farming guided by farmer Mr. Yanagida, who practices no-till agriculture where seeds are saved from grown vegetables and replanted—producing deep, resilient flavors born from nature's own rhythm.

The experience included a soil workshop where participants created earthenware using clay from the fields, hands-on harvesting of naturally grown vegetables, and a Zen eating experience featuring SOU FARM holy basil and barnyard powder. The day concluded with a visit to mart.ogawa and KIKI WINE CLUB, curators of the natural wine list at Pizza 4P's Tokyo, for a guided tasting and dinner.



1.

2.



3.



1. Mr. Yanagida (center), Farmer, SOU FARM
2. Participants creating hand-made clay bowls
3. Tour 4P's participants at SOU FARM



Tour 4P's participants at SOU FARM
in Ogawa-machi, Japan

1.



2.



Our guests discovered the hidden world of seaweed—a cornerstone of marine ecosystems and a growing part of our menu. The journey began at the Sea Vegetable Lab, where guests observed seaweed seedling cultivation, followed by a tour of onshore and offshore farming areas by boat. The experience included a tasting of new menu items developed in collaboration with Pizza 4P's and a seaside toast featuring seaweed pizza and original drinks.

At Sudo Farm in Tateyama—rooted in the belief that "a farm that makes cows happy" produces better milk—guests witnessed dairy farming with animal welfare at its heart. Cows roamed freely in open pastures, living in ways that feel natural to them, free from the pressures of mass production. The experience included a pasture tour and hands-on cow feeding, milk tasting comparisons, a visit to the new Pizza 4P's cheese factory next to the farm, and a mozzarella-making workshop using fresh milk. The day ended with a pizza party featuring cheese crafted by guests' own hands, paired with original whey-based drinks.

3.



1. Participants feeding dairy cows at Sudo Farm
2. Participants exploring the grazing area at Sudo Farm
3. Kenta Sudo, Director of Sudo Farm in Tateyama, Japan

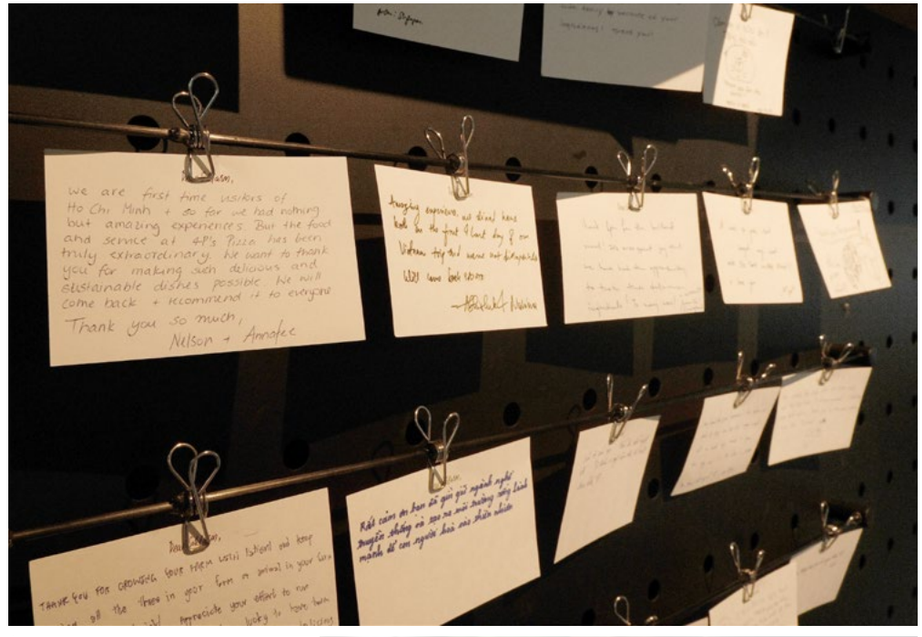


Pizza making at Sea Vegetables
in Nishi-Izu, Shizuoka, Japan



Seaweed cultivation at Sea Vegetables
in Nishi-Izu, Shizuoka, Japan

On Earth Day 2025, we created Letters to the Farm, a bridge of gratitude between our guests and the farmers who grow our food.



1.



2.

300

Gratitude Letters to farmers written by guests

1. Messages of Gratitude on display at Pizza 4P's Hai Ba Trung, Vietnam

2. Ms. Thach Thi Chal Thi, Co-founder of Sokfarm, reading Gratitude Letters at Pizza 4P's Hai Ba Trung, Vietnam

We began this project with Sokfarm, our supplier in Tra Vinh who supplies the regenerative coconut nectar featured in our seasonal menu.

Founded by Mrs. Thach Thi Chal Thi and Mr. Pham Dinh Ngai, Sokfarm is more than a supplier. They are a family of farmers who chose a harder, wiser path: turning away from chemical dependency to revive their ancestral lands through regenerative agriculture. They work with the local Khmer community, coaxing pure, golden nectar from coconut blossoms using methods that restore the soil and build resilience against saltwater intrusion.

When we carried the first letters from our guests to Sokfarm, something beautiful happened. We watched faces light up as they read simple, heartfelt words, such as:

“Thank you for bringing food on our tables. Every farmer is a hero. You deserve to be celebrated more.”

Max & Vince, Philippines



1.

In that moment, simple words built a bridge between city and countryside, between strangers connected by food and care. People who usually stay behind the scenes found new joy in their work. What started with Sokfarm now extends to all the farmers who bring food to our tables. From April 22nd to the present, we have collected and delivered over 300 letters from customers to our farmers.

If you visit our Pizza 4P’s Hai Ba Trung restaurant, look for the “Message of Gratitude” box by the entrance. Write a few words from your heart. We promise every letter reaches the farmers who make your meal possible. Because every dish we serve carries a farmer’s story—of harmony with nature, strength in hard times, and the quiet courage of people who care for the land with love.



2.

1. Messages of Gratitude at Pizza 4P’s Hai Ba Trung, Vietnam

2. Messages of Gratitude box and display at Pizza 4P’s Hai Ba Trung, Vietnam

Relearn

from Nature

Letter
from the
farm

PIZZA 4P'S

and care for the environment!
Thank you all for your
kindness and love that you
put into each plant
With love from Russia

I enjoy the food very much!
keep up the good work!

Dear Sokfarm,

Farmers are the backbone of
our society.

Thank you.

Farming is peace!!!

Dear Sokfarm,

Thank you for bringing
food on our tables.
Every farmer is a hero.
you deserve to be celebrated
more

for ~~for~~ and Vince, Philippines

Dear Sokfarm,

Thank you for the nourishing meal, your
hard work does not go unnoticed.
I wish you strength in the summer heat ♡

Dear Sokfarm,

cảm ơn ~~pzza~~ pizza 4'p và ~~sokf~~
sokfarm đã cho em đồ ăn rất
ngon mai mốt sẽ quay lại. ♡♡

thank you for all the efforts and everthing that you do. Your sacrifices provide Food Food to our table. We truly appreciate you!

Reiza from
Bicol, Philippines

produce & the awesome awesome food!

You made us really happy ♡

Thanks xoxo

Dear Solefarm,

Tôi rất vui và cảm thấy thoải mái sau khi dùng bữa ăn tại Pizza 4P's. Việc được sử dụng các thực phẩm hữu cơ có nguồn gốc và được chăm sóc tận tâm đem lại an tâm và tin tưởng. Tôi tin rằng mỗi loại thực phẩm đều mang tấm lòng, công sức và tâm huyết của những người nông dân. Tôi rất trân trọng điều đó, tôi hy vọng rằng cảm nhận của tôi sẽ góp một phần nhỏ động lực, niềm vui đến Solefarm. Mong rằng Solefarm sẽ tiếp tục mang lại những thực phẩm ngoài vị ngon vị giác mà còn vị ngon từ tinh thần.

M.e

Dear Solefarm,

we are first time visitors of Ho Chi Minh + so far we had nothing but amazing experiences. But the food and service at 4P's Pizza has been truly extraordinary. We want to thank you for making such delicious and sustainable dishes possible. We will come back + recommend it to everyone.

Thank you so much,

Nelson + Annafee

Dear Solefarm,

Thankyou for the great produce & the awesome awesome food!

You made us

Dear Solefarm,

Thank you for the brilliant meal! It's with great joy that we have had the opportunity to taste these delici

for taking such good care of the crops. It's wonderful that my children can enjoy such nutritious ingredients for their meal. We hope future generations can enjoy the harvest.

they are so fresh & flavorful. they bring life to this dish. The taste is very unique and certainly a memorable dish for us. Thank you for this beautiful taste experience!

Dear Sokfarm,

From Sophie Mai

The food is So YUMMY and I wish you a HAPPY day

Dear Sokfarm,

Thanks for the ingredients you give to pizza 4P that produces wanderful pizzas. I am from Italy, where pizza was invented a long time ago. Super products, and super pizza, what's best??!

Dear Sokfarm,

Thankyin for blessing us with such amazing food! It is truely DELICIOUS! we loved every bit of it. Thankyou for all your all your hard work in providing us such amazing food! we will always be greatful!

Dear Sokfarm,

I come to Pizza 4Ps every time I visit Vietnam & I'm very grateful for the work you put in to make it the best place to go for good, high quality food.

Thank you!

People-Centric Happiness



“At Pizza 4P’s, we believe that our growth comes from the growth of our people. We strive to create a place where everyone feels trusted, cared for, and inspired to become a better version of themselves each day. By growing our people with heart and purpose, we hope to continue spreading smiles from our teams to our guests and the communities we serve.”

Ngan Lam
Human Resources Director

Partners in training at Pizza 4P’s
Indiranagar, India

Workplace Diversity

As of December 2025, our global family has grown to 4,078 Partners. Our commitment to "People-Centric Happiness" is rooted in creating a diverse, equitable, and transparent workplace where every Partner can flourish.

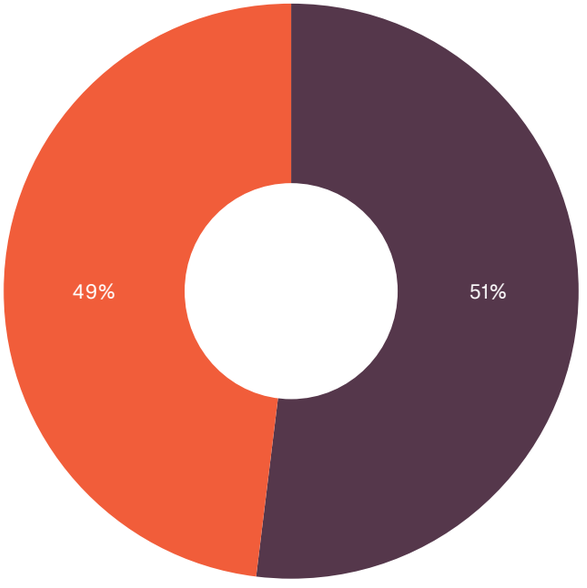
We maintain a balanced gender distribution with 2,075 female and 1,971 male Partners. Our operations are primarily driven by Gen Z, representing 3,223 Partners, supported by the experience of Gen Y, Gen X and Baby Boomers.



Partners at the annual Year End Party in Ho Chi Minh City, Vietnam

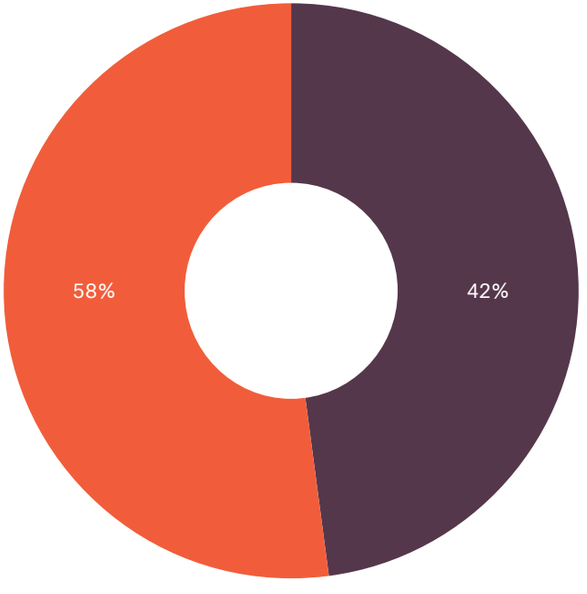
Female
Male

Gender demographics for all Partners



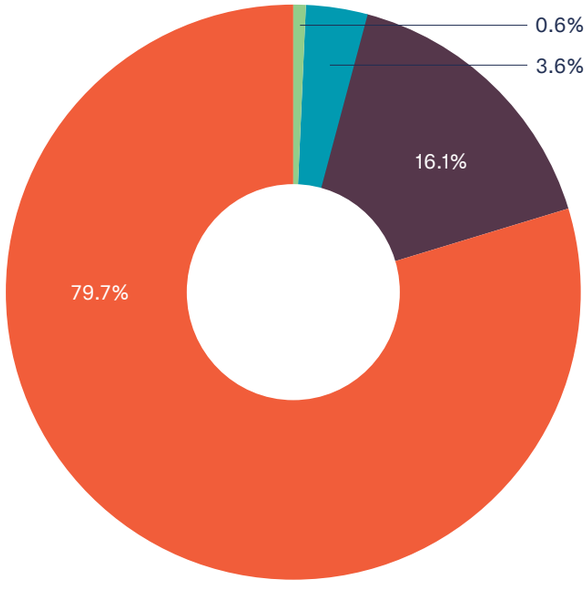
Female
Male

Gender demographics for BOD, Directors & Managers



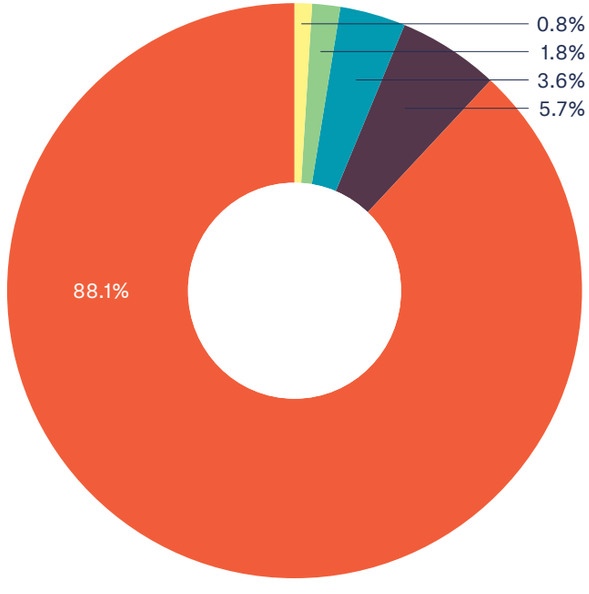
Under 25
25–40
40–50
Over 50

Age demographic of all Partners



Vietnam
India
Cambodia
Indonesia
Japan

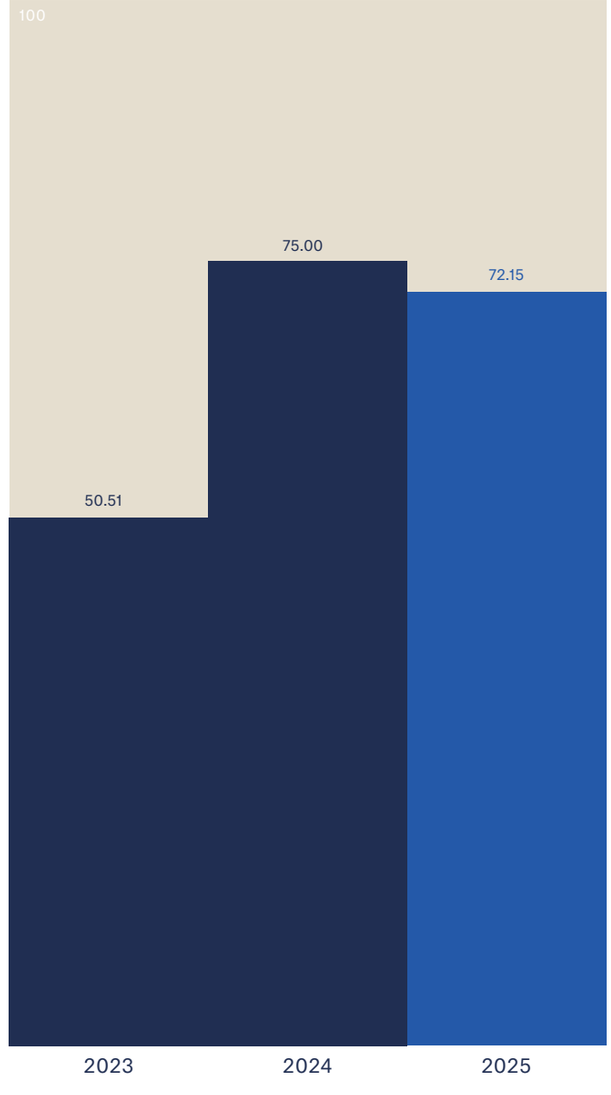
Regional demographic of all Partners



While Vietnam remains our heart with 3,594 Partners, our Oneness philosophy extends to India (232), Cambodia (145), Indonesia (73) and Japan (34).

In 2025, 92% of our Partners were full time employment. Our turnover rate saw a slight decrease from 75% to 72%. While we acknowledge the rate remains high, we are committed to further improvement through ongoing initiatives focused on labor practices, workplace culture, and the cultivation of happiness.

Voluntary
Turnover Rate (%)



Building a Safe Workplace

In 2025, we continued to strengthen our Occupational Health and Safety Management (OHSM) procedures, establishing key protocols for chemical safety, risk assessment, emergency preparedness, and contractor requirements. We launched a digital Health, Safety, and Environment (HSE) training program through our e-learning platform, making safety education accessible to all partners—and mandatory for everyone. Apart from that, we delivered specialized training in fire fighting and prevention, chemical safety, and first aid, a total of 24 hours of instructor-led training.

As compliance systems improved and training reached more teams, we saw a significant drop in HSE-related issues. We are proud to share that we achieved zero high-consequence work-related injuries involving partners for the year.

Key Numbers

24

Hours of instructor-led training Safety Trainings

0

High-consequence work-related injuries

We believe that feeling safe at work means feeling seen, heard, and respected. That starts with the basics: 100% of new partners receive written contracts, and we strictly ensure that no salary falls below minimum wage in any location. Beyond compliance, we launched Partner Voices—an anonymous channel for partners to share feedback on work environment, leadership behavior, or any critical concern. It is a space for honest dialogue, built on the belief that a healthy workplace is one where every voice can be heard. Through this channel, our team addresses issues promptly, ensuring a safe and supportive environment for all.



Kitchen training at Pizza 4P's Indiranagar, India

Creating Equity Environment

Key Numbers

42.11%

Women holding leadership positions

87.50%

Return-to-work rate after paternal leaves

Led by our Learning & Development team, we launched a 360° survey where leaders received input from managers, team members, and peers to reflect on leadership competencies and core values, aligned with our belief in "Oneness". The framework assessed six leadership competencies and how leaders embody Authenticity, Compassion, Kaizen, and Omotenashi in daily work. Over 220 leaders participated, generating nearly 2,000 feedback responses to support continuous leadership growth.

Our leadership structure includes 130 Managers overseeing a frontline force of 3,916 Non-managers. Women hold 42.11% of leadership positions at 4P's, ensuring diverse voices guide our strategic decisions. 85 Partners who took parental leave in 2025 with a high return-to-work rate of 87.50%, ensuring that parenthood and career growth go hand-in-hand at Pizza 4P's.



4P's Partners participate in an Investment & Trade Discovery Tour in the Mekong Delta region of Vietnam

Happiness Journey

Key Numbers

21.15

eNPS Score (75.23% complete rate)

1,081

Nominations for the the Most Valuable Partner Award

82%

participants in Better Together Challenge meaningfully increased their personal development awareness and workplace connection



4P's Partners at Delivery Hub

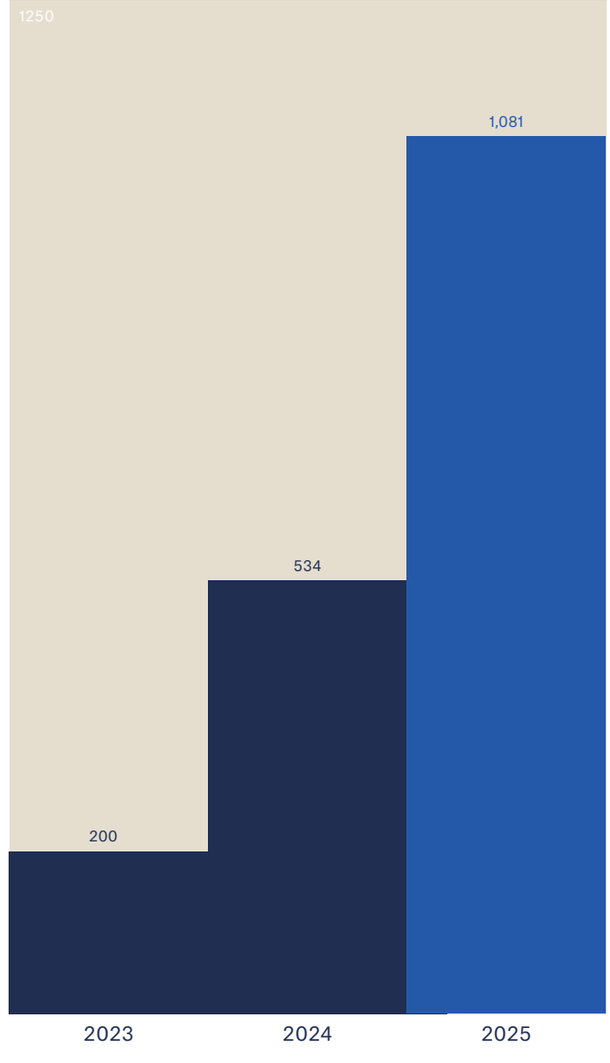
Measuring Happiness

In 2025, we made the decision to retire our 2DaysMood tool, reallocating resources toward higher-impact initiatives that offer a more comprehensive understanding of Partner experience. Central to this shift is the Employee Net Promoter Score (eNPS) —a simple but powerful metric that asks: "How likely are you to recommend Pizza 4P's as a great place to work?" This gives us a transparent look at our internal brand loyalty. Our eNPS reached 21.15 points, a steady climb from 17 earlier in the year, with a 75.23% response rate. Across 15 drivers of engagement, we maintained a satisfaction rating of 3.95/5.00—a reflection of the consistent work being done to build a workplace where people want to stay.

Recognition and Connections

We continue to run high-impact initiatives that bring recognition and connection to life. The Most Valuable Partner (MVP) Award is our way of recognizing those who embody our values—not through grand gestures, but through daily acts of care. In 2025, we saw a record-breaking 1,081 nominations in the first half of the year alone—nearly double the previous period. Each nomination carries a story of appreciation from one Partner to another, a quiet reminder that recognition, when genuine, multiplies.

MVP Nominations





Kitchen Partners at Pizza 4P's
Saigon Centre, Vietnam

For our 3,200 Partners in Vietnam and Cambodia, the 2025 Year-End celebration was about more than fun—it was about belonging. 79.4% of Partners associated the event with "Oneness", describing it as a moment when "we are connected, we are one team, one family." That same night, we introduced the "Oneness Ambassador" title, honoring those who go above and beyond to make their stores feel like a second home for their teammates.

We launched "LifeAt4P's"—a channel dedicated to showing the world, and ourselves, what it truly feels like to be a Partner here. This platform captures raw, unfiltered moments: acts of Omotenashi, quiet Kaizen, and teammate compassion. Partners are spotlighted for who they are, not just what they do—creating a space where they feel seen and valued beyond their operational roles.

In quarter four of 2025, we launched an experimental digital community project called "The Better Together Challenge" to promote health and personal growth. The initiative attracted 1,000 sign-ups across challenges focused on exercise and habit-breaking. The results were encouraging: 85% of participants reported a significant change in their well-being behaviors and habits after the program, while 81.67% shared that they gained significant to very significant awareness about their personal development through the experience.

We sat down with Partners across Pizza 4P's to listen to their stories. Each brought their own roots, their own path, and their own reason for showing up every day. Across countries and cultures, they carry our shared values forward, while staying true to who they are.

Here, we celebrate those journeys.



Pov Sreymich
Zero Waste Assistant
Pizza 4P's Cambodia
3 years at Pizza 4P's

When Pizza 4P's first arrived in Cambodia, we didn't just bring pizza and cheese; we brought a radical question: Can a restaurant function with "Zero Waste"? In the bustling streets of Phnom Penh, Pov Sreymich—our Zero Waste Assistant—found herself at the heart of this experiment.

Before joining Pizza 4P's Cambodia, Sreymich was a college student who had never heard the term "zero waste." Three years later, she has become someone who lives it daily. Through hands-on experience, she learned to sort waste with precision, distinguish what can be repaired versus recycled, and understand how daily choices impact the environment. These practices followed her home—she now reduces plastic use, reuses items, and disposes waste properly.

Sreymich shared "Working at Pizza 4P's has been meaningful to me. I have seen the company's contribution to society and the environment—from reducing waste sent to landfill to collaborating with other companies on recycling initiatives, which I think is a very good practice. This experience has changed the way I live and has made me more conscious of the environment. I went from someone who knew little about zero-waste practices to someone who knows much more after working here. These practices have stayed with me, and I now do as much as I can to follow them."

Pov Sreymich at Pizza 4P's
313 Quayside, Cambodia

Akbar Faktorial Sain
SCM Executive
Pizza 4P's Jakarta
1 year and 6 months at Pizza 4P's
Akbar joined Pizza 4P's Indonesia as Supply Chain Management Executive—a role that from the start demanded adaptability, problem-solving, and responsibility.

Before Pizza 4P's, he viewed sustainability as a general concept. Today, it shapes every decision he makes. He developed systems to support responsible sourcing while managing operations. And through it all, he discovered that long-term success is not only about efficiency—it is about relationships and responsibility.

One moment stands out to Akbar: "There was a moment when a guest's reaction made me clearly realize the impact of sharing sustainability message. After I explained the story behind our ingredients and our commitment to sustainability, the guest expressed genuine appreciation and curiosity about how their dining choices could support nature and local communities. Seeing their interest and positive response made me realize that sharing these values can inspire awareness and small changes in mindset. It showed me that our role goes beyond providing food and service—we also have the opportunity to influence how guests think about sustainability and compassion toward nature, which made my work at Pizza 4P's feel even more meaningful."



Akbar Faktorial Sain, SCM Executive at Pizza 4P's Jakarta, Indonesia



Manoj Kolappan (left) and a fellow Partner at Pizza 4P's Indiranagar, India

Manoj Kolappan
Restaurant Manager
Pizza 4P's Bengaluru
1 year and 5 months at Pizza 4P's
Hailing from Kanyakumari—the southern tip of India where three seas meet—Manoj grew up immersed in the region's rich coastal culture and deep-rooted hospitality traditions. The value of Atithi Devo Bhava (guest is God) was not just a saying in his home; it was a way of life. Meals were moments of connection, and serving others was a matter of pride.

When Manoj joined Pizza 4P's, he carried these values with him—but found them refined and deepened by a new way of working. The shift from a target-driven mindset to a purpose-driven one was not easy. It required unlearning, patience, and a conscious choice to embrace change rather than resist it.

Today, this journey transformed not just his professional approach, but his character. The Indian value of hospitality grew sharper through the practice of Omotenashi—learning to anticipate needs, not just meet them. Respect for elders expanded into respect for every individual, regardless of role. And the discipline of Kaizen—daily, continuous improvement—became a personal habit, starting with something as simple as punctuality.

Manoj commented "The combination of Indian culture and 4P's culture has significantly contributed to both my personal growth and happiness. My Indian values gave me a strong foundation of respect, hospitality, and emotional connection, while 4P's culture provided structure, purpose, and continuous improvement. This blend has helped me grow not only as a professional but also as a person. I have become more disciplined, empathetic, and self-aware."

Nhi Nguyen
Senior Restaurant Manager
Pizza 4P's Vietnam
11 years at Pizza 4P's
When Nhi Nguyen joined Pizza 4P's in 2011, the company was still a single local restaurant in Vietnam, quietly building its identity from the ground up. Starting from a frontline position at the very first Pizza 4P's Le Thanh Ton, her early experience was shaped not by scale, but by values. At a time when Omotenashi—the Japanese spirit of wholehearted hospitality—was still unfamiliar in Vietnam, Pizza 4P's placed it at the heart of its culture, embedding care, respect, and attention to detail into every interaction.

As Pizza 4P's evolved from a local brand into an international organization, Nhi grew alongside it - step by step, role by role. From a frontline Partner to Restaurant Manager, and eventually to Senior Area Restaurant Manager, her career reflects the same kaizen mindset that defines the company: continuous learning, constant improvement, and resilience in the face of challenges.

Over the years, Nhi has led and supported more than ten restaurants across different locations, each with its own operational and human challenges. Among them, Pizza 4P's Xuan Thuy stands out as the most demanding yet formative experience. Operating under difficult conditions and a sustainability-focused concept, the store tested both leadership skills and team spirit.

For Nhi, the meaning of Pizza 4P's runs deeper than any single role: "Pizza 4P's is a workplace that is truly worth committing to. Here, you can learn not only professional skills but also human values that can be applied throughout your life. Even when facing difficulties, I encourage new Partners to be patient and keep going a little longer. The rewards are not only promotions or salary increases, but also personal growth, life experience, and a deeper understanding of how to face challenges with a positive mindset."



Nhi Nguyen, Senior Restaurant Manager at Pizza 4P's Saigon Pearl, Vietnam



Hao Nguyen, Cheese Maker, at Cheese 4P's in Tateyama, Japan

Hao Nguyen
Cheese Maker
Pizza 4P's Japan
2 years at Pizza 4P's
Before joining the Pizza 4P's Cheese Factory in Tokyo, Hao Nguyen found herself at a crossroads, unsure of her future path after completing an internship in Japan. Today, she is one of the skilled artisans behind the cheese that has earned the title of "Best Cheese in Japan" for two consecutive years. Her story is not just about the transformation of fresh milk into award-winning burrata; it is a narrative of personal metamorphosis fueled by patience, discipline, and a deep sense of "Oneness".

Hao sometimes recalls the early days of struggling with inconsistent textures and sour batches. However, she believes these were not seen as defeats but as essential lessons in Kaizen. This rigorous process taught her that quality is not an accident—it is the result of unwavering integrity.

Hao told us: "Throughout this journey, what I feel most proud of is not just the award itself—but the process of us striving and working hard together every single day. Starting from the days when we knew nothing about cheese, to now receiving this recognition, and more importantly, earning the trust and love of our customers."

Building Careers

Key Numbers

112

Partner promotions

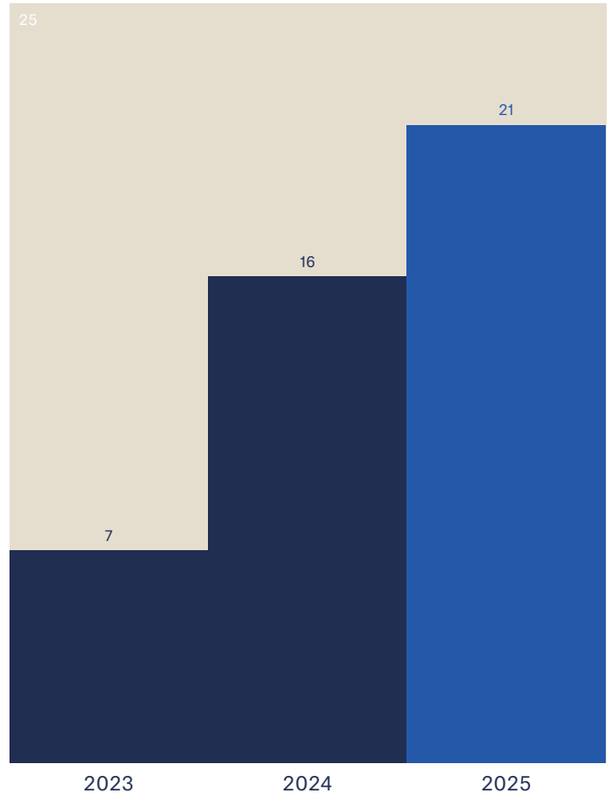
21

New Restaurant managers promoted from within

We improved a comprehensive career path for our operations team—not just a ladder, but a map. Partners now have clear direction: defined skill levels, mandatory courses, and transparent steps to advance. The goal is simple—everyone knows where they're going, feels placed where they belong, and sees how growth connects to reward. We are proud to see a total 112 promotions and also of 21 new Restaurant managers promoted from within for 2025.

We expanded the Frontline Trainer role, embedding a culture where experienced Partners actively develop others. Our Wow Service program evolved continuously, ensuring excellence keeps pace with guest expectations.

New Restaurant managers promoted from within





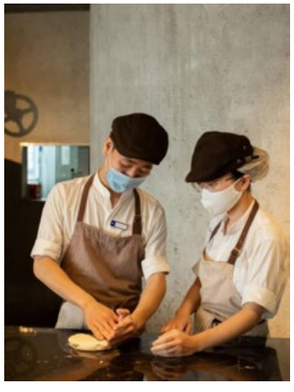
Partners at Pizza 4P's Ben Thanh, Vietnam

Building Skills

Key Numbers

68,798

Total training and coaching hours

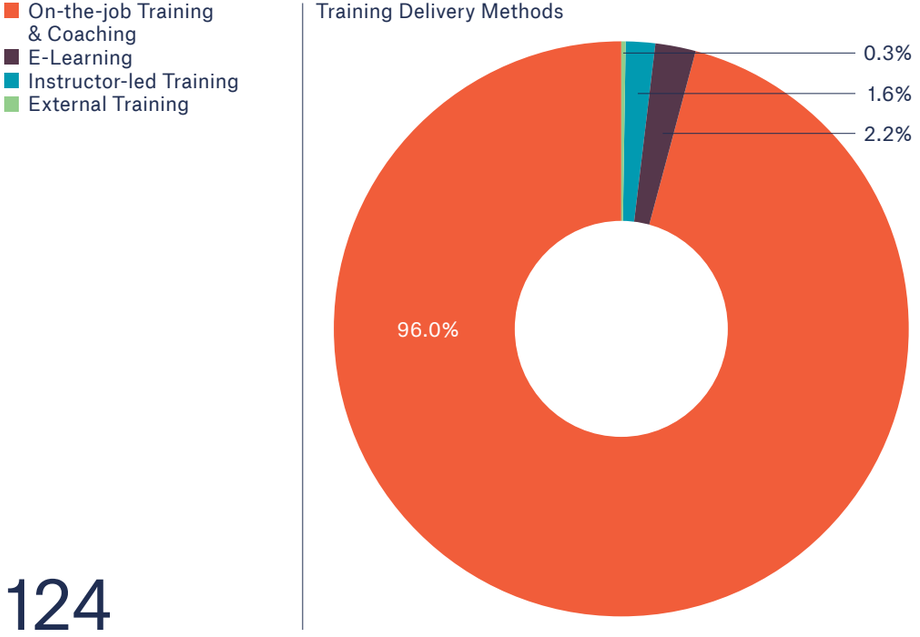


4P's Partners during pizza-making training

At Pizza 4P's, skill growth is deeply rooted in daily practice. On-the-job training and coaching accounted for an estimated 96% of total learning hours, with coaching time alone exceeding 66,019 hours. This is where capability is truly built: through experience, guided practice, and human connection—every single day.

In 2025, we delivered 1,067 hours of instructor-led programs and 1,505 hours of e-learning—ensuring flexibility for Partners across every role and location. This learning was supported by a strong internal training network, including 2 Field Trainers, 307 Store and Hub Trainers, and 17 functional

Training Delivery Methods



coaches across food, delivery, beverage, and guest service operations. Together, they ensure that Partners receive continuous feedback and hands-on guidance directly in their working environment.

Instructor-led training focused on both leadership and operational excellence. For managers, 256.5 hours were delivered through leadership programs. For non-manager Partners, 312.5 hours were dedicated to Train-the-Trainer programs and Wow Service training. In addition, specialized courses supported operational resilience and safety such as coffee training, food safety training, targeted programs for delivery service, and more.



4P's Partners during leadership training

E-learning ensured easy access for all. We recorded 52,833 learning attempts—proof that development opportunities reached every corner of our organization, regardless of role or location. External certifications and courses also contributed 207 training hours, strengthening professional standards and compliance.

Looking ahead, Pizza 4P's will focus in 2026 on developing structured, role-based personal learning paths, while toward 2030, we aim to integrate learning, performance, and career progression into a unified people development ecosystem. Through continuous learning and skill upgrading, we strive to ensure that every Partner grows not only in capability, but also in happiness, purpose, and resilience.



Partners at Pizza 4P's Jakarta, Indonesia

Cheese-making Partner at Pizza 4P's Jakarta, Indonesia

Building Awareness

Key Numbers

71%

Participants of the Green 4P's campaign who are committed to lasting plastic-free habits

2

Farmer Talks in Japan and Vietnam

117

Partners participated in zero waste sessions



WOW Wonder Waste booklet

Sustainability training at 4P's is built through experience, shared practice, and daily habit. In 2025, we embedded sustainability into the culture of our teams across Vietnam, Japan, and Cambodia.

Vietnam: Gamifying Green Habits

The Green 4P's Campaign turned sustainability into a movement. Through gamified challenges, we invited Partners to not just learn about green practices,

but to live them. Escape Waste engaged 60 of office Partners committed to a 21-day plastic-free journey. The result: 12,000 views in our internal community page, 400+ shared Green Moments, and 95% satisfaction. Most powerfully, 71% of participants committed to lasting plastic-free habits.

Green Actions Champion followed to extend this impact to departments, where the team earned points for sustainability collective actions, such as opting for public transport, measuring personal carbon footprint, bringing lunch to work, and avoiding single-use plastic. We received over 1,000 Green Moments and compiled into WOW GREEN BLOG—building a peer-to-peer community where green habits become contagious.



4P's Partners visit Thien Sinh Farm in Lam Dong, Vietnam



Partners visiting Sudo Farm in Tateyama, Japan

Japan: Learning from the Farm

Pizza 4P's Tokyo team stepped out of the restaurant and into the field. We visited Sudo Farm, a dairy producer committed to animal welfare and lower emissions. We walked the land, tasted milk straight from the source, and fed cows roaming freely in open stalls. But we also learned the hard truths: a declining dairy industry, rising costs, and labor shortages. This was not a classroom lesson—it was a visceral reminder that every ingredient carries a story, and every story deserves to be understood.

Vietnam: Regenerative sharing from the Farmer

Before Pizza 4P's Tran Ngoc Dien restaurant opened, the team gathered for a workshop led by founder of Thien Sinh Farm, Hama Shugo. Through tasting ingredient differences, understanding how chemical fertilizers disrupt natural cycles, and open dialogue between farmers and restaurant Partners, we discovered what "regenerative" truly means—not as a buzzword, but as a daily practice in sourcing, energy use, and guest experience.



Sorting waste at Pizza 4P's 313 Quayside, Cambodia

Cambodia: Zero Waste as Daily Practice

Throughout the year, 117 Partners participated in zero waste training sessions. Together, we learned how to segregate waste with precision, how low-value plastics are transformed into new resources, and how to apply the 5Rs—Reduce, Reuse, Repair, Recycle, Rot—in daily operations. The impact has been tangible. New Partners join with a positive attitude, ready to continue our zero waste operations. Frontline staff now speak with confidence when introducing our various programs to customers—turning knowledge into action, and action into culture.

Edutainment

Key Numbers

18,119

Guest participants at Pizza Workshops

275

Students joined immersive Zero Waste tours (Pizza 4P's Cambodia)

Pizza Workshops

We continue to build on the Edutainment concept—a thoughtful blend of Education and Entertainment. Beyond crafting their own pizzas, guests discover where our food comes from, learning about regenerative loops at our restaurant, and understanding that every meal carries a story.

In 2025, we welcomed 18,119 guests to our workshops—a 2.5 times increase from the previous year. Each session invites participants to see themselves as part of a larger food system, one where their choices matter.



Guests at a Pizza Making Workshop at Pizza 4P's Tran Ngoc Dien, Vietnam

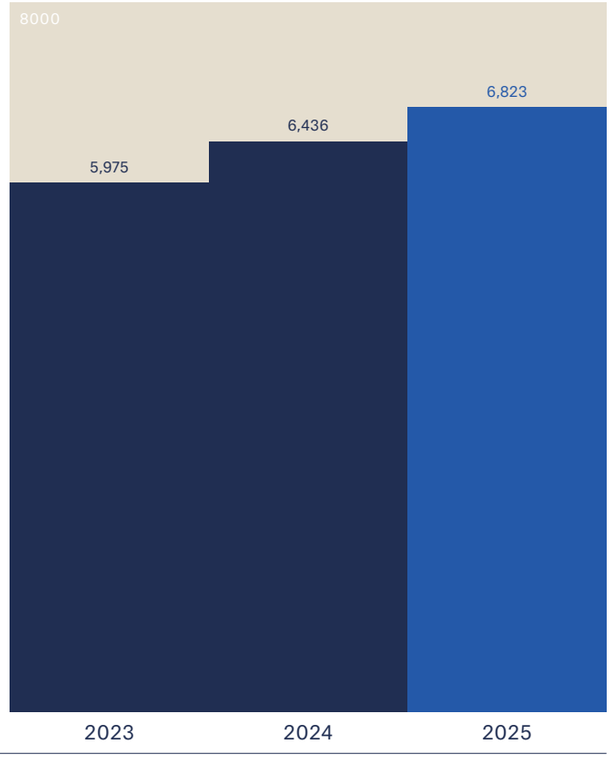


Participants at a Biodiversity Workshop at Pizza 4P's Tran Ngoc Dien, Vietnam

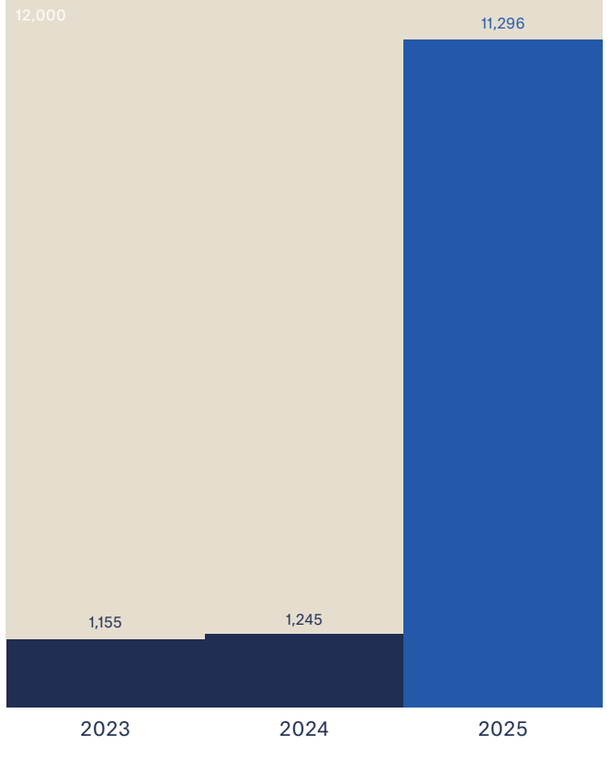
Illustration created by Hama san, Co-Founder, Thien Sinh Farm, explaining the interconnectedness of the farm, restaurant, people, and nature



Pizza Workshop Participants
Children



Pizza Workshop Participants
Adults



Immersive Tours & Knowledge Sharing

Across immersive tours, we invite students, educators, and future leaders to step inside our world—not as observers, but as active participants. In Cambodia, 275 students joined immersive Zero Waste tours, exploring how we built and maintained zero waste operation behind the scenes. In Vietnam, 209 students from local institutions and international universities visited Pizza 4P's to experience pizza workshops and witness sustainable design and operations in action.

We also participated in three key knowledge-sharing initiatives: a panel discussion for the LEARN-VN project at Thai Nguyen University, where we shared insights on building impactful corporate-nonprofit partnerships; an open dialogue with 40 ESG consultant trainees from the Agency for Private Enterprise Development (APED) at Pizza 4P's Hikari Binh Duong, exploring how sustainability translates from strategy into daily operations; and a collaboration with École d'Hôtellerie et de Tourisme Paul Dubrule in Cambodia, where we shared our experience and knowledge for an event on "Journey in Building a Responsible Business".



Sharing session with ESG consultant trainees at Pizza 4P's Hikari Binh Duong Vietnam

Empowering Youth: From Recruitment to Mentorship

We brought real-world insight into lecture halls—coaching students at Van Lang University on CV writing and interviews, and serving as advisors and judges for AIESEC's Dash for Impact competition. Across 11 university affiliates in Vietnam—including University of Economic and Finance Vietnam, Saigon Tourism College, and American Polytechnic College—we opened doors through career orientation and campus projects.

We continue to deepen collaboration with non-governmental organizations and non-profit organizations including KOTO, REACH, and AIESEC. These partnerships enabled us to provide specialized training and career opportunities for youth from diverse backgrounds, ensuring that access to professional development is extended to those who may face additional barriers to entry.

Through the X-ternship with Dear Our Community, students spent one month solving real sustainability challenges. A core focus of this year's X-ternship was advancing Sustainable Local Ingredients Sourcing, an area central to our "From Farm to Table" vision. University students were tasked with researching and identifying potential suppliers whose practices align with our responsible farming criteria. Their work directly informs our sourcing strategy while strengthening local farmer livelihoods, ensuring that our seasonal menus are built upon a foundation of environmental integrity and community partnership.



A student from Hong Kong University participates in a Pizza Workshop and Sustainability Sharing at Pizza 4P's Vo Van Kiet, Vietnam

Community Impact

Key Numbers

31

Partners received financial support by the Pizza 4P's Heart Connection Fund

3,444

charity meals to those in need from Food Rescue Operation with VietHarvest

4

Tonnes of non-recyclable, ocean-bound plastic removed in collaboration with TONTOTON

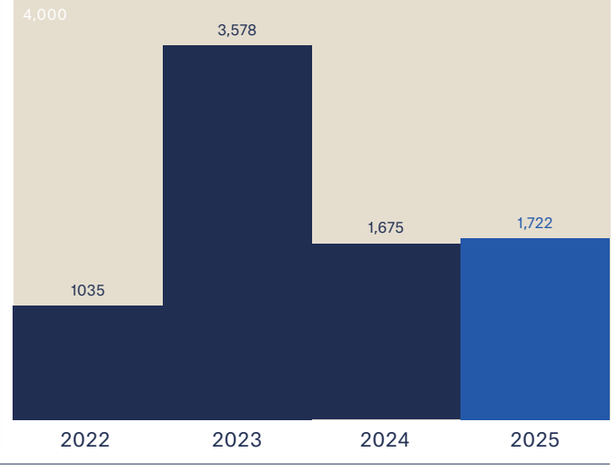
Pizza 4P's Heart Connection Fund

The Heart Connection Fund reflects Pizza 4P's people-centric commitment to empathy, compassion, and shared responsibility within our internal community. This program provides timely financial support to Partners facing significant life challenges, including serious illness or major surgery, the impacts of natural disasters or pandemics, and unexpected financial hardship. In 2025, the program supported 31 Partners, with a total contribution of 182,000,000 VND, helping to ease urgent burdens during difficult moments. Beyond financial assistance, the program reinforces a strong sense of belonging—Partners shared that they felt deeply appreciated and reassured that the company stands beside them in times of need, not merely as an employer but as a united and caring community.

VietHarvest food rescue

Since 2022, we've worked with VietHarvest—a social enterprise dedicated to reducing food waste and hunger in Vietnam. Our collaboration focuses on the Food Rescue Program, where quality surplus food from our restaurants is collected and redistributed to underserved communities and local charities. Over the past three years, this partnership has diverted 8,222 kg of food from landfills. In 2025 alone, we provided 3,444 nutritious meals to those in need.

Total Food rescued by VietHarvest (kg)



Plastic waste collection with TONTOTON

2025 marks our fifth year of partnership with TONTOTON. Together, we have removed 4 tons of non-recyclable, ocean-bound plastic from Hon Son Island, Vietnam, and Sihanoukville, Cambodia. This work has engaged 79 informal waste collectors across five coastal villages—79% of them women—providing stable, safe income and greater economic independence. Often overlooked in traditional waste systems, these collectors now play a central role in keeping their communities clean while supporting their families. Every kilogram of plastic we use in our retail packaging is tracked and offset by an equal weight of plastic rescued from the environment—creating value from materials once considered worthless, while empowering the people who care for them every day.

TONTOTON waste site before cleanup



TONTOTON waste site, after cleanup

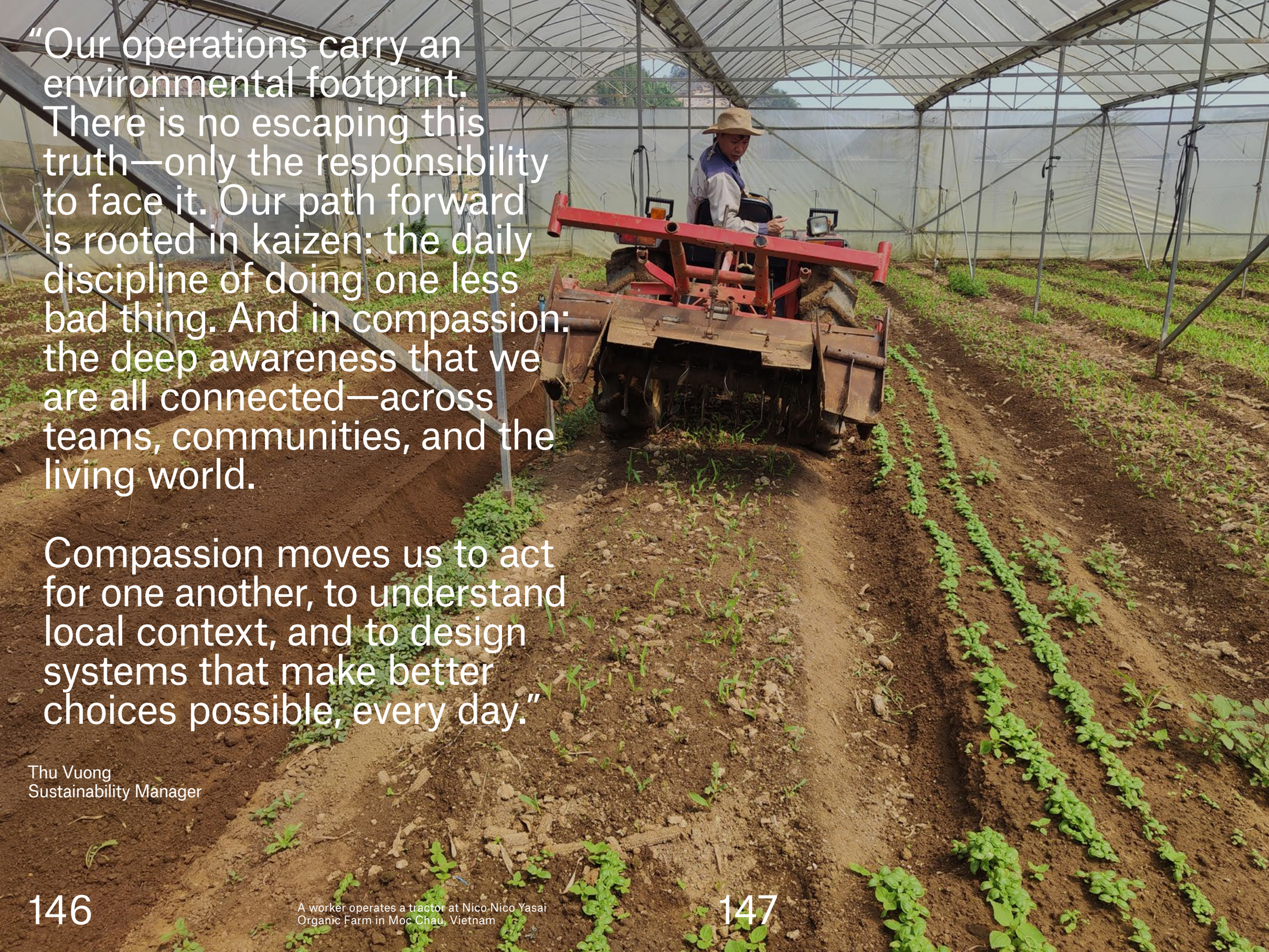
Collective impacts

Our community engagement in 2025 was shaped by purposeful collaborations that amplified our collective impact. When floods devastated Vietnam's Central Region, our Partners responded swiftly—delivering backpacks, notebooks, and school supplies to a local library in Hue, helping children continue their education even after disaster struck.

We also sponsored several fundraising events alongside trusted external partners: the "Cocoon" Charity Golf Tournament by the Rotary Club of Da Nang, a Charity Art Auction organized by Happy & Link Up nonprofit organization for Dieu Phap Pagoda Orphanage, and 7 Bridges Brewing Company's annual impact event with "Beer United". Each gathering reminded us that lasting change is built together, not alone.

These programs affirm what we've always believed: true happiness is happiness shared. We remain committed to building resilient communities—where every act of giving creates ripples of positive change.

Sustainable Operations



“Our operations carry an environmental footprint. There is no escaping this truth—only the responsibility to face it. Our path forward is rooted in kaizen: the daily discipline of doing one less bad thing. And in compassion: the deep awareness that we are all connected—across teams, communities, and the living world.

Compassion moves us to act for one another, to understand local context, and to design systems that make better choices possible, every day.”

Thu Vuong
Sustainability Manager

A worker operates a tractor at Nico Nico Yasai Organic Farm in Moc Chau, Vietnam

Food Waste Management

Food waste makes up the majority of our daily waste, and managing it is no simple task. With restaurants spread across regions, pickups were frequent but low in volume, creating logistical challenges. Finding local vendors with the capability and capacity to process our food waste added another layer of complexity. Despite these hurdles, we believe persistence and a proactive mindset will turn today's challenges into long-term solutions.

We continue to strengthen efforts to reduce waste before it begins—through portion control, ingredient optimization, and creative kitchen practices. Our chefs now transform vegetable trimmings into green oil and find new ways to utilize more of every ingredient, keeping valuable food parts in the kitchen rather than the bin.

We implemented a standardized sorting system, trained restaurant managers, and guided Partners through the new sorting process. At the same time, we looked closely at the unique context of each restaurant to deliver tailored segregation solutions. Our goal was simple: make daily waste separation easier—turning a once-complicated task into a consistent habit.

Recycling efforts progressed along two tracks: deepening collaboration with existing suppliers to increase efficiency, and onboarding new, transparent recycling vendors. We continued diverting food waste through food rescue with VietHarvest, transformation into animal feed with Thien Sinh Farm (Vietnam) and Evola (Cambodia), and conversion of waste oil into biofuels with various vendors. In 2025, we recorded over 82 tons of food waste diverted with our external vendors.

This year marked our first-ever experiment: 505 kg of vegetable waste was successfully collected by BINKs, a botanical colors producer at our Đà Nẵng restaurants. What was once waste became something entirely new—proof that even vegetable scraps can have a second act.

Key Numbers

82

Tonnes of food waste diverted from landfills (47.61% increased from 2024)

505 kg

Vegetable waste diverted to botanical colors in our Da Nang restaurants



Fruit scraps from the kitchen process were kept separately to be recycled into botanical inks

Non-Food Waste Management

Guided by the principles of circular economy, we are rethinking how materials flow through our operations. Our strategy is comprehensive, logical, and adaptable: while reduction efforts address waste at a global scale, our systems for reuse, donation, and recycling are rooted in local partnerships and context.

Key Numbers

92 kg

Plastic waste eliminated through improved packaging design

3,358

Jars returned by customers

24

Tonnes of paper, glass, and metal collected by our recycling vendors



Sorting waste at Pizza 4P's 313 Quayside, Cambodia



Pizza bag, made of repurposed pizza flour bags

Reduce: Designing out waste at the source
We focused on upstream solutions to prevent waste before it begins. We removed single-use pizza savers from delivery orders, and a change to our burrata packaging reduced plastic use by 22%. At the same time, teams receive ongoing training in portion control, inventory management, and ordering accuracy to minimize food and packaging waste at every stage—before it reaches the bin.

Return: Extending the life of materials
We continue to collaborate with Glassia to facilitate reuse of glass bottle water containers in Da Nang. Our Jar Return Program marked its fifth year in 2025—a milestone made possible by our customers. This year alone, 3,358 jars were returned after use, bringing the program's lifetime total to 24,309 yoghurt jars collected across our stores.

Donate: Giving materials a second life
When items can no longer serve their original purpose at Pizza 4P's, we ensure they find a new home with those who need them. In 2025, we donated obsolete but usable items—furniture, plates, knives—to VietHarvest and other community partners, supporting those in need while diverting waste from landfill.

Recycle: Closing the Loop
For materials at the end of their life, we collaborate with specialized organizations to ensure responsible recycling. This year, we established new partnerships with Vechaioi in Ho Chi Minh City to recycle paper, metal, and plastic—diverting 946 kg of paper, 998 kg of metal, and 191 kg of plastic from landfill. Glass waste collected through this partner is recycled with O-I BJC (Vietnam) and Only One Planet (Cambodia) , totaling 5,994 kg of glass recycled. Through our partnership with Reshare Vietnam, we collected and co-processed 386 kg of old uniforms, transforming textile waste into alternative fuel and raw materials for cement production—a circular solution for materials that cannot be directly reused.

In the kitchens of Pizza 4P's Da Nang, something remarkable is happening. What was once discarded—carrot peels, beetroot ends, leafy trimmings—is now being collected, sorted and transformed.

Not into compost. Not into animal feed. Into color.

Botanical ink created by BINKS

505 kilograms of vegetable waste diverted from landfill and upcycled into botanical pigments by BINKS (Botanical Inks)—a science-driven team on a mission to make circularity visible, measurable, and teachable. We sat down with Kiet Tran, Founder of BINKS, to hear about his journey and how vegetable scraps are becoming something beautiful.

A Partnership Built on Precision

It begins in the kitchen. Every day, Pizza 4P's kitchen team separates vegetable by-products—peels, ends, off-cuts—at the source. This sorting is critical. For BINKS to transform waste into consistent, high-quality pigments, the input stream must be clean and traceable.

"Without sorting at source, the system typically defaults to disposal or low-value treatment, which is costly and difficult to quantify. A practical improvement is creating steady, traceable vegetable by-product streams by shift/day, enabling monthly reporting and consistent downstream use" says Kiet Tran, Founder of BINKS.

Once collected, the materials travel to BINKS, where science takes over. Through a disciplined, batch-based process of extraction and stabilization, vegetable scraps are transformed into plant-based pigments. The result? Botanical inks and watercolor sets that are safe, vibrant, and classroom-ready.

"BINKS stands for Botanical Inks—plant-based pigments translated into safe, education-ready inks and color tools. Our mission is to make circular materials 'classroom-friendly,' combining safety, usability, and a learnable sustainability story. From a product-performance standpoint, we engineered faster drying—about 6× compared with typical watercolor behavior—to reduce smearing and

simplify cleanup in learning environments." Every step is documented. Every kilogram is logged. Through monthly mass-balance reporting, both partners can verify exactly how much waste was diverted—and exactly what it became.

Not every input is suitable for pigment. So the team routes what cannot be used to other recovery pathways.

"Not all inputs are optimal for pigment upcycling, so we use a controlled routing: about 10–20% of the monthly stream goes to cattle feed when it meets suitability criteria. If the monthly diversion baseline is 2 tons, that corresponds to roughly 0.2–0.4 tons (200–400 kg) per month for the feed route. This improves total utilization and reduces the load on organic disposal while keeping the upcycling stream clean and consistent."



Kiet Tran, Founder of BINKS

The impact does not stop at diversion. BINKS packages these pigments into education kits and distributes them through workshops and learning programs. By end-2025, an estimated 100,000 potential customers—students, families, and curious learners—will have encountered these materials, engaging with a tangible example of the circular economy.

"Our role is to productize the circular material flow and turn it into repeatable learning experiences. Not one-off campaigns, but something people can touch, use, and understand."

Why This Matters: The Bigger Picture
Vietnam loses an estimated 8.8 million tons of food waste annually—roughly USD 3.9 billion, or about 2% of GDP. Much of this waste is mixed and difficult to recover. But when clean streams are separated at the source, higher-value recovery becomes possible.

This partnership proves that point. Pizza 4P's provides a constant and clean input stream. BINKS provides the technology and QA discipline. Together, they create something that neither could do alone: a closed-loop system that turns kitchen waste into classroom color.

"Cross-sector collaboration closes the loop: F&B operations provide stable, clean by-product streams; technology teams convert them; education partners translate outputs into learning. An ecosystem approach accelerates replication across sites and keeps impact measurable and scalable."

For Pizza 4P's, this collaboration is part of a broader commitment to circularity—finding value in what others discard. For BINKS, it is proof that sustainability can be beautiful, measurable, and educational.

And for the students and families who will paint with these botanical colors, it is a quiet reminder: waste is not waste until we waste it. Sometimes, it is just color waiting to be discovered.



A child painting a picture using inks made by BINKS using discarded food waste

Creating botanical ink



Pizza 4P's Boeung Keng Kang 1, Cambodia

Zero Waste Stores

Our commitment to the zero waste concept is an ongoing ambition. We pursue a dual approach: outside-in and inside-out. Externally, we focus on forging new collaborations while strengthening operations with existing collaborators. In Cambodia, we connected with a new food waste recycler, enabling us to compost hard organic matter such as coconut shells. In Vietnam, we collaborated with Becamex Hikari and other restaurant vendors in the area to consolidate glass transportation—sending larger loads and reducing frequency, and consequently reducing logistic emissions from it.

Key Numbers

85%

Diversion rate for zero waste stores (increased 1.2% compared to 2024)

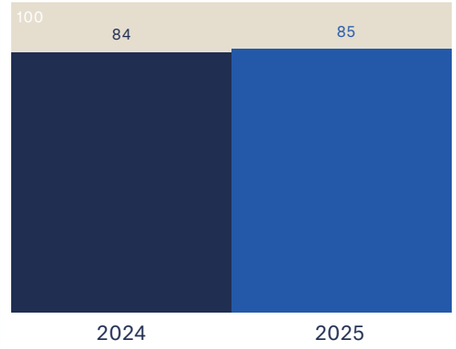
71

tonnes of waste diverted by the zero waste stores

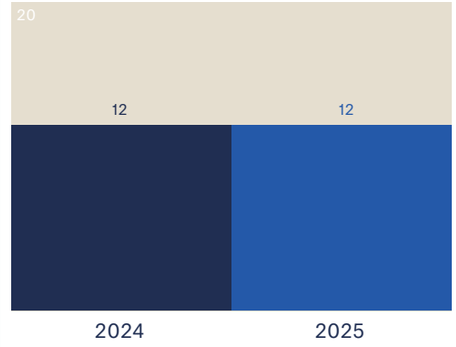
Internally, we continuously reinforce understanding through training sessions, ensuring both new and tenured team members stay aligned and informed. 77% of restaurant Partners received zero waste training. Through close, hands-on audits of waste collection and sorting practices, we document real conditions, simplify processes, and identify new areas for continuous improvement.

As a result, a 2% increase in our diversion rate—equivalent to 7 tons of additional waste diverted in 2025 compared to 2024. It is a clear reflection of persistent effort and the unending flow of our zero waste journey.

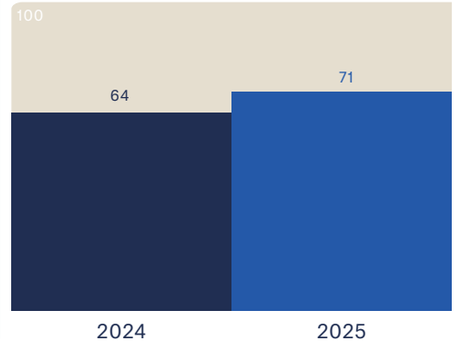
Diversion rate (%)



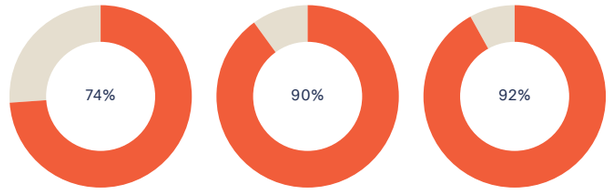
Total waste sent to landfill (Tonnes)



Total waste diverted from landfill (Tonnes)



Waste diversion rate and total of waste diverted at our Zero waste concept stores



Pizza 4P's Hikari Binh Duong (Vietnam) **19,396.39 kg of waste**

Pizza 4P's 313 Quayside (Cambodia) **28,238.15 kg of waste**

Pizza 4P's Boeung Keng Kang 1 (Cambodia) **23,586.32 kg of waste**

One morning, we joined for cities—an urban experience design studio from Japan—and studio anettai—an architectural design studio from Saigon—in a visit to Thanh Da, a narrow peninsula, bordered by the Saigon River. Arriving at this piece of land seemingly connected, yet disconnected to the city, we came with cameras, notebooks and questions. We left with something else entirely, a different way of seeing.



4P's Partners visit Thanh Da, Vietnam

10

Interconnected principles embedded into the building—from collaborating with nature's processes to honoring ancestral wisdom, coexistence with more-than-human life, and the culture of repair.

30

Plant species habituated within the garden, which after one month, has attracted 15 additional species of insects and amphibians.

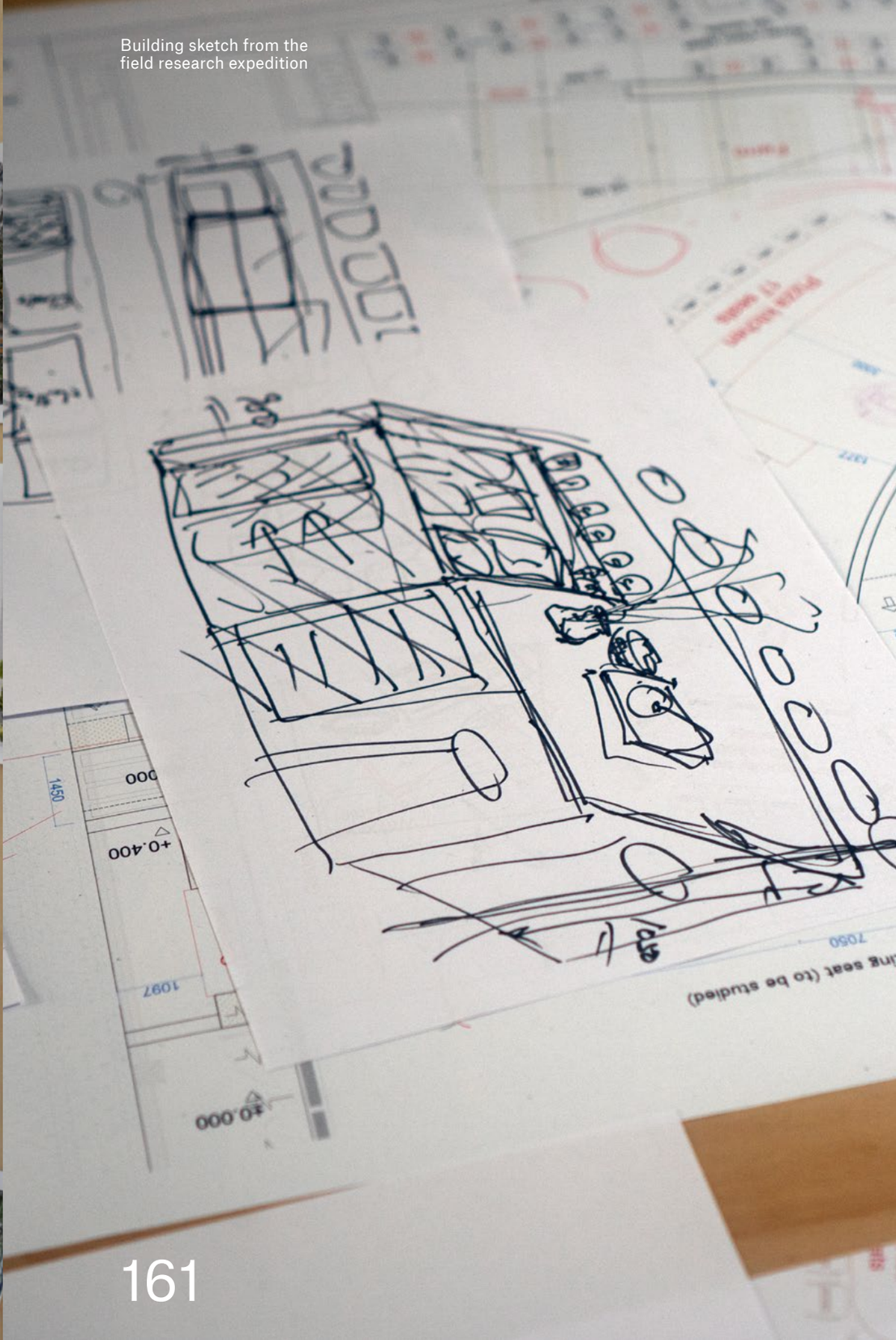


4P's Partners discussing collected material during a field trip hosted by for cities and studio anettai

Photos and clippings from
the field trip



Building sketch from the
field research expedition



The 10 Interconnected Principles of Pizza 4P's Tran Ngoc Dien

01



Humans Help Natural Process
We are not separate from nature - we are part of its renewal. When feet press coconut shells into fertile soil, when careful flames awaken dormant seeds, something shifts: humans become collaborators in Earth's ancient rhythms, working alongside rather than against the living world.

02



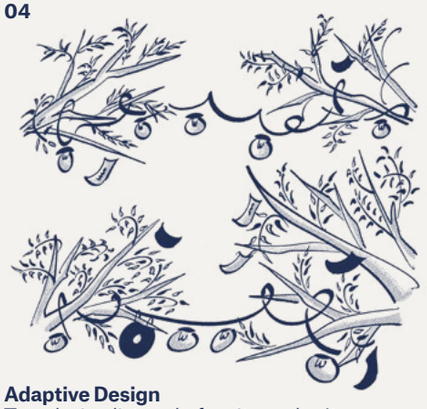
Small Climate Control
Comfort doesn't require conquest. A banana leaf slipped between hot metal roofs. A tarp stretched to catch the breeze. These quiet gestures teach us that cooling, shading, and sheltering can be acts of conversation with our surroundings - soft, inventive, and intimately local.

03



Plants Carry Memory
A familiar plant can transport you home. The scent of lemongrass, the sight of betel leaves - each carries stories whispered by grandmothers, remedies learned at kitchen tables. Our challenge is simple yet urgent: keep this living library alive for those who come after us.

04



Adaptive Design
True design listens before it speaks. It wraps around a tree rather than removing it. It catches rain where rain naturally falls. By attaching, extending, adapting to what's already there, we learn to shape spaces that honor the land's own voice.

05



More-than-human Neighbors
Life here doesn't live in separate boxes. Dogs wander between homes. Fruit peels return to earth. Butterflies visit open windows. This is the everyday poetry of coexistence - where human and nonhuman lives weave together in one breathing fabric.

06



Nature Stays Close
Even concrete cities remember their wildness. Listen: rain drumming on leaves, wind threading through alleys, birds calling at dawn. These sounds remind us that nature never truly left - it simply learned to live between our buildings.

07



Living by Water
Water is both a gift and teacher. In the Delta, homes float and follow the river's moods. In the city, canals shape where people gather. This dance between land and liquid teaches a delicate wisdom: respect what you depend upon.

08



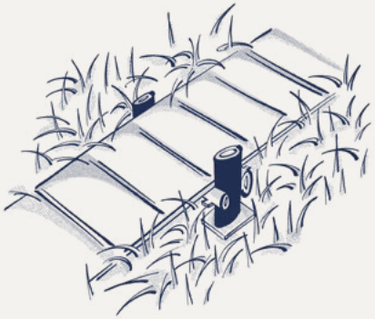
Waste Becomes Resource
Nothing is truly finished, nothing finally broken. Torn fabric becomes patches. Bent metal finds new purpose. This is the Vietnamese art of continuation - a creativity born not from abundance but from honoring what endures, transforming scarcity into ingenuity.

09



Urban Gardens Everywhere
Green life claims every fragment of light - rooftops burst with herbs, balconies overflow with vines, narrow alleys harbor secret gardens. These small paradises cool the streets, feed families, and carry forward the patient knowledge of how to tend and be tended.

10

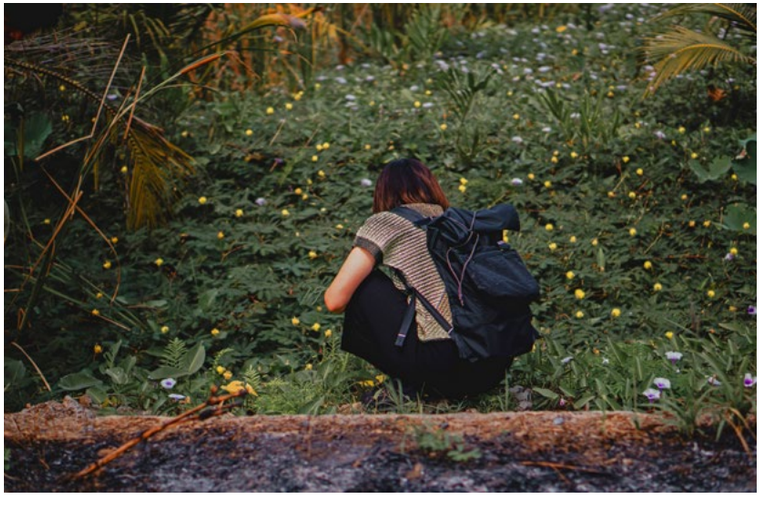


Layered Ground
The ground beneath your feet tells stories. Wood worn smooth by decades of footsteps. Stone pressed into clay. Concrete poured over ancient paths. These layered surfaces are living archives - each repair, each addition connecting present steps to all who walked here before.

Roads curved around ancient trees instead of cutting through them. Houses were surrounded by tall grass and coconut palms. Mini gardens where lunch grew in repurposed bottles and broken ceramics. Wild flowers everywhere. An elderly woman folding banana leaves - the same leaves her ancestors taught her to fold - to wrap sticky rice. Nothing was wasted. Everything was in conversation. This went beyond sustainability. This was something older, deeper, more intuitive. This was regeneration as a way of breathing - so natural that no one here would think to give it a name.

One of our team members knelt beside a styrofoam box filled with colorful miniature fish swimming among aquatic plants. The neighbor told him: “I took this from the landfills. Now it’s my fish pond.” That’s when it hit us. We’d been searching for answers everywhere, but the wisdom we needed was right here, woven into the fabric of how Saigon has always survived, adapted and thrived. Not by resisting change, but by absorbing and transforming it. Not by discarding the old, but by reimagining it into something new.

1.



We carried images, feelings and realizations home then asked ourselves how do we bring this back? The understanding that nothing truly ends; everything transforms. That abundance comes not from taking more, but from participating in nature’s continuous cycles of renewal. How do we make people feel this? And so, we built Pizza 4P’s Tran Ngoc Dien as a love letter to Saigon’s regenerative soul - a living space where the wisdom of a regenerative city could breathe, grow and inspire.

When you walk in, you enter a blooming garden holding countless stories. At its heart is what we call the quiet mirror - because it reflects something we often forget: that cities, like humans, have an extraordinary capacity to heal.

2.



1. 4P’s Partner collecting materials during the field trip hosted by for cities and studio annettai

2. Entrance to Pizza 4P’s Tran Ngoc Dien, Vietnam



Mr.Hung from Hung's Blomsterhus—a flower studio in Dalat—the architect of the garden at Pizza 4P's Tran Ngoc Dien, Vietnam

Beneath it, construction debris - concrete fragments, broken materials - sits honored rather than hidden. In Saigon, debris is given new life, not sent to landfills. Just like that styrofoam box, these fragments remind us: there is no waste, only materials between purposes.

At eye level, you'll find dried leaves woven into delicate art, flowers lending color to natural dyes, mo cau shells - usually discarded after harvest - reborn as vessels and fans, fishing nets cooling the air. Each piece quietly asks: what else could this become?

Above, where light pours in, aquatic plants cascade from recycled bottles - exactly like the street gardens at Thanh Da. Our tribute to the quiet genius of ordinary people who never stopped seeing possibility.

Our Tran Ngoc Dien restaurant celebrates Saigon's regenerative soul—not something new to chase, but something familiar to remember. When we say Regeneration Formed Here, we mean this is where we learned to see differently. Where waste becomes a possibility. Where you remember that you, too, can participate in Earth's healing.



The garden area at Pizza 4P's Tran Ngoc Dien, Vietnam



The garden area at Pizza 4P's
Tran Ngoc Dien, Vietnam

IN THE HEART OF SAIGON,
A GARDEN BREATHES

Walk into Pizza 4P's Tran Ngoc Dien, what greets you isn't the pizza counter or the buzz of conversation but a small garden. The garden is home to 30 species of plants and vegetables, from the sun-loving plants with flowers, to more shade-loving plants, with vegetables and fruit bearing.

The garden at Tran Ngoc Dien proves the concept of Regeneration works at a small scale. A plot this size, properly designed and consistently maintained, can restore rather than extract. If more commercial spaces operated this way, cities like Saigon wouldn't just consume - they'd contribute. They'd give something back.

The response has been remarkable. Within just one month of opening and growing, we recorded 15 species returning to the garden: bees visiting flowers, butterflies pausing on leaves, and unseen organisms regenerating the soil beneath our feet. What was once overlooked is now thriving—proof that when we make space for nature, biodiversity doesn't just survive; it comes home.

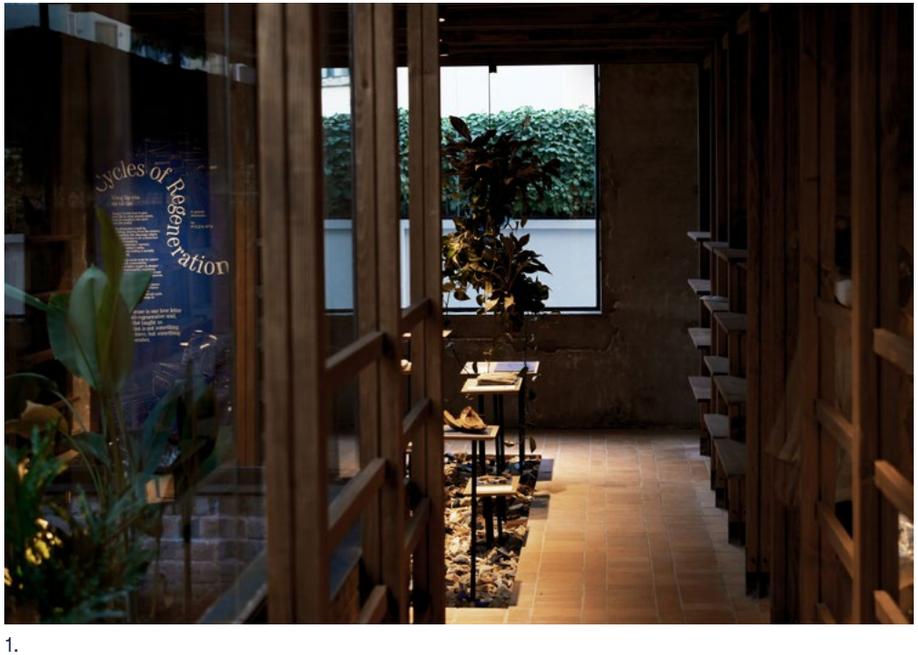


The garden area at Pizza 4P's Tran Ngoc Dien, Vietnam

A large tree overlooks the garden area at Pizza 4P's Tran Ngoc Dien, Vietnam

We are shaping this store as a gathering place—a hub where regenerative ideas are shared, discussed, and brought to life within the community.

Our beloved pizza workshops continue here, now with a deeper biodiversity-focused twist woven throughout the garden experience. Children discover that “everything feeds everything” as they add compost to soil, trace how pizza dough scraps become fish feed, and see how pond water returns to the garden in a regenerative loop. When they taste their pizza, they are reminded that they are “tasting the rain, the soil, and the care of the farmers.”



1.

In Co-habitation with More-than-Human Existence, hosted by For Cities (urban designers from Japan) and Lepidoptera Research (a Vietnamese entomology initiative), guests slowed down to observe overlooked beings—insects, seeds, dried leaves—through magnifiers and quiet reflection. The session fosters awareness of coexistence as a form of ecological care, inviting participants to see themselves as part of a larger web of life.

In partnership with Cécile Ngọc Sương Perdu (Lon Xon Project) and Simon Phan (OHQUAO - Khô Mực Studio), the Adaptive Design workshop unfolds of how creativity emerges from local context. Our team documents their surroundings through photography and dialogue, then transforms their observations into a small visual zine using risograph printing—learning that true design listens before it speaks.

All of this unfolds within our open exhibition space, freely accessible to all guests. Here, ten interconnected principles invite visitors into a living philosophy that reimagines our relationship with the natural world—from collaborating with nature’s processes to honoring ancestral wisdom, coexistence with more-than-human life, and the culture of repair.

2.



1. Cycles of Regeneration Exhibit at Pizza 4P’s Tran Ngoc Dien, Vietnam

2. Riso-printed journal displayed at Pizza 4P’s Tran Ngoc Dien, Vietnam



Workshop space at Pizza 4P's
Tran Ngoc Dien, Vietnam



The garden area at Pizza 4P's
Tran Ngoc Dien, Vietnam

Interior of Pizza 4P's
Tran Ngoc Dien, Vietnam

The garden area at Pizza 4P's
Tran Ngoc Dien, Vietnam

Energy Management

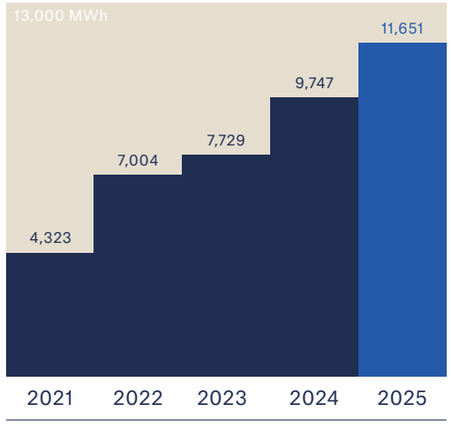
Despite expanding our footprint in 2025, we achieved meaningful efficiency gains in energy consumption. Total resource usage reached 11,340 MWh of electricity and 821 tonnes of gas. While absolute usage rose with our growth, intensity edged up to 39.73 kWh per m² for electricity and gas intensity to 2.84 kg per m². Most notably, per-customer efficiency tracked positively with sales growth—proof that we are using less per guest while serving more.

Due to the relocation of our Pizza 4P's Xuan Thuy store, the solar system was temporarily halted. In 2026, we plan to reinstall the system and continue advancing our renewable energy efforts.

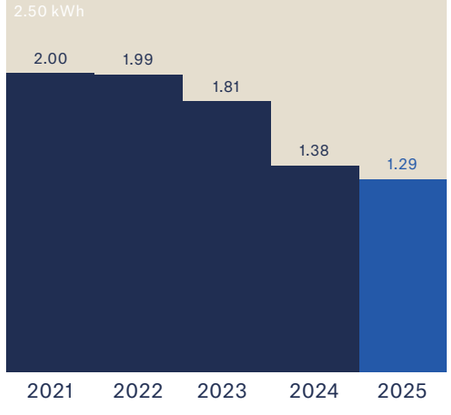
For three of our busiest locations—Pizza 4P's Le Thanh Ton, Pizza 4P's Trang Tien, and Pizza 4P's Thu Khoa Huan—the wood-fired oven remains the heart of the operation. Guest traffic at these stores increased threefold compared to 2024, yet our wood consumption held steady at 115 tons. This stability speaks to our team's skill in maintaining heat efficiently for operation.

Two key factors helped contain usage growth. First, data-driven monitoring enabled real-time tracking, early detection, and rapid response to anomalies. Second, by understanding the unique context of each store, we established overall baselines while tailoring goals to individual restaurants—allowing us to learn, adapt, and optimize continuously.

Total Electricity Usage (MWh)*



Electricity Usage per Customer (kWh)*



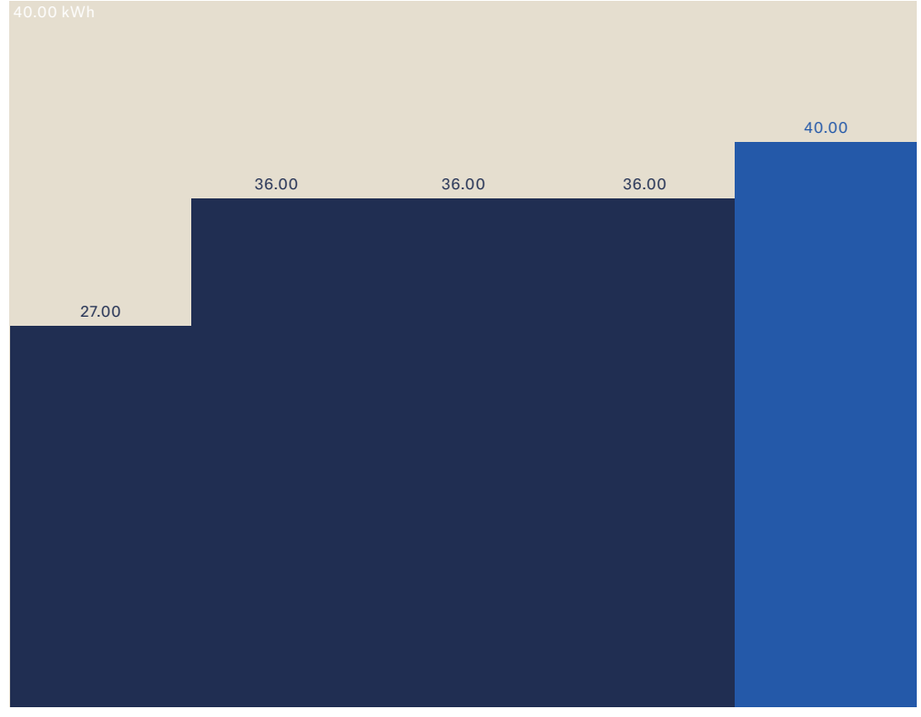
Key Numbers
Energy

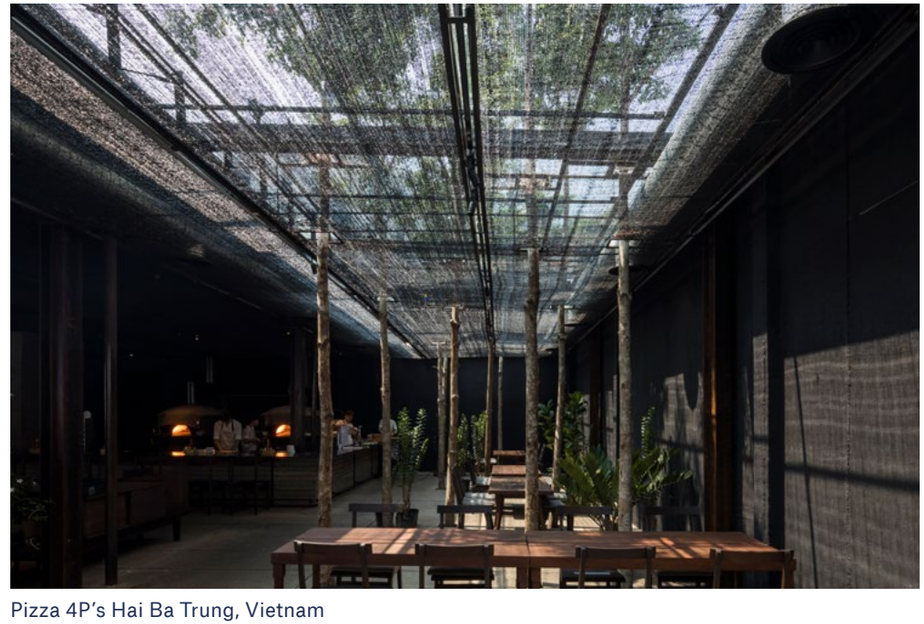
11,340 MWh
Total Electricity Usage (16.34% increase since 2024)

1.24 kWh
Electricity Usage per Customer (10.04% decrease since 2024)

38.66 kWh
Electricity Usage per m² (6.96% increase since 2024)

Electricity Usage per square meter (kWh)*





Pizza 4P's Hai Ba Trung, Vietnam

*The 2024 figures have been updated to reflect corrections in floor area data (addressing a statistical error from 2024) and a change in the consumption-per-guest methodology, which now uses total consumption over total square meters instead of averaging individual restaurant rates.

Key Numbers
Gas
(Liquefied petroleum)

821
Total tonnes of gas consumption (8.04% increase since 2024)

0.11 kg
Gas consumption per guest (11.88% decrease since 2024)

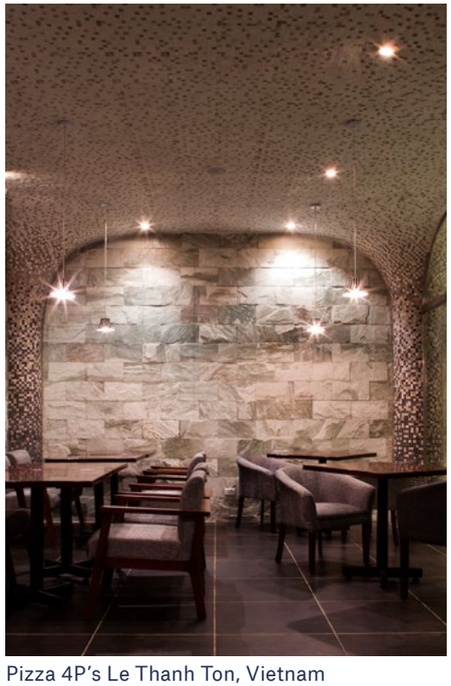
2.83 kg
Gas consumption per m2 (18.72% increase since 2024)

Key Numbers
Wood

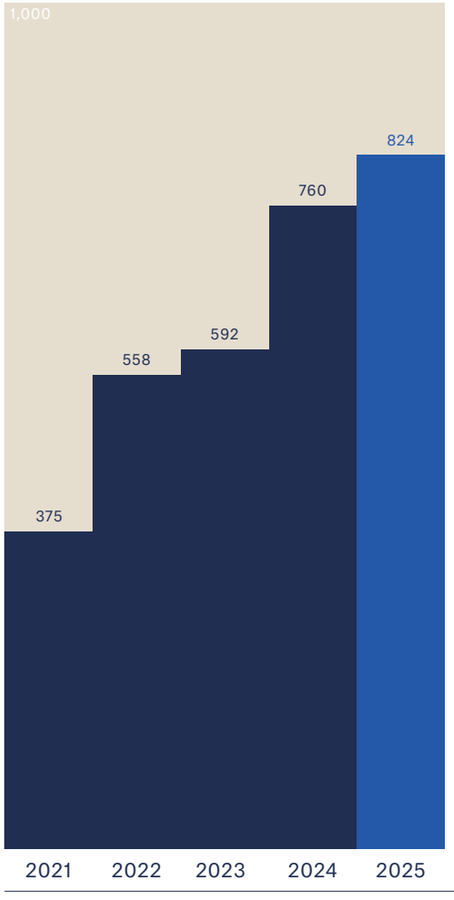
115
Total tonnes of wood consumption at Pizza 4P's Le Thanh Ton, Pizza 4P's Trang Tien, Pizza 4P's Thu Khoa Huan

Efficiency initiative
We collected and analyzed detailed gas consumption data across all restaurants, capturing equipment-level parameters by outlet. Through systematic testing, we successfully adjusted gas pressure regulator valves—an approach that combined overall benchmarking with case-by-case optimization. This dual methodology gave us a holistic view of usage patterns while enabling tailored adjustments to each restaurant's specific conditions.

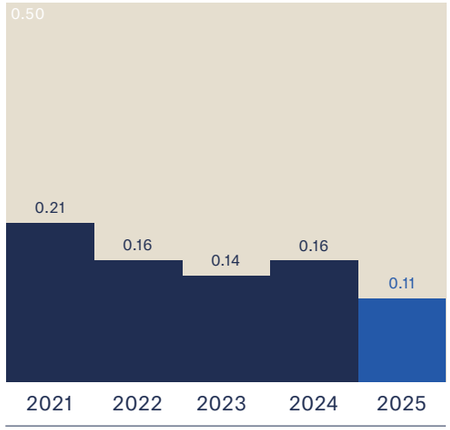
The results were significant. At our pilot store, increasing gas pressure from 0.35 to 0.7 kg/cm² delivered a 15.84% reduction in gas consumption. A simple operational shift—delaying the exhaust fan start time from 8:00 AM to 9:20 AM—further reduced both gas and electricity usage. We are now looking to scale these insights across more stores, proving that everyday improvements can bring measurable impact.


Pizza 4P's Le Thanh Ton, Vietnam

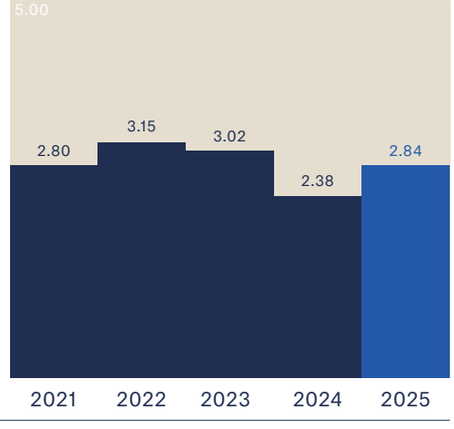
Gas consumption (Tonnes)*



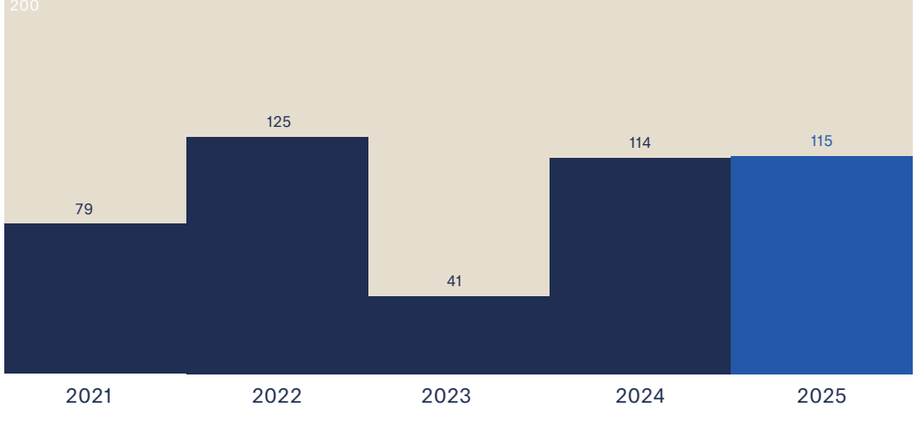
Gas consumption per guest (kg)*



Gas consumption per square meter (kg)*



Total wood consumption (tonnes)*



*The 2024 figures have been updated to reflect corrections in floor area data (addressing a statistical error from 2024) and a change in the consumption-per-guest methodology, which now uses total consumption over total square meters instead of averaging individual restaurant rates.

Water Management

As we expanded our footprint, total water consumption naturally rose—reaching 270,604 m³ in 2025, a 25.4% increase from 2024. However, intensity metrics tell a more encouraging story. Water usage per square meter increased only slightly to 0.9 m³, while water per customer held steady at 0.03 m³

Vietnam: Fixture-Level Impact
We retrofitted handwash, dishwash, and cupwash stations with faucet regulator valves—a simple, low-cost upgrade that reduced water consumption by 30–40% per fixture, contributing to 15–20% overall monthly savings across participating stores. This scalable solution is now being expanded to more locations.

Through rigorous monitoring and detailed water audits over the past year, we identified and executed a wide range of impactful water-saving initiatives across our operations. For instance, at Pizza 4P's Le Thanh Ton, we relocated and replaced the aging raw water piping system and tank to eliminate persistent leaks. At Pizza 4P's Trang Tien, we reduced aquarium water tap operation by 70%—addressing a key source of continuous 24/7 flow—while achieving 40–50% water savings at dishwash stations, partner handwash taps, and toilet faucets through regulator installations. We continue to close monitoring, combined with swift operational follow-through, can uncover hidden waste and drive meaningful, measurable conservation at each location.

India: Reverse Osmosis Wastewater system
We began reusing Reverse Osmosis (RO) wastewater—typically discarded—for restroom flushing and cleaning in Pizza 4P's India. This simple practice reduces freshwater demand and lowers utility costs, and we are now exploring wider adoption across other markets.



Pizza 4P's Trang Tien, Vietnam

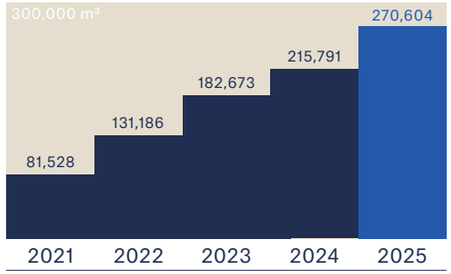
Key Numbers **Water**

270,603 m³
Water consumption (25.40% increase since 2024)

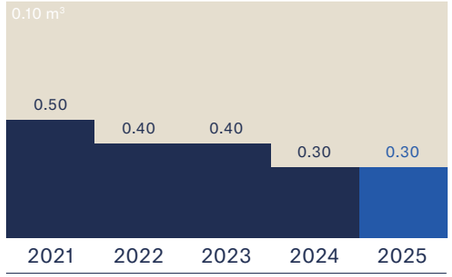
0.03 m³
Water consumption per guest (stable compared to 2024)

0.92 m³
Water consumption per m² (12.5% decrease since 2024)

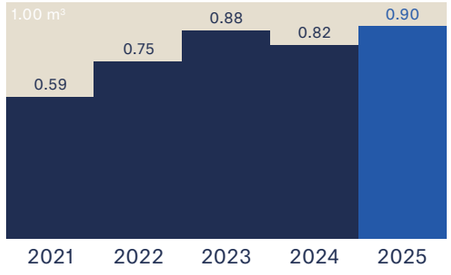
Water consumption (m³)*



Water consumption per guest (m³)*



Water consumption per square meter (m³)*



*The 2024 figures have been updated to reflect corrections in floor area data (addressing a statistical error from 2024) and a change in the consumption-per-guest methodology, which now uses total consumption over total square meters instead of averaging individual restaurant rates.



Pizza 4P's Ben Thanh, Vietnam

Our Climate Journey

In 2025, we took time to understand our climate impacts and operational reality. Across diverse markets—each store unique, each with its own context—setting a uniform target is neither simple nor cheap. So we asked a different question: What makes climate action meaningful for us?

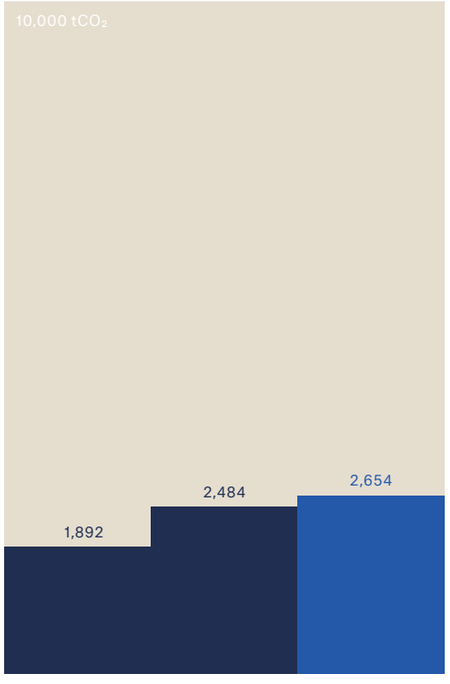
We continue to track our GHG emissions in-house—not just for reporting and compliance, but as a tool that delivers measurable operational wins and builds momentum from there.

As we expanded our footprint, total Scope 1 and 2 emissions grew 34% compared to last year. Our most recent Scope 3 assessment (2022) identified that 80% of our Scope 3 emissions come from purchased goods. With our top ten ingredients by volume pointing to rising supply chain emissions, the need to engage suppliers early has never been clearer. In the coming years, we will continue focusing on measurable projects that matter—starting where we can make the greatest impact.

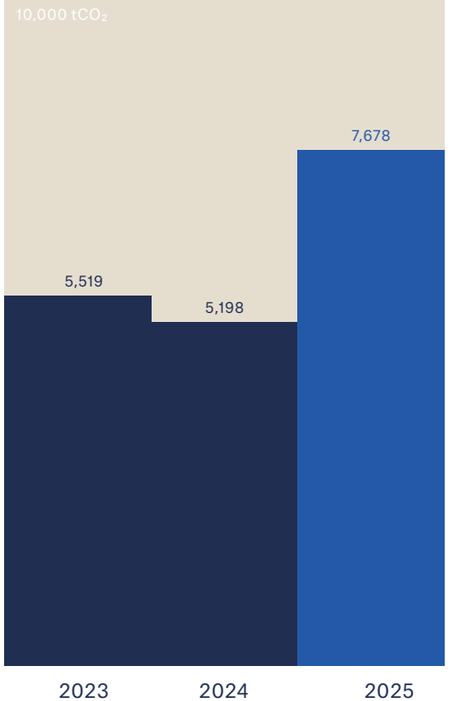


TONTOTON waste cleanup

Scope 1 GHG Emissions (tCO_2)



Scope 2 GHG Emissions (tCO_2)



Key Numbers

2,654 tCO_2

Scope 1 Emissions (6.80% increase since 2024)

7,678 tCO_2

Scope 2 Emissions (19.63% increase since 2024)

7,780 km

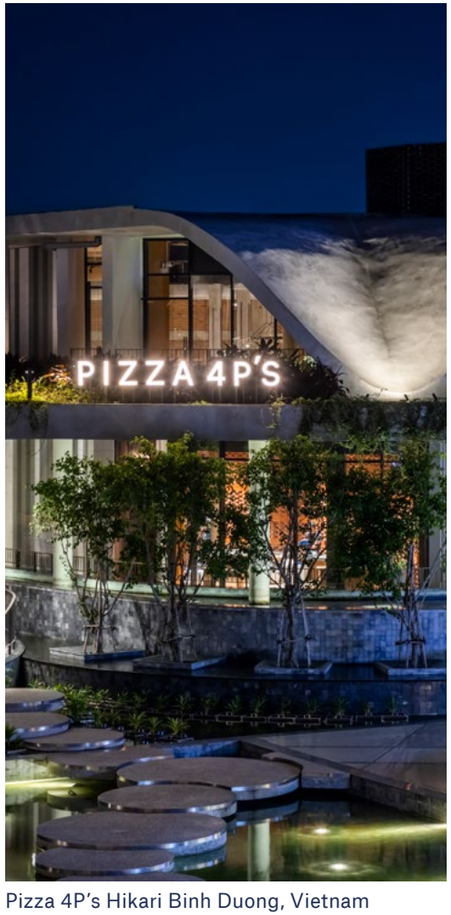
Distance covered by Electric Vehicle

Apart from natural resources management, we are working to establish efficiency standards for each store—accounting for their unique design and operations—to track and reduce energy intensity meaningfully. This foundation will allow us to scale improvements across locations. We are also exploring renewable energy collaborations that can grow alongside us.

Recent regulatory shifts toward electric vehicles in Vietnam have accelerated our thinking. We piloted Electric Vehicle delivery at Pizza 4P's Hikari Binh Duong in 2025, covering 7,780 km and saving an estimated 305 kg CO_2 compared to combustion engine vehicles.

We continue reducing waste across operations —from supply chain to kitchen—closing loops wherever possible. Through low-carbon menu engineering, we are designing for lower impact without compromising quality. We are working with our top suppliers to better understand their emissions.

Through this ongoing work, we aim to incorporate a tool that helps us track and achieve measurable greenhouse gas goals—while also driving operational efficiency.

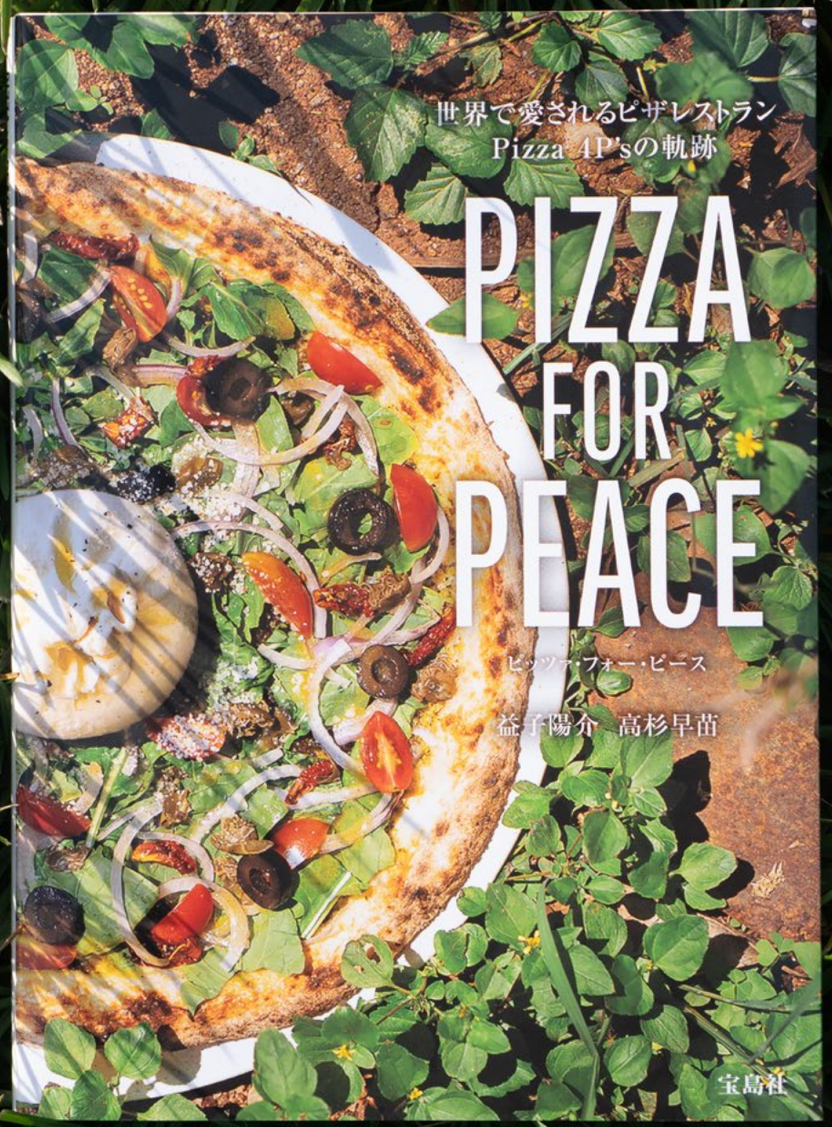


Pizza 4P's Hikari Binh Duong, Vietnam

Steps Toward our Vision

We’re honored to share that our founders, Yosuke Masuko and Sanae Masuko, have just released their book titled Pizza for Peace (in Japanese), which is an honest reflection on the journey that began with a single store in Ho Chi Minh City in 2011.

Cover of Pizza for Peace by Sanae Masuko & Yosuke Masuko





Inside pages of 'Pizza for Peace'
by Sanae Masuko & Yosuke Masuko

These past 14 years have brought their share of challenges alongside moments of genuine happiness. Starting as a group of friends, as husband and wife, and as business partners, there were times when the path forward wasn't clear.

But guided by our vision of Making the World Smile for Peace - they kept going. 14 years later, Pizza 4P's has grown from that first location to stores across Vietnam, Cambodia, India, Indonesia, Japan and most recently, New York.

The book reveals what usually stays hidden: the struggles our founders couldn't share with anyone, the inner conflicts they kept within and the question that ultimately guided them—"What does peace truly mean?"

Written in their own voices, the pages carry a raw sincerity that comes from telling their own story. You'll find the journey unfolding chapter by chapter, building toward the heart of their message in the final pages. Lively color photographs of our pizzas and spaces are woven throughout.

This book is for anyone in the middle of a challenge. For those working hard for someone they care about. For people wondering what happiness really is, or questioning what they are working toward.

It's a gentler message that success, sometimes, is not really about business milestones, it's found in the moment when the Guests and team members tell you that they're happy. That's when you know you're on the right path.

On International Day of Peace in 2025, we opened our hearts the same way we opened our first Pizza 4P’s store. With hope, flour on our hands and a dream of bringing people together.

Our Peace Gallery is not simply a space to display artworks, but also a special place for reflection and finding a peaceful moment for ourselves.



1.



2.

1. Entry point to the Peace Gallery featuring indigo-dyed banners with typographic messages

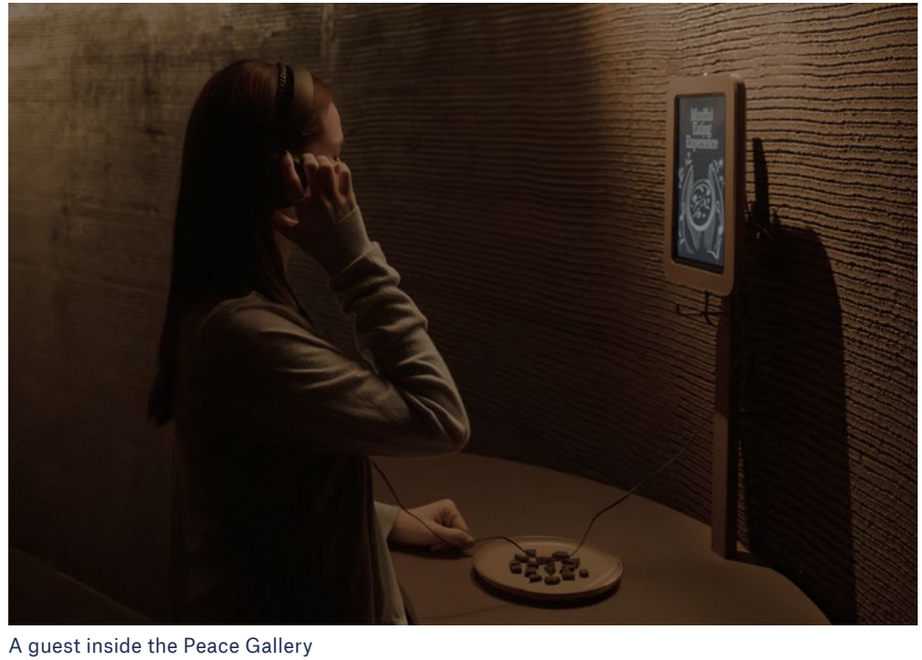
2. Various special items from over the yearsdisplayed on a long winding table

Nestled within Pizza 4P's Au Co in Hanoi, Peace Gallery is a unique space that blends with experience, aimed at inspiring inner peace and happiness while delivering a powerful message of community connection. This gallery represents our journey through years of searching for peace and happiness, where each photograph and artifact speaks the truth we discovered early on.

Here, you'll witness the nervous excitement of our first guests (we were just as nervous), how shared meals turn strangers into friends and feel how "thank you" sounds different when it comes from the heart. These images tell the stories of hands that helped us grow, hearts that made us whole and connections that revealed how beautiful things happen when people gather around something simple – like a pizza shared in a good company.

At the beginning of our gallery lies a profound question from our founder: "How can I be happy and spread happiness to people around me?" This existential inquiry sparked an ongoing journey toward making the world smile for peace. The quiet, serene indigo space, adorned with handcrafted linen fabrics dyed 100% by hand using traditional indigo techniques by Du Du Indigo, creates an atmosphere of tranquility and reflection.

We chose Indigo because it makes you slow down, breathe differently. It's an honest color – the kind that comes from earth and time and human hands working patiently. The deep blue hues remind us that sometimes, a small gesture can spark lifelong happiness.



A guest inside the Peace Gallery

A guest reading typographic messages on indigo-dyed banners inside the Peace Gallery

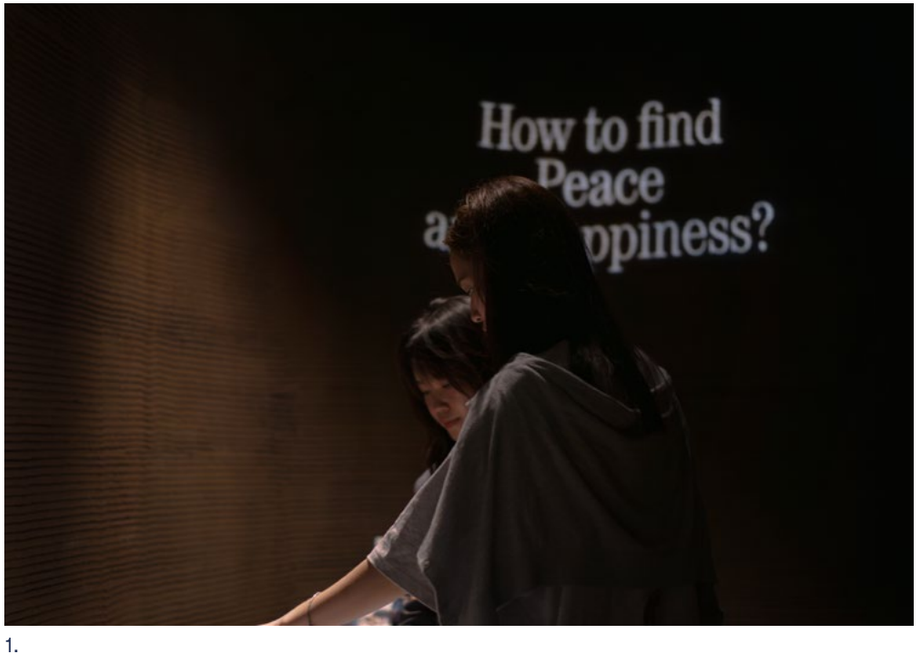
Handwritten cards hanging in the Peace Gallery

THE THINGS WE KEEP ON THE TABLE

Since 2011, Pizza 4P's has pursued the ultimate goal of making the world smile for peace through food and meaningful actions. Every item displayed on the long table area carries this mission forward. Here is the first burrata served to our very first guest. There is the day we opened our first Cheese Factory. And somehow along the way, we met special Partners who made our journey even more joyous.

LETTERS TO THE FUTURE:
LOVE AND HOPE IN TIMES OF CHALLENGE

One of our most cherished pieces is the "Letters to the future" book, born during a time when the world faced heavy challenges, in collaboration with local creatives Ki Saigon and Zac Buehner.



1.

After hearing that every single piece of plastic ever made still exists on this planet, we wanted to do something about it. For starters, what does one say to their future family members? We decided to provide a guide for the letters, asking each participant to imagine what they would like to hear from them, given the fact the book will still be around in 1000 years. Each letter is also hand written, adding another dimension to the project while "staying true to the spirit of the project". The letters were then exposed onto silk screens and used to print onto the plastic pages of the book. An illustration accompanies each letter, filling the pages of the entirely handmade book beautifully stitched together.

We wanted to create an emotional connection with the reader and the plastic they use. A connection that would make them feel that the plastic we mindlessly use has a life of its own after it's out of sight. A life that lasts hundreds and hundreds of years.

2.



1. Guests inside the Peace Gallery.
2. The book Letters to the Future on display inside the Peace Gallery.

Perhaps the most whimsical yet meaningful installations are our Peace Pizza artwork – garden of peace housed within pizza boxes. These unique pieces represent hope for peace and tranquility, embodying the belief that where flowers blossom, so does hope.

Each Peace Pizza is carefully handcrafted, with colors thoughtfully combined to represent flags from countries around the world. Like our food philosophy, these artworks celebrate unity in diversity, showing how different elements can come together to create something beautiful. The flowers blooming within pizza boxes serve as a powerful metaphor – nourishment and beauty can coexist and from the simplest containers can spring the most beautiful growth.

FINDING PEACE TOGETHER

Right after the display area, you'll find an animated story, created for International Day of Peace 2020, captures the essence of our mission through a child-like tale of two butterflies. Each butterfly embarks on an individual quest to find the key ingredient to happiness, only to discover it through finding each other. This simple yet profound story showcases how wonderful our world could be if we all came together. The story is a reminder that Peace is the one cosmic ingredient that makes everything better. Because without peace around us, there cannot be peace within us.

YOU'RE DEARLY INVITED

Peace isn't yours to find alone, but ours to find together. This gallery is our gratitude made visible, our way of honoring everyone who has walked through our doors and become part of something bigger. Every smile, every conversation, and every quiet connection has added to the peace we're still nurturing together.



A guest of the Peace Gallery watching the film 'Missing', part of our Pizze for Peace campaign on International Peace Day in 2022.

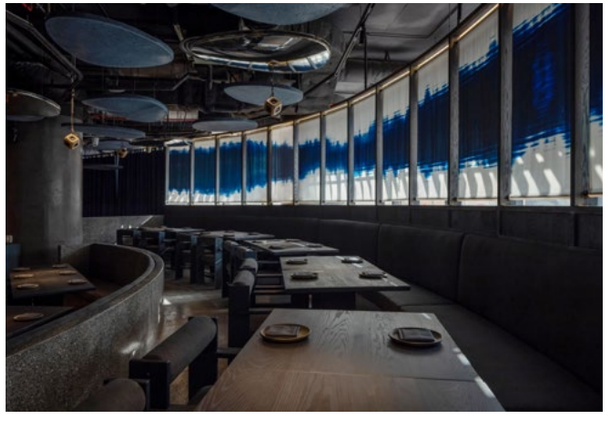


The film ‘Missing’,—part of our Pizza for Peace campaign on International Peace Day in 2022—plays inside the Peace Gallery

Sound reaches you before words do. It names what you feel but cannot quite say.

At Pizza 4P’s Hanoi Centre —our location that opened last December—sound is not a background, it’s the heartbeat of the space. Every vibration carries the same message. Everything is connected. Everything is one.

1.



1.



1. Pizza 4P’s Hanoi Center, Vietnam
2. Speakers hanging from the ceiling of Pizza 4P’s Hanoi Center, Vietnam

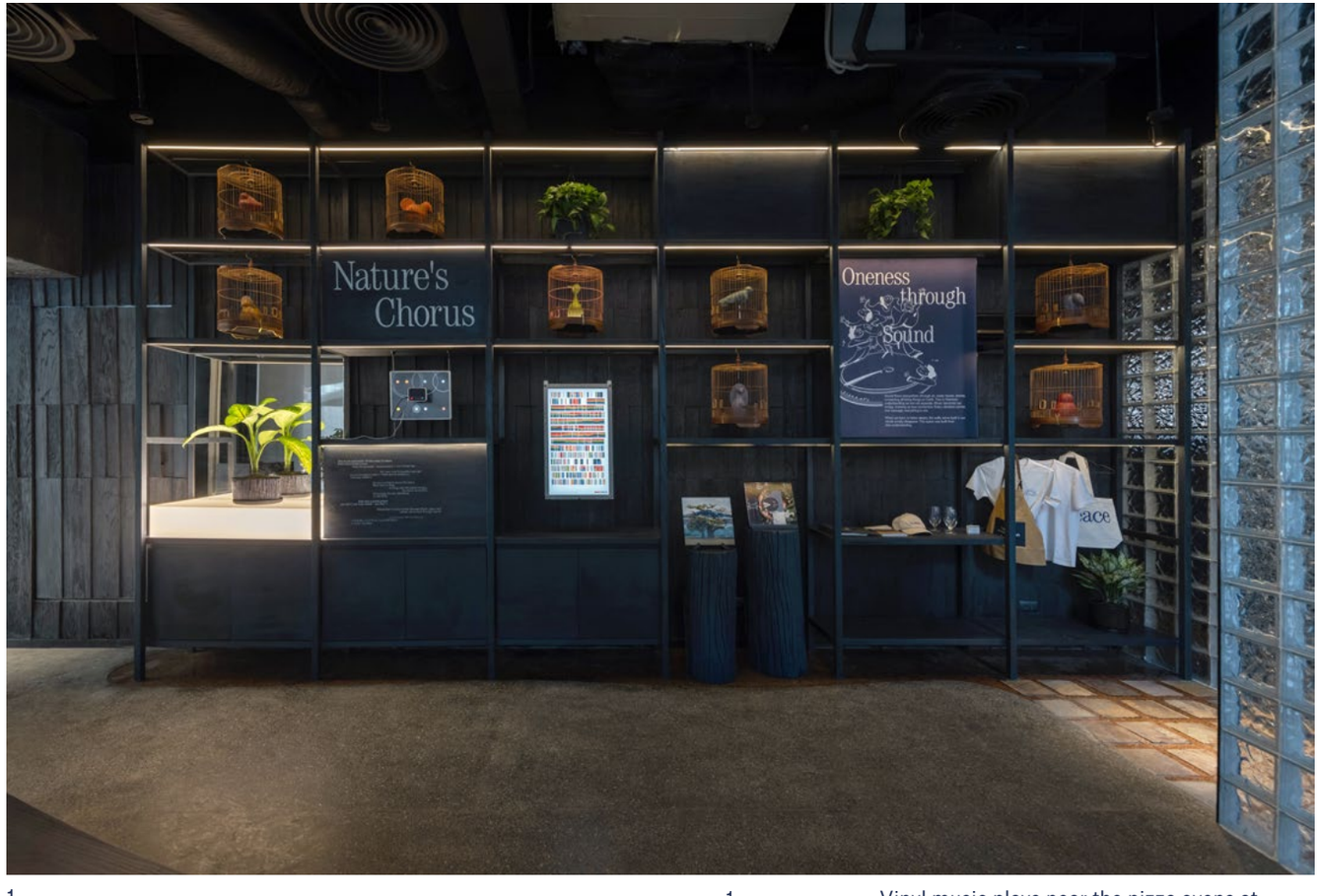
The first thing that stops you at the entrance is the Nature Chorus. You'll be offered a pair of headphones - not to hear recorded music, but to hear what has always been there. Biometric sensors embedded throughout the room detect micro-vibrations and electrical signals from the greenery around you, translating them in real time into sound, light, and colour. Here, that silence becomes something you can hear. A living chorus that shifts as you move through the room, never quite the same twice.

The indigo tapestries on the walls, with their wave-like patterns, respond to air currents and body heat, moving as you pass. A slow blue tide, ebbing and flowing with the life in the space.

At the center of it all, the pizza oven. Adorned like a disco ball, it holds center stage - our team spinning dough, coaxing flames, landing toppings, all in motion. Making food becomes something you watch, something you feel.

2.





1.

1. Vinyl music plays near the pizza ovens at Pizza 4P's Hanoi Center, Vietnam

2. Nature's Chorus, an experiential display of sound and visals at Pizza 4P's Hanoi Center, Vietnam

The music playing through it all began in Tokyo. When we first encountered haruka nakamura, we weren't looking for a performer. We were looking for someone who understood music the way you understand a language you grew up speaking - not as something you do, but something you inhabit. haruka has spent his life listening to the world's quieter frequencies: the sounds beneath conversation, beneath traffic, beneath the noise of modern living.

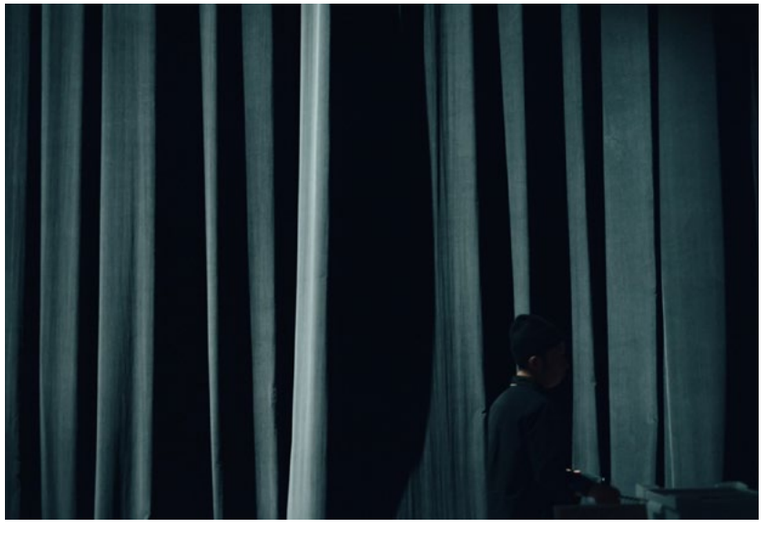
What he created went beyond what we had imagined. His compositions - ONE, COMPASSION, Longitude, and the remix better day 2023 - became the heartbeat of our Tokyo restaurant. We pressed them to vinyl and called the album Oneness for Peace.

Yosuke Masuko speaks about it the way you talk about something that arrived at exactly the right moment. "Among them," he says, "'ONE' holds special meaning - the song I turn to in difficult times, the melody that helps me find hope again."

At Hanoi Centre, we play that same playlist. The vinyl spins. haruka captures the earth's rhythms in sound; the kitchen transforms the earth's harvest into nourishment. Two different languages. The same conversation.



1.



2.

1–2. haruka nakamura in his studio in Tokyo, Japan



Pizza 4P's Hanoi Center, Vietnam

2026 marks a meaningful step in our journey, in which we opened our first store in New York City, a city built on diversity, energy and countless beginnings.

For this space, we wanted to translate Oneness into something universal.
To tell our story not through words on a menu page or a paragraph on a website, but through an experience felt before it is understood.

The Brooklyn space grew from a question we brought to our Partners: the founders, staff, collaborators and makers who have shaped Pizza 4P's from the beginning. We asked them to recall a specific moment when they felt connected, and how they were certain of that.

The answers surprised us. None of the responses were too profound. A forest at dawn. Rain against a window. A long meal where no one wanted to leave. Each answer was quiet and personal. And somehow, they were all pointing at the same thing.

We took those moments and built the space from them. The artworks, objects, drinks and food come from real experiences, shared by real people. Many of the works invite simple actions of listening, looking, touching and pausing. Small and ordinary things. Together, they form a collective story about presence and how the feeling of separation softens through shared time, attention, food, nature, and eachother.



Artwork created by Kumkum Fernando for Pizza 4P's New York City, USA

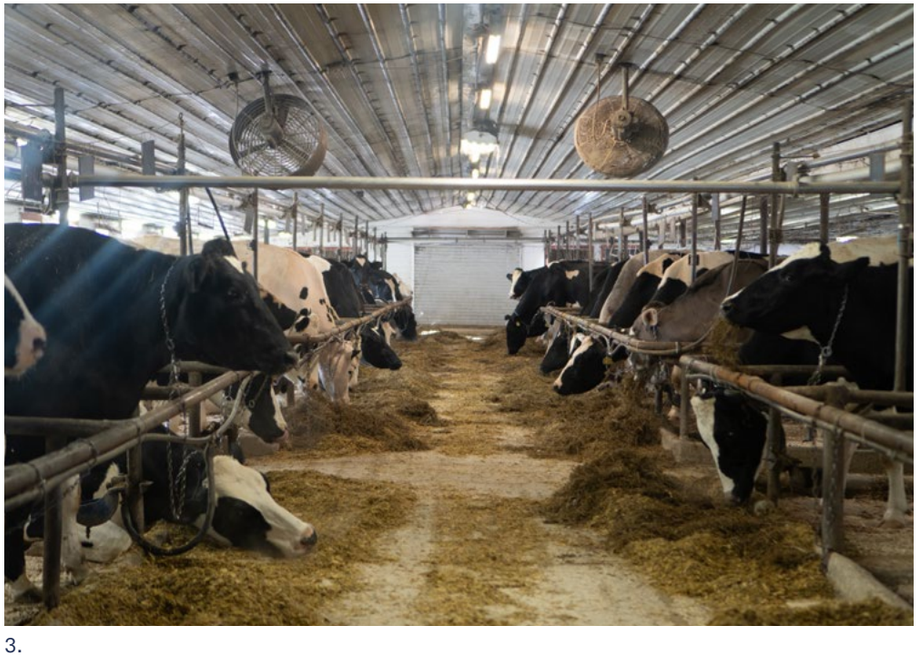
Before opening, we traveled to farms to visit producers and various people behind what's typically served across the United States. We looked closely at dairy and vegetables farms and farmers, as well as butchers and other produce farmers. We wanted to know where things came from and who made them, which is something we have been doing in Vietnam for fifteen years. Not because it makes a good story, but because it is part of our DNA to pay attention to where food comes from and to understand its connections to both humans and nature.



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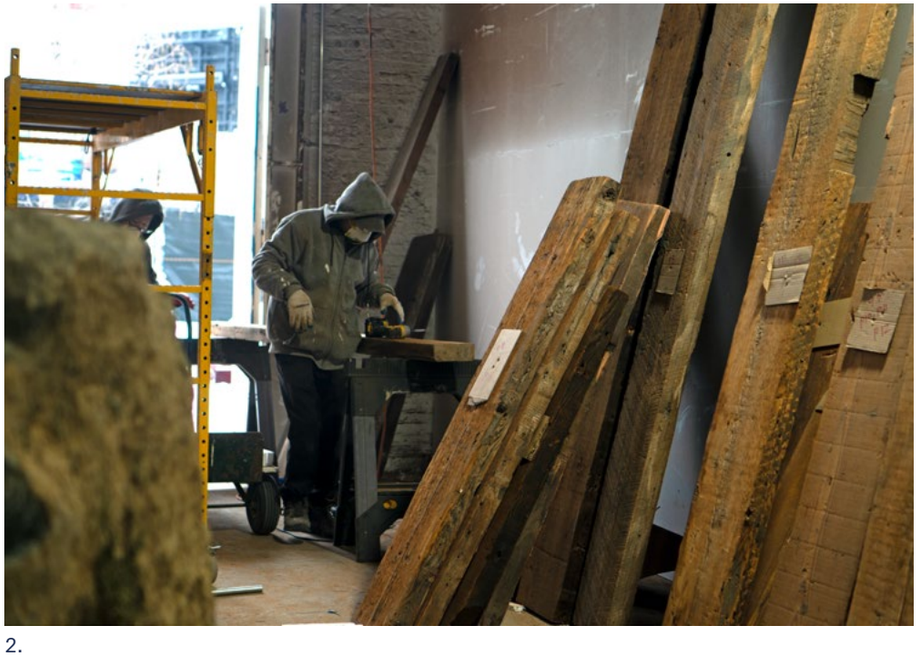
1–3. Visiting various farms and suppliers across parts of the USA





1.





2.

1. 50 Norman Street, the location of Pizza 4P's New York City, USA

2. Building materials at Pizza 4P's New York City, USA

3. Installing the pizza oven at Pizza 4P's New York City, USA

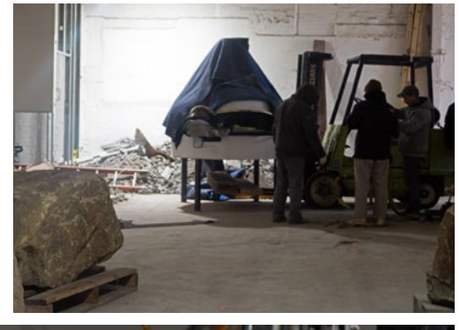
4. Installing a stone inside the space at Pizza 4P's New York City, USA

The space is not trying to speak too loudly either. The artworks do not explain themselves. Nothing here asks you to feel a particular way. Our space in Brooklyn simply presents these moments—small, ordinary and deeply human—and leaves room for you to develop your own meaning.

We hope you find something here that feels familiar. A meal that runs longer than expected. A moment of peace in the middle of a bustling city. We've arrived in Brooklyn with full hearts, and we hope to create this exact kind of place.

The space does not try to define Oneness. It simply shows where Oneness quietly appears in the middle of life as we know it. What the Earth Told Me is an invitation to slow down. To stay a little longer. To be here, to be together, at the present moment.

3.



4.





Installing a stone inside the space
at Pizza 4P's New York City, USA

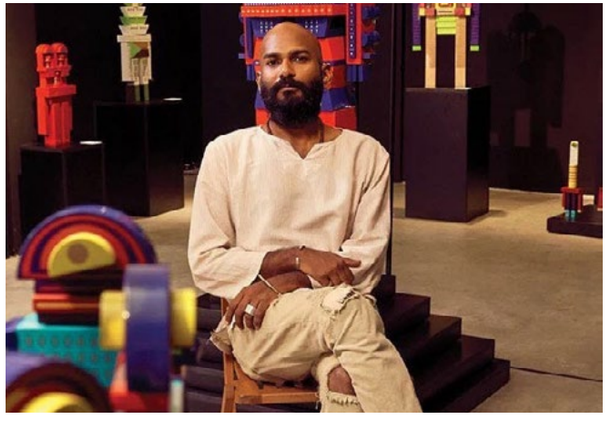


Building materials at Pizza 4P's
New York City, USA

The visual direction and overall concept was conceived by Kumkum Fernando, an artist and creative director based in Vietnam. Alongside his team at Ki Saigon—the communication design studio he co-founded—His work draws from traditional motifs and cultural memory which is then translated into contemporary form. This can be seen in his past works, including ‘The Messengers’, a large-scale installation at Coachella Valley Music and Arts Festival. Kumkum also created exhibitions and artworks for various International Peace Day campaigns at Pizza 4P’s. Under his direction, the philosophy of Pizza 4P’s is woven into every detail. We are building not just a restaurant, but a place that tells a story.

The menu was created by Ken Sakamoto, owner-chef of Cenci in Kyoto, Japan. Born and raised in Kyoto, his cooking is rooted in the place which he knows best. However, rather than labelling it directly, he simply calls it Kyoto cuisine, shaped by local seasons and a quiet attention to ingredients. That care even extends to the cutlery and ceramics on the table, chosen to honor the people behind what is being served. The same sensibility comes to New York through ingredients that tell a story, and a meal that feels whole.

1.



The architecture and interior design of our space in New York City was created by Kiyoaki Takeda of the Tokyo-based firm Kiyo Takeda Architects. With a background at Kengo Kuma & Associates, his approach begins with appreciation of the light and wind within the space, as well as the texture within it’s walls. He works with these conditions rather than against them, letting the boundary between inside and outside dissolve naturally. The result is a space that feels grounded and unhurried, a place where guests can simply be present.

2.



1.



1. Kumkum Fernando, Artist and Creative Director
2. Ken Sakamoto, Chef
3. Kiyoaki Takeda, Architect

WHAT THE EARTH TOLD ME





Filming in Ho Chi Minh City, Vietnam
for Pizza 4P's New York City, USA.

Artwork created by Kumkum Fernando
for Pizza 4P's New York City, USA

Appendix

GHG Emissions

Scope 1

Item	Consumption	Emission Factor	Source	GHG emissions (tCO_2e)
LPG	760 t	2,984.63 kg/t	IPCC 2006 Guidelines for National Greenhouse Gas Inventories	2,257
LPG	18,683 m^3	1.89 kg/m^3	IPCC 2006 Guidelines for National Greenhouse Gas Inventories	35
Diesel	119,927 L	2.67 kg/L	IPCC 2006 Guidelines for National Greenhouse Gas Inventories	321
Gasoline	18,063 L	2.27 kg/L	IPCC 2006 Guidelines for National Greenhouse Gas Inventories	41
			Subtotal	2,654

Scope 2

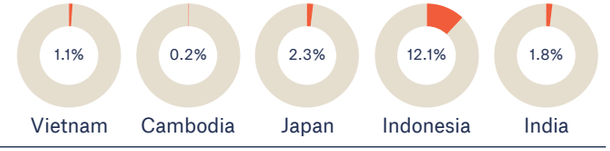
Item	Consumption	Emission Factor	Source	GHG emissions (tCO_2e)
Electricity (Vietnam)	10,761 MWh	0.66 t/MWh	From Department of Climate Change issued in 2022	7,094
Electricity (Cambodia)	480 MWh	0.59 t/MWh	IGES List of Grid Emission Factors version 11.6	281
Electricity (Japan)	81 MWh	0.45 t/MWh	From bureau of Environment issued in 2019	36
Electricity (India)	317 MWh	0.82 t/MWh	From Government of India Ministry of Power for CO2 Baseline Database issued in 2023	260
Electricity (Indonesia)	12 MWh	0.53 t/MWh	From Joint Crediting Mechanism (JCM) issued in 2024	6.6
			Subtotal	7,678

Reference to GRI

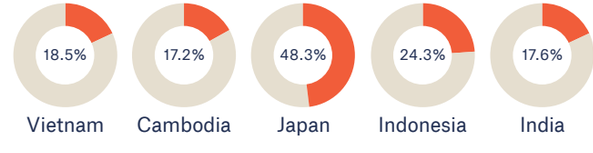
Topic	Reference to GRI
About Us • About 4P's Corporation • About this Report Workplace Diversity	GRI 2: General Disclosures
Materiality Review	GRI 3: Material Topics
Food Safety	GRI 416: Customer health and safety
Mindful Sourcing	GRI 308: Supplier Environmental Assessment SASB Supply Chain Management & Food Sourcing
Building a Safe Workplace	GRI 403: Occupational Health and Safety
Building Skills	GRI 404: Training & Education
Natural Resources	GRI 302: Energy GRI 303: Water SASB Energy & Water Management
Waste Management	GRI 306: Waste SASB Food & Packaging Waste Management
Climate Change	GRI 305: Emissions

Sustainable Sourcing Profile

Sustainable with third-party certification



Sustainable without Certification



4P's Corporation
2025 Sustainability Report
Issued 22.04.2026

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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.

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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.

