FY 2022 Environmental, Social & Governance (ESG) Report

Setting the Table for a More Resilient & Sustainable Restaurant Industry

Reporting Period:
Except where noted, data in this report is as of December 31, 2022 reflecting Toast's 2022 fiscal year.

Contents

Setting the Table for a More Resilient & Sustainable Restaurant Industry

In our first full year as a public company, we continued to quickly build a strong environmental, social, and governance foundation, setting the table for Toast to help advance a more sustainable and resilient restaurant industry.

I'm humbled at what we've achieved when I look back at 2022, including these firsts:

- **Net-zero workplace emissions:** We shared our first greenhouse gas inventory, and this year share our second, including full Scope 3. We also set and achieved a goal of net-zero electricity emissions for our offices and configuration centers through utility green power and the purchase of Energy Attribute Certificates.

- **Diversity, equity, and inclusion (DEI) accountability:** We shared our DEI demographic data and further codified our commitment to diversity, equity, and inclusion by introducing a DEI Scorecard as a part of the bonus plan for all senior Toast leaders.

- **Social impact through giving:** Over $2M in grants and donations were made to nonprofit organizations through the Toast.org Impact Fund and by Toast employees, and we built a feature into our Toast platform that enables restaurants to fundraise to support their communities.

In 2022, we identified where we can make the greatest difference — for our customers, employees ("Toasters"), communities, and ecosystem — to inform our first ESG Roadmap.

We are responding by building pilots, programs, and partnerships to solve big problems. Last year we launched our first pilot to take back and recycle old hardware, as well as a first-of-its-kind platform integration to enable restaurants to offer reusable packaging to their guests. Over the coming year, we're continuing to build in our core areas, including undertaking climate risk and scenario analysis to work toward setting goals, and expanding research and development resources dedicated to helping address environmental and social challenges for the restaurant industry through our platform.

"Embrace a hospitality mindset" is one of our core values. We're always listening for where we can support our customers and communities with solutions that enable them to be more sustainable and resilient.

We're setting the table to build resilience and sustainability in our company, in the restaurant industry, in communities, and in our ecosystem. That's how we're all going to thrive.

Chris Comparato
Chief Executive Officer

ESG Progress

2022 marked a period of significant growth for Toast. We maintained our focus on building a more equitable and sustainable company, a thriving restaurant industry, and a flourishing food ecosystem for communities and the planet. Our first ESG Roadmap will drive our progress in these core areas.

For restaurants:

+$100K

Raised in the first year of launching Toast Fundraising to enable restaurants to fundraise and support their communities.
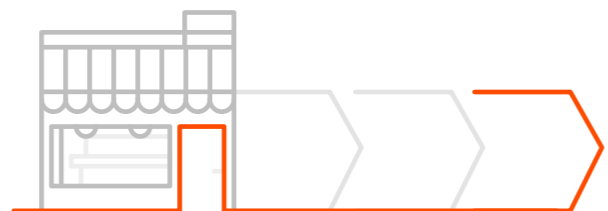
Provided **direct emergency support and training for restaurant workers** via Toast.org grants.

Launched a **go-to-market program for nonprofit restaurants,** offering product discounts and donations.

Expanded our investment in developing products that address both customer and societal needs.

Produced two all-company hackathons focused on sustainability to inspire new platform development.

For our communities:

+$10M

Added to the Toast.org Impact Fund as part of our Pledge 1% commitment.[1]

+$620K

In employee-directed giving. $202K in employee donations. $418K in Toast.org contributions.

2,268 donors
1,583 causes
+150 volunteer events

+$2M

In total cash given to charitable organizations from the Toast.org Impact Fund and Toast employees in grants and donations.

48%

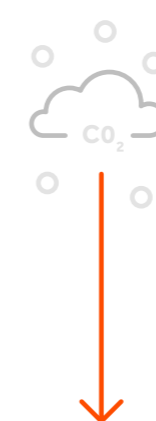Participation in our employee-matching-gifts program launched in 2022.

For nature:

Net-zero

Achieved **net-zero electricity emissions across all of our workspaces** — offices and configuration centers — through a combination of renewable energy use and Energy Attribute Certificates.

Disclosed our first greenhouse gas (GHG) inventory covering **FY2021, the year we became a public company.**

FY2022, shared our second greenhouse gas inventory, covering Scopes 1-3.

Helped enable restaurants to reduce waste through inventory management.
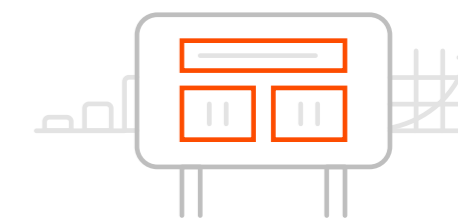
Helped enable guests to opt in to reusable packaging.

At Toast:

Maintained **PCI and SOC 2 Type 1** Certification.

Maintained high employee satisfaction:

91%

of Toasters say Toast is a great place to work.

Increased executive accountability through introduction of a DEI Scoreboard tied to executive compensation.

Maintained high engagement at 89%.

Provided core management training for **over 500 Toasters.**

[1] Fair market value at the time of the contribution.

01

Oversight
of ESG

Since becoming a public company, ESG, including climate-related matters, are overseen by the nominating and corporate governance committee of our board of directors ("board"). External disclosures, including ESG and climate-related matters, are overseen by our audit committee of our board of directors. In 2022, we expanded our ESG Executive Leadership team, launched our cross-functional ESG committee, and established our first multiyear ESG Roadmap.

"We started assessing and developing our strategy shortly after we became a public company. Our ESG efforts, from the environment to diversity to transparency, demonstrate that this initiative is part of our mission and core values."

Elena Gomez, Chief Financial Officer and co-executive sponsor of ESG
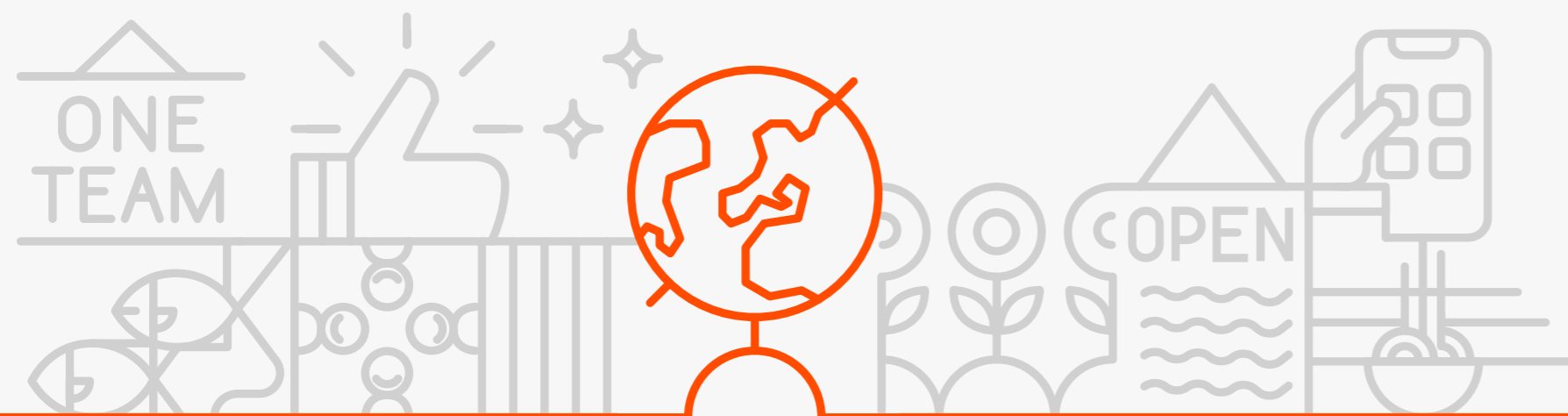
ESG Governance Structure

Board of directors

As noted throughout this document, aspects of ESG may be overseen by different board committees, with these committees providing reports to the board periodically.

Nominating and corporate governance committee

Oversees corporate social responsibility and sustainability, including ESG, climate, and corporate citizenship, and evaluates the board and its committees.

Audit committee

Oversees external disclosures, including ESG and climate disclosures, and compliance with legal and regulatory requirements. Reviews and discusses Toast's risk profile and mitigation strategies.
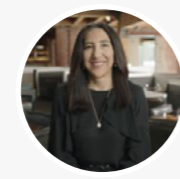
Compensation committee

Reviews and discusses Toast's compensation philosophy and practices, including our new DEI Scorecard.
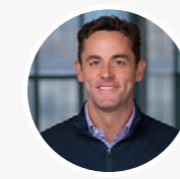
Management

ESG Leadership team

Oversees leadership and management of ESG at Toast, meeting monthly.

Elena Gomez
Chief Financial Officer

Annie Drapeau
Chief People Officer

Brian Elworthy
General Counsel

Debra Chrapaty
Chief Technology Officer

ESG committee

Cross-functional team of ~a dozen Vice President–level and higher leaders who develop and execute Toast's ESG Roadmap and goals and have responsibility for quarterly ESG objectives and key results (OKRs).

Accounting — Hardware — Legal — Logistics — Investor Relations — Social Impact — Sustainability & ESG — People — Places — Privacy— Security — Engineering

ESG management

VP of Social Impact & Sustainability — Chief Accounting Officer — VP of Investor Relations & Strategic Finance — Assistant General Counsel of Securities & Corporate Governance— Senior Director of Sustainability & ESG

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About Toast

Toast is a cloud-based, all-in-one digital technology platform purpose-built for the entire restaurant community. Toast provides a single platform of software as a service (SaaS) products and financial technology solutions that give restaurants everything they need to run their business across point of sale, operations, digital ordering and delivery, marketing and loyalty, and team management.

Our Recipe

Purpose: To enrich the food experience for all.

Mission: To empower the restaurant community to delight their guests, do what they love, and thrive.

Vision: To become the platform of choice for the global restaurant industry by focusing on helping restaurants of all sizes thrive.

Key ingredients

1
Lead With Humility

We lead with a platform customers love.

2
Driven With Purpose

We prioritize the capabilities and processes that enable us to be lean and efficient at scale.

3
#OneTeam

We execute against an ambitious plan to grow topline revenue.

4
Always Be Hungry

We are an engaged and motivated group of Toasters who are deeply committed to our mission and purpose.

5
Embrace a Hospitality Mindset

We learn from, iterate on, and prioritize our longer term bets for dynamic growth.

Built for Restaurants

Run Your Restaurant Efficiently

Manage a Productive Team

Grow Your Business Online

Attract & Retain Your Guests

Access Capital & Financing

Restaurant-Grade Hardware

By serving as the restaurant operating system across dine-in, takeout, and delivery channels, Toast helps restaurants streamline operations, increase revenue, and deliver amazing guest experiences.

In 2022, we continued our track record of innovation for restaurants, guests, and our communities:

Toast for Quick Service is a customizable solution built for quick-service restaurants (QSR) of all sizes.
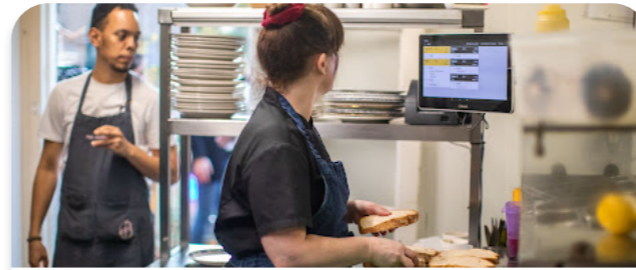
Toast for Hotel Restaurants streamlines operations for a more seamless guest experience through integrations with leading hotel property management systems.

Mobile Dining Solutions features enhancements to mobile ordering, payments, and digital menu solutions for guests.

Toast acquired Sling, an employee scheduling, communication, and management solution.

Toast Invoicing helps restaurants seamlessly manage catering and wholesale orders alongside their in-person, takeout, and delivery business.
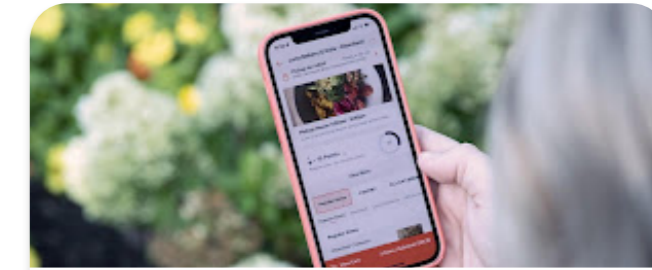
Toast Fundraising enables restaurants to support local causes alongside their guests by utilizing a feature that rounds up guest checks to the nearest dollar. In 2022, guests opted in to round up their checks to over $100K for hundreds of causes.

~79K
Restaurant locations in the U.S. (~40% year-over-year growth), and expanded international presence

$91.7B
Gross payment volume, increased 61% year-over-year

~4,500
Toasters worldwide

~2/3
Of Toasters have worked in restaurants

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Ethics & Governance

Corporate governance

Toast is committed to conducting our business with transparency and accountability through a strong governance framework, which includes oversight committees for key risk areas with direct reporting to and oversight from the board. The governance framework fosters trust, promotes innovation, enables strategic decision-making, facilitates risk- and compliance-monitoring, and unlocks long-term value for our shareholders, customers, and employees.

Oversight

BOARD OVERSIGHT

Audit committee and nominating and corporate governance committee

EXECUTIVE OVERSIGHT

General Counsel as chief compliance officer under our Code of Conduct

Board Oversight

Our board is composed of a majority of independent directors with diverse perspectives and the expertise required to provide guidance and informed oversight of Toast business and risks.

The board has three standing committees with delegated responsibilities:

FY2022 DEMOGRAPHICS

Board of directors

Seven of ten of Toast's diverse and highly qualified board are independent directors, with an appointed lead independent director.

Tenure		Gender	
2 years or less	4	Women	2
3-5 years	2	Men	8
6-10 years	4		

Age		Race/Ethnicity	
< 40	1	Asian	2
40-49	3	Black/AA	2
50-59	3	White	6
60+	3		

Data is self-reported by directors; tenure year count based on cumulative time of service.

The audit committee is responsible for, among other things, selecting qualified independent auditors; ensuring the independence and overseeing the performance of the auditors; discussing the scope and results of the audit and reviewing our results of operations; developing procedures for employees to submit concerns anonymously about questionable financial reporting, accounting, or audit matters; reviewing our policies on risk assessment relating to financial, accounting, and reporting risks and our enterprise risk-management framework; reviewing major issues as to the adequacy of our internal controls and any special audit steps adopted in light of material control deficiencies; and approving all audit and all permissible non-audit services. The audit committee also receives regular updates and oversees compliance around securities rules and regulations, including applicable ESG and climate-related regulatory requirements and disclosures.

The nominating and corporate governance committee is responsible for, among other things, recruiting and making recommendations to the board regarding board and committee nominees; evaluating board and committee performance; reviewing board and committee compositions; reviewing developments in corporate governance practices; overseeing our corporate social responsibility undertakings; and reviewing and assessing the adequacy of Toast's Corporate Governance Guidelines and Code of Business Conduct & Ethics and recommending any changes to our board for approval. In connection with the nominating and corporate governance committee's oversight of corporate social responsibility undertakings, the committee reviews and discusses Toast's strategy and initiatives around sustainability, ESG, DEI, and climate.
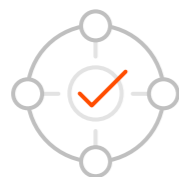
The compensation committee is responsible for, among other things, determining or making recommendations to our board regarding executive and board compensation; administering Toast's equity incentive plans; and establishing and reviewing general policies relating to compensation and benefits of our employees. In carrying out its responsibilities, the compensation committee reviews Toast's compensation philosophy and practices, including our DEI initiatives.

Additional information is available at **investors.toasttab.com** and our Proxy Statement.

Risk and compliance

Toast maintains an enterprise risk program that comprehensively identifies, measures, mitigates, monitors, and reports the company's risks and compliance with legal and regulatory requirements. Toast's Enterprise Risk Management team works in collaboration with the business units, legal, privacy, and security teams to ensure risks are assessed regularly and mitigation actions are identified and completed, including the assessment of ESG and climate-related risks impacting the business. Risk-management activities and relevant updates are reported to senior leaders through the enterprise risk committee and ultimately reported to and overseen by the audit committee of the board of directors.

Business ethics and conduct

Toast has adopted a Code of Business Conduct & Ethics, administered by the board of directors that defines the minimum expectations which Toast directors, officers, and employees must follow in the conduct of company business. Toast monitors and enforces compliance with the Code of Conduct and violations are reported to the audit committee of the

board and subject to disciplinary action. Our General Counsel is our designated compliance officer under our Code of Business Conduct & Ethics.

Core to our ethical conduct policies are our Prohibiting Harassment & Discrimination Policy, Respect in the Workplace Policy, and our Community Philosophy that, along with other supporting internal policies, outlines expectations for how we work and treat each other. Our Community Philosophy is posted publicly, and during the contracting process, our customers commit to abide by it.

Toast also has adopted the following additional policies to enable responsible and ethical business practices:

- Foreign Corrupt Practices Act and Anti-Corruption Policy
- Stock Trading Policy
- Corporate Communications Policy & Handbook
- Speak Up Policy
- Related Persons Transaction Policy
- Commitment to Equal Employment Opportunities
- Respect in the Workplace Policy

Training

All Toasters, at onboarding and then annually, take privacy, security, and business ethics training courses. The trainings cover workplace expectations and behaviors, public company policies, including insider trading, corporate communications, and other core company policies (anti-corruption, bribery, and others outlined in our Code of Conduct and other internal policies) to reinforce expectations of respect in the workplace, equal employment, and how to speak up and create a positive culture.

Reporting misconduct

Our Code of Conduct outlines the process for reporting misconduct (whistleblowing), offers multiple means for anonymous communication, and iterates our no-retaliation stance.

Toast treats complaints regarding behavior that does not align with our values and policies as a serious and confidential matter. Internally, employees may report concerns through multiple channels, including managers, Employee Relations, the anonymous AllVoices platform, their designated People team resource, or a Leadership team member. The Global Employee Relations team promptly reviews and/or investigates all complaints through a fact-finding process and logs these cases in its case management tool. The confidential investigation process includes interviewing the complainant, witnesses (if any), the subject, managers, and reviewing relevant evidence. An overview of the investigation process is included on the company's intranet. Toast uses Emtrain's Workplace Color Spectrum framework for evaluating workplace behavior to help de-escalate communication and foster a culture of speaking up.

Political support and lobbying

Toast does not have a political action committee or memberships in organizations focused on lobbying. Our formal policy on political contributions is in our Code of Conduct, and overseen by our General Counsel as the chief compliance officer under the Code of Conduct.

Toast did not make any political donations or fund lobbying in 2022 or 2021. We reported that we participated in select lobbying activities in 2020 in support of federal pandemic assistance for the restaurant industry.

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Privacy & Security

Data privacy and security

We are committed to responsibly handling the information of our employees, customers, their guests and employees, and other stakeholders in accordance with all applicable data privacy laws and security best practices. As part of this commitment, we maintain a dedicated team of privacy and security professionals, along with comprehensive privacy and security programs.

Oversight

Privacy and security risks, including cybersecurity and compliance, are reported in accordance with the enterprise risk management program to the enterprise risk committee and to the audit committee of the board.

BOARD OVERSIGHT
Audit committee

EXECUTIVE OVERSIGHT
Privacy: General Counsel

Security: Chief Information Security Officer and Chief Technology Officer

Data Privacy

At Toast, privacy begins with trust. Whether someone is a customer, a guest, an employee, or any other stakeholder, when they provide data to us, we want them to have confidence that their personal information will be appropriately managed and protected in line with their expectations and the applicable law.

In order to help operationalize users' trust, as well as compliance within our business, Toast's Privacy Office developed a core set of privacy principles that guide our collection and management of personal information, supplemented by privacy-specific policies, standards, and employee training.

Privacy Statement
Our Privacy Statement is our primary public-facing overview of how Toast manages the personal information we collect and covers the majority of Toast's business lines and subsidiaries. The Privacy Statement applies to merchants (restaurants), employees of merchants, their guests, and individuals who visit our websites. It transparently outlines the types of information we collect to provide our services, and how it is used and shared. We also provide an overview of how individuals can contact our Privacy Office with any privacy-related questions or complaints as well as how individual rights requests (e.g., access, deletion) for in-scope individuals can be exercised.

Privacy oversight
Toast's Privacy Office is responsible for the development of Toast's privacy program and for establishing, communicating, and enforcing privacy policies and requirements within the organization. Toast's Privacy Office is overseen by Toast's Assistant General Counsel of Privacy, who reports to the General Counsel.
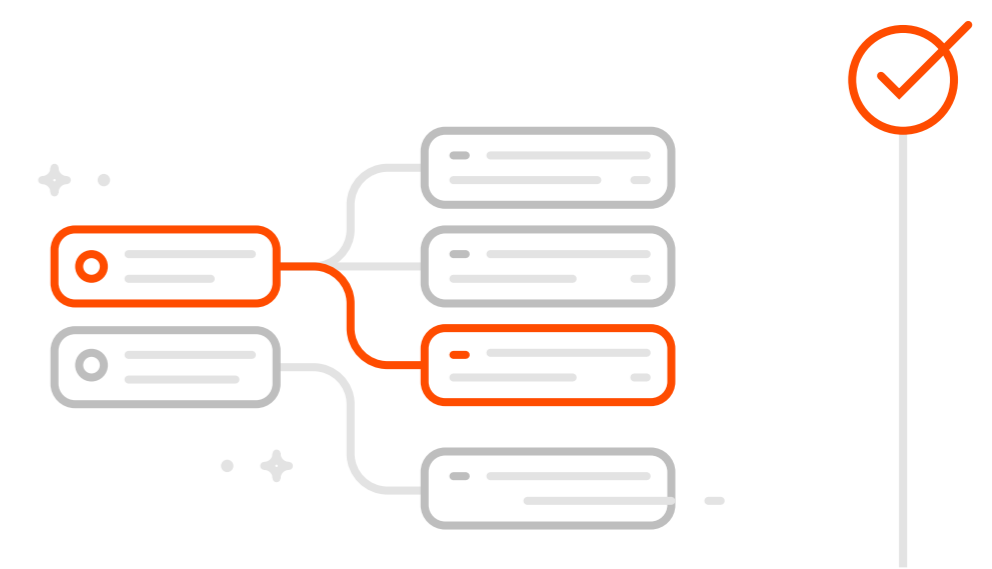
Security

Our information security program, led by Toast's Chief Information Security Officer (CISO) consists of technical, physical, and administrative policies and controls to manage and protect technology assets and services, including information we oversee.

Our security approach extends beyond helping our merchants operate securely — it helps them be successful at meeting their regulatory and compliance obligations. To comply with specific standards, including Payment Card Industry (PCI), Service Organization Control (SOC 2), Sarbanes Oxley (SOX), and internal security policies based on National Institute of Standards and Technology (NIST), Toast implements a number of predict, prevent, detect, respond, and recover strategies, technologies (NIST control framework), and controls. Within the NIST framework, we also define structure and responsibility using the American Institute of Certified Public Accounts (AICPA) three-lines-of-defense model that outlines the responsibilities for risk ownership, assessment, and monitoring by internal teams and external auditors. Our software development teams follow a secure software development framework (SSDF) to reduce the risk of potential software vulnerabilities.

Security oversight
Toast's Information Security team is responsible for the development and enforcement of the information security program. The Information Security team is overseen by Toast's CISO and the CTO. The Information Security team, in collaboration with others within our company, set security and technical compliance goals and objectives that are monitored by Toast's management team.

Audits and certifications

Toast is regularly audited by internal and third-party auditors that attest to PCI Compliance and SOC 2 Type 1.

Detection and response

Toast deploys, monitors, and operates cybersecurity detection and response capabilities, including network traffic monitoring, intrusion detection, prevention systems, and user authentication systems. Toast outsources physical building entry and closed-circuit television (CCT) monitoring of our facilities, which are protected by key-card entry systems. Toast has on-premise labs that are protected and firewalled off from other network segments inside facilities. Toast solutions and licensed third-party products require no production on-premise equipment outside of network equipment and Toast point-of-sale devices inside development lab environments.

Toast maintains a security operations center that monitors and alerts personnel to anomalous events in our environment, responds to incidents using a defined incident response policy, and proactively tests and scans for emerging threats.

Cybersecurity testing

Toast systems are regularly subject to cybersecurity testing, including external penetration tests, security code composition analysis, vulnerability management programs, and red and purple team security testing. Toast administers a cybersecurity assessment of all third-party technologies used at Toast to monitor the security posture of third-party technology solutions used at Toast. Internal, customer, and partner-facing systems are protected by industry standard identity and access management tools and controls, including multifactor authentication.

Employee security awareness and training

Toast engages all team members in annual policy, security, and awareness training. The training curriculum addresses phishing, social engineering, and current top threats across industries and Toast employees must pass the tests provided at the end of each training program. Software engineers are required to participate in additional security training specific to secure software application development practices. Toast's security team regularly shares guidance and news with employees and contractors on the latest developing threats in the industry and how to avoid falling victim to cybercrime.

Customer security awareness and controls

In addition to policies and control standards that govern our operations, Toast regularly communicates and advises customers on ways to protect themselves and their businesses from cybersecurity threats and attacks via bulletins and newsletters. Toast partners with customers to help them maintain their PCI Compliance as a Toast Merchant using a shared responsibility matrix and offers support to Toast Merchants when completing their responsibilities.

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05

Our Talent & Workplace Culture

When our people succeed, Toast succeeds. Our goal is to help Toasters (our employees) do the best work of their careers. To do this, Toasters must feel challenged and supported to exercise their superpowers throughout their experience at Toast. Wellness, diversity, equity, and inclusion are baked into our core values and guide how we treat our people, from recruitment and onboarding through career development.
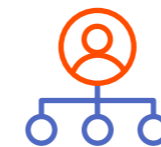
Oversight

BOARD OVERSIGHT
Compensation committee

EXECUTIVE OVERSIGHT
Chief People Officer

Our Toasters

In 2022, our team grew to ~4,500. We expanded into new workspaces and regions and brought our total offices to 15 in six countries by the end of 2022. In 2023, we opened two new international locations in Taipei, Taiwan and Toronto, Canada.

Workplace policies and practices

Our goal is for all Toasters to feel supported and respected at work, empowered to focus on career development opportunities, and able to take advantage of generous benefits. Our Recipe Book (our employee handbook) outlines the key ingredients of what it means to be a Toaster, including how we operate and are accountable for our mission and values, and is part of the onboarding process. Our Toast Values guide all that we do and are reinforced through equitable policies, programs, and processes. We train Toasters on these policies annually and regularly reinforce our expectations for respect in the workplace, equal employment, and how to speak up and create a positive culture.

Health and well-being

We prioritize paid time off, physical and mental health care, caregiver support, employee communities, and a sabbatical option. A mental health task force, sponsored by executives and led by leaders across the company, reviews feedback and implements and tracks solutions. In FY21 and FY22 Toast workplaces were WELL-certified to provide an additional level of health and safety policy and practice through the COVID-19 pandemic. Additionally, several of our offices are LEED-certified with a focus on occupant well-being.

Recognition

We are honored to have received these and other acknowledgements:

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Engaged Toasters

Toasters are engaged, motivated, and deeply committed to our mission to help the restaurant industry thrive. A key priority for us in 2023 and beyond is ensuring that all Toasters feel this sense of purpose and belonging, and that we are able to attract and retain a group of Toasters who are representative of the industry they love.

Twice a year, we survey all Toasters on a wide variety of topics related to their engagement in their work and in the company, including their manager, sense of belonging, impact on our customers, and the strengths of their partnerships with one another. We continue to hear that Toasters across all demographic groups are engaged and driven to deliver for our customers; their intention to stay at Toast is high.

For each survey we run, we dive into the data for several demographic groups including race and ethnicity, gender, LGBTQIA+ identification, and disability identification. We want to ensure we understand specific needs and build customized strategies and goals. We share Toast-level results at a company-wide meeting, and people-managers receive and share their own team results more locally. Action is taken on opportunity areas by team, business unit, and at the company level, and is included in annual goals for leaders.

97%
My manager treats me with respect.

95%
The work I do is beneficial to the organization.

90%
I am comfortable giving my manager feedback.

92%
I am proud to tell others that I work at Toast.

Internal annual culture survey (September 2022)

"
"Toast is a great place to work."

91%
Internal annual culture survey (September 2022)

92%
Independent survey by Great Place to Work™ (April 2022 & 2023)

Growth and internal "doughbility"

We value our team, and we want them to stay and grow with us. Doughbility is our term for preparing Toasters for and offering them new roles that help them grow within Toast.

We support this through:

1   Talent planning

2   Learning and development

3   Performance and feedback process

4   Transparent and equitable compensation

5   Total rewards

"At Toast, we believe sustainability and equity are at the heart of every great business. Our Toast values support us in this work, pushing us to deliver for the restaurant industry and beyond. Just as setting the table in a restaurant helps diners enjoy their meal and experience, our ESG work at Toast sets the table for a more sustainable and equitable experience — whether you're a Toaster, customer, or guest."

**Annie Drapeau,
Chief People Officer and co-executive sponsor of ESG**

1

Talent planning

- Partner with recruiters and cross-functional groups regarding sourcing strategies, progress, and talent insights.

- Grow, nurture, and deliver talent pipelines based on business priorities.

- Prioritize representation across all job roles by intentionally seeking and introducing qualified underrepresented talent into the interview process, and working to remove bias throughout.

- Partner with finance and cross-functional teams on head count planning and forecasting hiring needs throughout the year.

Early-career and returnship programs

Early-career hiring program

- Goal: Bring in top diverse talent to retain and develop into future leaders by aligning head count planning with university recruitment schedules.

- When hired as interns and co-ops, students are integrated into a team and are given high-value projects during their ten- or 20-week placements.

Returnship pilot program

- For industry professionals who took more than a five-year break from their careers and are looking to reenter the workforce.

- Provides additional training and support during interviewing and onboarding to set returners up for success.

Talent retention and succession planning

- We conduct annual succession planning to review talent across the business, connecting business objectives with individual career goals.

- We identify individuals we need to grow and retain, building our leadership bench by identifying specific talent needs, strengths, gaps, and risks.

- We provide individualized support to high potentials and pull together specific development plans and opportunities as needed.

Internal advancement and placement — or "doughbility" through:

- We produce internal doughbility guides for all Toasters, people-managers, our Talent Acquisition team, and People Success Partners to ensure alignment and equity in the process.

- We promote internal job opportunities weekly to increase transparency.

- We partner with our Talent Acquisition team to ensure a smooth internal candidate experience.

- Results: 18% of our total hires in 2022 were internal.

22

2

Learning and development

We support Toasters to excel in their roles, as well as prepare for new career pathways, hopefully within Toast, through:

- Job-specific development training programs.

- Leadership access: Toast executives, including our CEO, are available to all Toasters for regularly scheduled informal chats to meet, ask questions, and share about career journeys.

- Learning libraries with thousands of trainings:

  - Emtrain: A DEI, respect and workplace harassment, and ethics and compliance training platform.

  - ExecOnline: Access top-tier business school courses.

  - LinkedIn Learning: A microcourse to support career development and skills.

- Annual professional development stipend (available to all full-time employees beginning March 1, 2023 — prior it was only available for full-time US- or Dublin-based employees).

- Our manager training comprises four core leadership programs, from pre-manager through pre-VP, consisting of a dynamic virtual classroom training, peer learning, and group coaching.

- Over 500 Toasters participated in core management training in 2022. Approximately half were in training to become managers or VPs, and approximately half were front-line and senior managers.

3

Performance and feedback process

- Each role at Toast is aligned to our internal "Toast Competencies." These leadership competencies (skills and behaviors) paired with our job structure help Toasters and managers understand the requirements of their current role, as well as requirements for other Toast jobs as employees look to grow their careers.

- Within each team, functional competencies are defined and tied to specific skills and behaviors needed for that profession. Both sets of competencies are available to all Toasters on our internal intranet.

- Managers offer positive and constructive feedback regularly, and Toasters work with their managers to set goals at least twice a year.

- Our annual review process consists of employee self-reflection, manager feedback, and a manager calibration process to ensure equity across performance category selections. Managers and employees discuss the employee's performance and areas for growth.

4

Transparent and equitable compensation

Toast seeks to provide a total rewards program that attracts, retains, and motivates the talented workforce needed to fulfill our business strategy and goals. Our total rewards components include cash compensation (base, overtime, bonus/commissions), equity, and Toast benefits. The makeup of an employee's total compensation package will vary based on the role and country location.

We review compensation on an annual basis in alignment with our annual performance cycle. Our incentive programs align short- and long-term realizable compensation with company performance. We also believe in differentiating compensation based on individual performance in recognition of innovation, excellence in delivery, and outsized impact.

Pay equity and transparency

Toast is committed to fairness and equity in our compensation program design and delivery.

- We regularly review compensation to ensure we are paying employees who are doing the same job at the same skill and performance level fairly and equitably.

- We undertake an annual review of pay parity (relative to gender, race, and ethnicity) during our annual compensation cycle.

- We employ a third party to assess our compensation practices and annual pay, and then take action to address any findings.

- We provide each Toaster with the salary range for their own job (in the US and Ireland), and US job postings include the salary range for the job.

5

Total rewards

Toast provides locally relevant, market-competitive, customized benefits programs that meet the needs of Toasters around the world.

In every country where we have employees, Toast:

- Is compliant with local statutory benefits and related requirements.
- Provides and contributes to savings programs for retirement.
- Provides subsidized health care to full-time employees and their dependents (except in regions where national health care provides adequate coverage and there is no need for additional private health care insurance).

Toast offers a variety of country-specific programs, which may include retirement savings plans, health care, disability, life insurance, mental health and well-being programs, and opt-in perks. We also offer competitive time off and family leave programs globally.

Employee stock purchase plan

In 2022, we launched our Employee Stock Purchase Plan (ESPP). Toasters can use after-tax payroll deductions to acquire shares of Toast at a discount. All US- and Ireland-based Toasters are eligible to participate as of December 31, 2022.

US benefits

In the US, we have developed robust and comprehensive benefits over the last decade that include:

Retirement savings: Robust 401(k) program, including employer match and a Roth option.

Health care: Comprehensive coverage, subsidizing over 70% of the cost of health insurance plans for all full-time employees and their dependents.

Family support

- Parental leave: 16 weeks of bonding leave for the birth, adoption, or foster-care placement of a child.
- Backup care: Subsidized backup care and professional caregiver network memberships to support caring for dependent family members.
- Family-forming assistance: Inclusive fertility and family-forming benefits, including adoption, pregnancy, surrogacy, fertility treatments, and more.
- Paid bereavement leave.

Mental health

- Comprehensive mental health care for Toasters and their dependents through an external partner platform of tools and training, including 12 paid sessions annually with licensed mental health practitioners or coaches.
- Quarterly wellness stipend for individual needs.

Time off

- Flexible paid time off (PTO) policy that gives Toasters the freedom they need to balance the responsibilities of both their work and personal lives. We empower Toasters to take advantage of this program.
- 11 holidays annually in the US.
- A paid sabbatical program. For every five years of service, Toasters may take up to four consecutive weeks away from work while receiving full pay and benefits.
- Paid leave for jury duty service.

Additional well-being programs and perks Financial literacy and commuter benefits, professional development stipend, and voluntary opt-in programs, such as pre-paid legal and pet insurance.

06

Diversity, Equity & Inclusion (DEI)

Making inclusivity and equity a central part of our business helps us better serve our customers and each other.
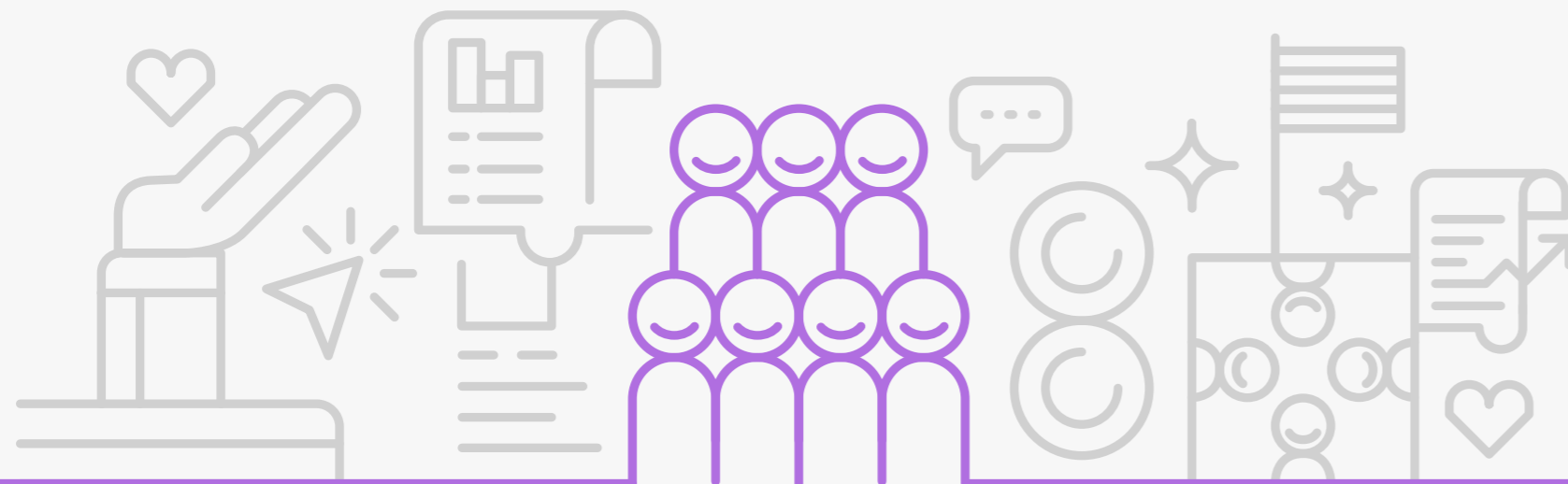
Oversight

BOARD OVERSIGHT

Compensation committee of the board oversees executive compensation DEI Scorecard

EXECUTIVE OVERSIGHT

Chief People Officer and Chief Diversity Officer (hired)

Creating a Culture Where All Toasters Can Thrive

We believe in the power of building diverse teams. We are committed to inclusive hiring, engagement and team building practices, and to creating equitable opportunities for our Toasters. Our commitment to diversity, equity, and inclusion strengthens our ability to serve an incredibly diverse industry.

"Toast's new DEI Scorecard is a means to inspire us to what we could be and hold us accountable for what we should be."

Susan Chapman-Hughes, Chairperson, compensation committee, Toast board of directors

Our DEI team focuses on leadership development, employee engagement, external partnerships, and message and action alignment of our executives, people leaders, and Toasters as a whole. We have specialized DEI programs and initiatives to equip Toasters with the tools necessary to develop and promote an environment of inclusion and respect that leads to better engagement, productivity, innovation, and retention.
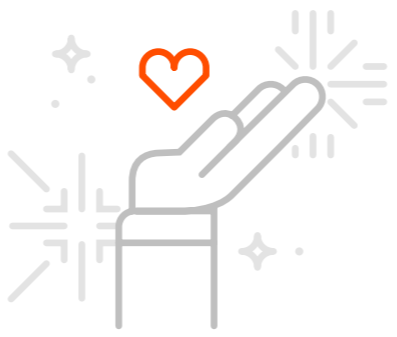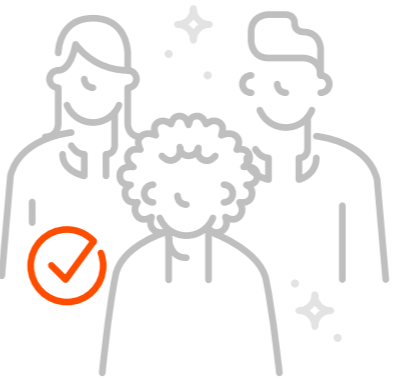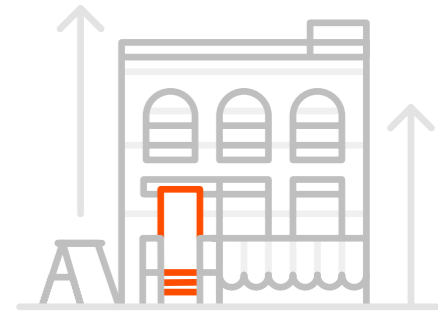
DEI Scorecard: We believe that our commitment to DEI should be shared by all Toasters, and in 2023, we introduced a DEI Scorecard that is part of the bonus plan for all VP and above Toast leaders. The Scorecard was developed with and approved by our board compensation committee in 2022.

DEI program pillars

Commitment

Accountability, transparent policy and procedures, leadership focus, and engaged learning.

Diverse teams

Representation through attraction, retention, and development.

Inclusive community

Listening, engaging, and respecting diverse perspectives to create a strong culture.

External impact

Products and offerings that represent, benefit, and enable the communities we serve.

Our recipe: 2022 progress[1]

Representation: We believe it is important for restaurant owners and operators to see themselves in Toasters and for Toasters to represent the customers they serve and see themselves in our leadership.

Attraction: Mitigated bias in our recruiting practices through our overall philosophy of structured, competency-based interviewing and operationalizing inclusivity best practices at every stage of our process.

Attrition:
- Achieved binary gender parity in attrition rates globally with ~1% variance.
- Attrition gap decreased approximately 3% between white and historically marginalized talent (HMT)[2] to contribute to an increase in overall HMT representation.

Leadership: Increased percentage of women at the director and above level by 1.5%.

Identification: Launched an updated set of demographic identifiers to gather more accurate and representative race/ethnicity data for US employees, to better reflect the diversity of the US, and to help us build more trust with employees who want to share this data. These efforts ultimately drove down the decline-to-state response rate to <10% in 2022 (from over 20% in December 2021) and will allow us to better identify and implement actions to support equity at Toast.

DEI-Q: We provide resources for our full Toast population to understand DEI and bias, how to support inclusive and equitable opportunities, and how to create a sense of belonging for all Toasters.
- Launched our DEI coaching program for key leaders at Toast.
- Adopted the Emtrain Workplace Color Spectrum to help identify problematic workplace actions and support a speak-up culture.
- Continued to offer training and guidance, such as how to hold inclusive and equitable meetings, how to manage unconscious bias in the workplace, and hiring and internal accessibility guides for meetings and communications.
- Engaged with new vendors to make DEI learning real and actionable.

[1] Based on Toast internal data as of Dec 31, 2022, based on employee self-identification as of April 2023.

[2] Historically Marginalized Talent in this report includes the following groups: Black or African American, Hispanic or Latinx, Asian, Pacific Islander or Native Hawaiian, Native American or Alaska Native, and multiracial.
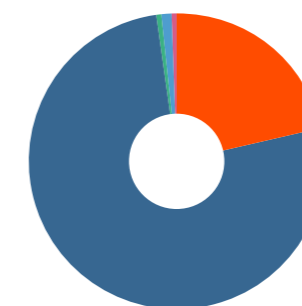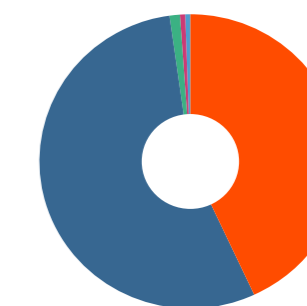
Gender

FY2022 DEMOGRAPHICS[3]
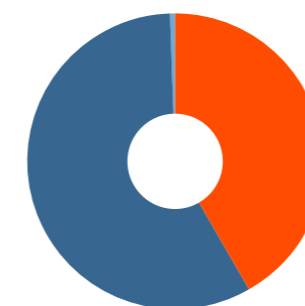
Leadership (Director+)
- 57.6% Men
- 42.2% Women
- 0.3% Not available/not disclosed
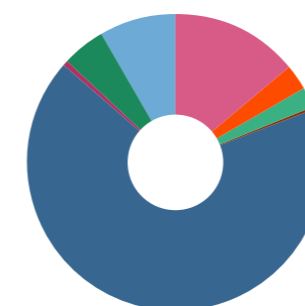
Technical staff (SASB definition[4])
- 75.7% Men
- 22.3% Women
- 0.7% Nonbinary
- 0.1% Other (additional gender identities)
- 1.2% Not available/not disclosed

Toast overall
- 55.0% Men
- 43.3% Women
- 0.8% Nonbinary
- 0.2% Other (additional gender identities)
- 0.7% Not available/not disclosed
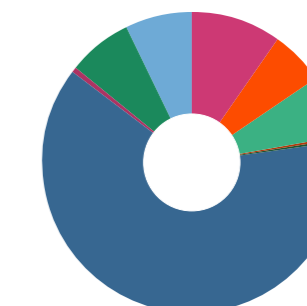
Race/Ethnicity

Leadership (Director+)
- 14.1% Asian
- 2.8% Black or African American
- 2.2% Hispanic, Latinx, or Spanish Origin
- 0.3% Middle Eastern or North African
- 67.0% White
- 0.6% Something not listed
- 4.7% Two or more races
- 8.3% Not declared
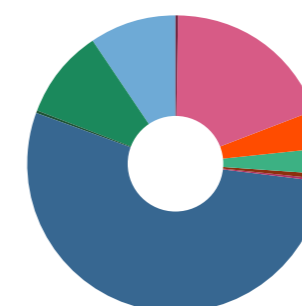
Technical staff (SASB definition[4])
- 0.3% American Indigenous or Alaska Native
- 19.0% Asian
- 4.2% Black or African American
- 2.9% Hispanic, Latinx, or Spanish Origin
- 0.5% Middle Eastern or North African
- 0.2% Native Hawaiian or Other Pacific Islander
- 53.7% White
- 0.3% Something not listed
- 9.7% Two or more races
- 9.3% Not declared

Toast overall
- 0.1% American Indigenous or Alaska Native
- 9.8% Asian
- 5.7% Black or African American
- 6.7% Hispanic, Latinx, or Spanish Origin
- 0.3% Middle Eastern or North African
- 0.2% Native Hawaiian or Other Pacific Islander
- 62.6% White
- 0.4% Something not listed
- 7.1% Two or more races
- 7.0% Not declared

[3] Based on Toast internal data, as of Dec. 31, 2022, as self-reported by employees in January 2023. Percents may not tie due to rounding. Toasters who selected 2 or more races/ethnicities are reflected in the "two or more races" category vs being counted in multiple categories. Gender includes all of Toast, US and non-US employees. Race/ethnicity includes US employees only. 89% of Toasters are US-based.

[4] SASB's Software and IT Services Standard: Technical staff includes employees categorized in the 15-0000 group (Computer and Mathematical Occupations) or 17-0000 group (Architecture and Engineering Occupations) of the U.S. Bureau of Labor Statistics' 2018 Standard Occupational Classification System.

Toast folds inclusive principles into our practices and equity into our designs, embraces unique identities, and celebrates the strength of our diversity across all we do. This focus provides more equitable opportunities for our employees and our customers alike and fosters a culture of belonging. Our seven Toast communities (employee resource groups or ERGs) and eight Toast clubs ensure Toasters can connect internally with those experiencing life similarly to them and to those who seek to be active allies in their communities. By encouraging a spectrum of backgrounds and experiences, we're able to reflect the vibrancy and diversity of the restaurant industry.

Employee engagement: We encourage Toasters to engage with each other and with the communities with which they identify and/or to which they are allies.

- Continued our Toast Communities (ERGs), CAFE (Council of Advocates for Equity), Toast.org efforts, and partnerships with different external organizations. Learn More
- Supported Toasters in attending AfroTech, Out-and-Equal, the Massachusetts Conference for Women, and similar events.
- Hosted a company-wide virtual event with professional learning opportunities centered on inclusive design practices and belonging and ERG events for employees to connect with their community at Toast.

Partnerships: We invest in diverse organizations committed to supporting marginalized businesses and communities that also lift up our efforts through employee engagement, learning and development, and talent opportunities including:

DiversityWomanMedia

Disability:IN

OUT & EQUAL
WORKPLACE ADVOCATES

Council of Advocates for Equity (CAFE)

CAFE members leverage their combined perspectives to advocate for an equitable experience for all, across our business strategy and company culture. With executive sponsorship, representatives from across Toast, and our customer engagement, CAFE models inclusive leadership, proposes innovative solutions, and brings in diverse voices from customers.

2023 Priorities:

Executive accountability:
Approved by our board compensation committee in 2022, our DEI Scorecard officially launched in 2023. It is tied to compensation for all vice presidents and above and measures outcomes across representation, DEI-Q (understanding and applying our principles), and engaged proximity.

Knowledge:
Through intentional conversations about bias and usage of the Workplace Color Spectrum, we will continue to encourage a speak-up culture.
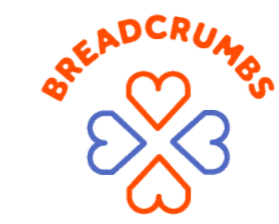
Representation:
We think of representation as a combination of hiring, internal career development, and retention. We will focus on these through scaling out early-career and nontraditional hiring programs, revamping our performance management system, and continuing retention efforts currently underway.

INTERNAL ORGS

Toast employee resource groups and clubs

BREAKING BREAD · BREADCRUMBS · COUNCIL OF ADVOCATES FOR EQUITY · CHALLAH · COMPLEX CARBS · DRYE · MI GENTE · MILITARY VETS · MULTIGRAIN · PUMPERNICKEL & RYE · SECOND TO NAAN · TAPIOCA · TOAST MAMAS · TOAST PARENTS · TOASTHER

07

Environment

We are committed to minimizing both our use of natural resources and waste production and to working toward net-zero emissions in an effort to mitigate climate change.
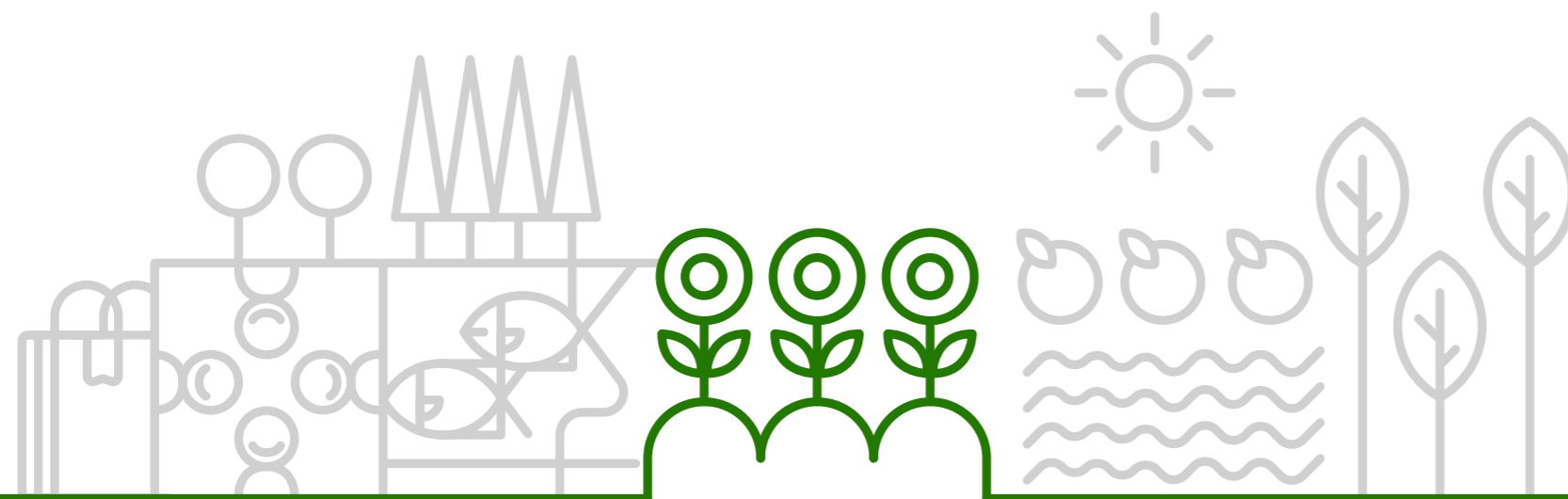
Oversight

BOARD OVERSIGHT

Nominating and corporate governance committee and for climate disclosures, the audit committee

EXECUTIVE OVERSIGHT

Chief Accounting Officer, Chief Financial Officer, and Chief People Officer

Our environmental efforts span our operations, platform, and products — from our workplaces and the full life cycle of our hardware to how we can help our customers and their guests reduce their impacts. This past year we made progress on our climate and waste strategies.

2022 progress

- 100% net-zero electricity emissions for our workplaces.
- Full Scope 1-3 greenhouse gas (GHG) emissions inventory.
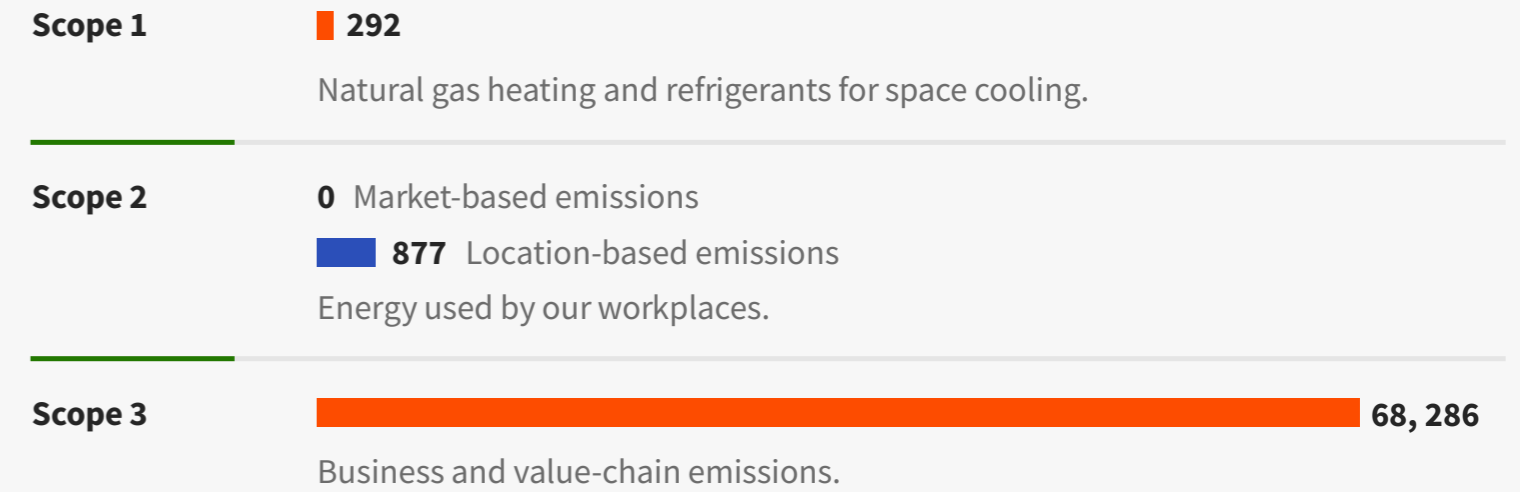- Initiated waste reduction efforts for hardware and guest packaging.

Renewable energy

Toast achieved net-zero emissions from electricity and 100% renewable energy across our workplaces — offices and configuration centers (Scope 2) — through a combination of utility green power purchase programs and Energy Attribute Certificates (EACs). EACs were procured from the Bonneville Environmental Foundation (BEF) to support the production of renewable energy. EACs offset the environmental effects of burning coal, gas, and other fossil fuels and help shift the overall energy mix toward more renewable resources, thereby reducing greenhouse gas emissions.

Greenhouse gas (GHG) emissions

In 2022, we published our first GHG inventory, following the Greenhouse Gas Protocol, reporting full Scope 1 and 2 emissions, and five Scope 3 categories for FY2021. We expanded our GHG inventory for FY2022 to include emissions representing Scope 1, Scope 2, and all Scope 3 categories that are relevant to our operations. This means we track and report emissions for our full impact, across our value chain. Our most significant emissions come from the use of our product by our customers, and from the purchased goods and services we use to run our business. In 2022, we remained a hybrid workplace and increased remote or self-service onboarding as well as hosted our annual company kickoff virtually, thereby reducing travel and emissions for hybrid and remote Toasters.

FY2022 TOTAL GHG EMISSIONS (mtCO2e)[1]

Scope 1   **292**

Natural gas heating and refrigerants for space cooling.

Scope 2   **0** Market-based emissions

    877 Location-based emissions

Energy used by our workplaces.

Scope 3   **68,286**

Business and value-chain emissions.

FY2022 SCOPE 3 EMISSIONS (mtCO2e)

Category 1:	Purchased goods and services	13,667
Category 2:	Capital goods	3,616
Category 3:	Fuel- and energy-related activities	394
Category 4:	Upstream transportation and distribution	1,410
Category 5:	Waste generated in operations	83[2]
Category 6:	Business travel	3,356
Category 7:	Employee commuting and remote work	4,203
Category 8:	Upstream leased assets	40
Category 11:	Use of hardware (sold products) by our customers	41,427[3]
Category 12:	End-of-life treatment of sold products	88
Total FY2022 emissions		**68,579**

[1] Following the GHG Protocol, this does not include emissions from the mid-year 2022 Sling acquisition; it will be included in future inventories.

[2] Based on total estimated waste of 309.6 mt.

[3] Uses life cycle emissions factor.

Note: Numbers may not tie due to rounding.

Waste reduction

Toast is working on waste in a variety of ways, starting with pilots to learn what works well for our restaurant customers and their guests.

Hardware: Toast commenced a pilot to take back and recycle our oldest hardware at no charge to our customers. We contracted with a third-party recycler with zero-waste commitments to receive the hardware, and provided customers replacing the hardware with free carbon-neutral shipping labels to send the old devices for recycling.


Order packaging: We launched reusable packaging for takeout and delivery for Toast restaurants in New York City, Denver, and Boulder via integration with DeliverZero. Guests can also opt out of utensils with all Toast restaurants when they place their order.

Food waste: Restaurants can use Toast inventory management to help them track and reduce food waste.

Workplace waste: Our offices and configuration centers offer multi-material and electronic waste recycling and our offices offer composting.

08
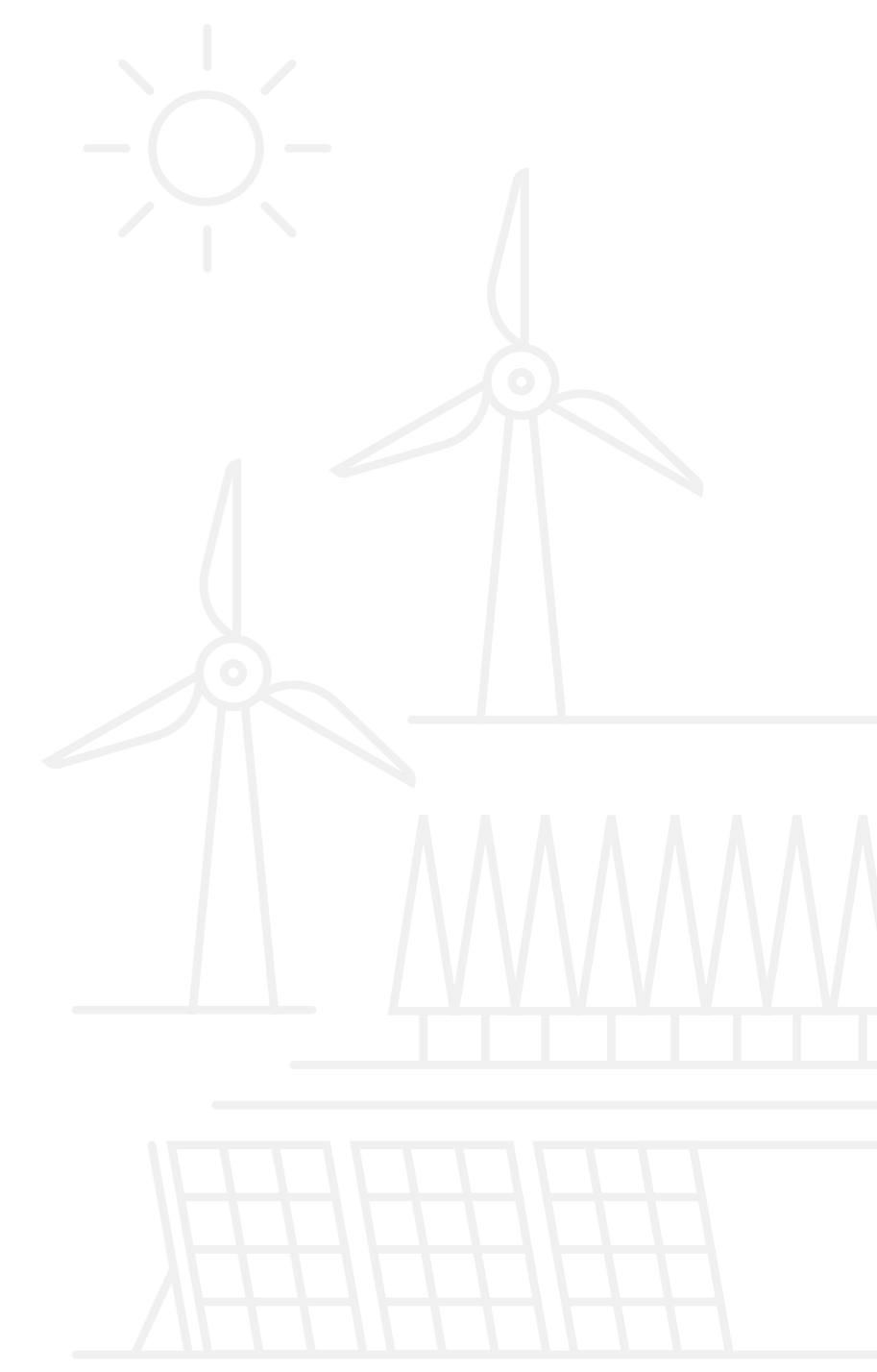
Community Engagement & Social Impact

Toast.org brings the strength of Toast's people, products, and philanthropy to further the company's purpose to enrich the food experience for all and create a healthier, more sustainable, and equitable world. Read more about Toast.org here.

Oversight

BOARD OVERSIGHT
Nominating and corporate governance committee

EXECUTIVE OVERSIGHT
Vice President of Social Impact & Sustainability, Co-Founder and CTO of Toast.org, employee council, and executive committee

> "With Toast.org we are applying our expertise, platform, and capital to address critical issues in the food system that impact communities and the planet."
>
> Jonathan Grimm,
> Co-Founder of Toast and CTO of Toast.org
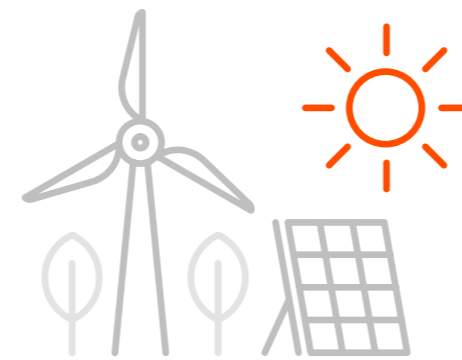
Toast.org pillars
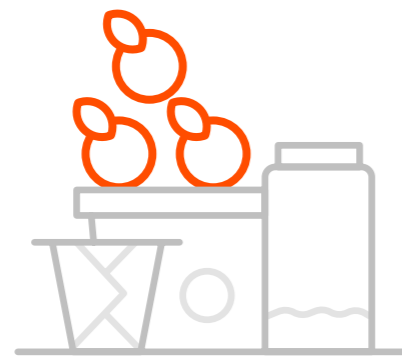
Food

Alleviating food insecurity and hunger and aiding access to healthy food.

Community

Cultivating an inclusive and impactful restaurant community, supporting restaurant workers, and encouraging Toasters to give back.

Environment

Tackling climate, food waste, packaging, sustainable agriculture, and diet.

2022 Progress

Philanthropy

+$10M

As a part of our Pledge 1% equity pledge, we made our second stock contribution to the Toast.org Impact Fund, representing a fair market value of ~$10M at the time of contribution, bringing the total of then fair market value of stock contributed to the fund to ~$29M since 2021.
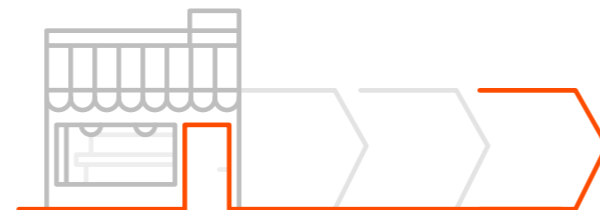
+$2M

Total cash given to charitable organizations from Toast, the Toast.org Impact Fund, and Toast employees.

40

Local Toast.org committees in seven countries.

Product impact

Expanded our investment in developing products that address both customer and societal needs.

Launched a go-to-market program for nonprofit restaurants, offering product discounts and donations.

+$100K 225K

Toast Fundraising enables restaurants to support their local causes alongside their guests by utilizing the round up feature. In the feature's inaugural year, 954 restaurants launched campaigns and 225K guests opted in to round up their checks for a total of +$100K for hundreds of causes.

Toasters giving back

48%

Launched employee-matching-gifts program with 48% participation. 2,268 donors. 1,583 causes in 21 countries.

$620K

In employee-directed giving ($202K in employee donations + $418K corporate funding).

Two all-company hackathons focused on sustainability.

+150

Volunteer events.

Sustainability

Launched a reusable packaging integration for takeout and delivery. When guests place their order they can opt out of single-use containers with Toast restaurants that have the DeliverZero integration.

+$1M

Grants announced May 2023 to organizations working to address critical environmental and climate-related issues in the food ecosystem.

Built our first community garden at Toast's office in Omaha and donated the harvest to local food pantries.

2022 Grants

We put our Pledge 1% commitment into action with our inaugural round of 22 Toast.org Impact Grantees in three countries, including:

GIVING KITCHEN

Helping restaurant workers

Giving Kitchen provides emergency assistance for foodservice workers through financial support and access to a network of community resources.

THE LEE INITIATIVE

Building an inclusive restaurant community

The LEE Initiative (Let's Empower Employment) creates programs that make a real difference in bringing more diversity, equity, sustainability, and compassion to the restaurant industry.

RE:HER*

Supporting underrepresented restaurateurs

Regarding Her (RE:Her) advances and promotes women-identifying and nonbinary food and beverage entrepreneurs and facilitates equity, inclusion, well-being, and resource accessibility.

FoodCloud

Combating food insecurity with access to healthier foods

FoodCloud connects Irish businesses that have surplus food, such as farms, manufacturers, and distributors with charities and community groups that need it.

C·CAP Careers through Culinary Arts Program

Creating opportunity through culinary training

Careers through Culinary Arts Program (C-CAP) is a workforce development nonprofit that provides underserved teens a pathway to success through culinary jobs and life skills training.

Sustainability Accounting Standards Board (SASB)

Toast is committed to sharing ESG information with investors and other stakeholders. The table below references SASB's Software and IT Services Standard, Version 2018–10. Unless otherwise specified, the data and descriptions are current as of year-end 2022.

Metric Code	Metric	Response
Environmental Footprint of Hardware Infrastructure		Toast does not own or operate data centers or hardware manufacturing. Data reported below is based on Toast workplaces, which include our offices and configuration centers.
TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Response (1) 18,099 GJ (2) 100% (3) 100% renewable energy for our workplaces — offices and configurations centers (Scope 2) — through a combination of utility green power purchase programs and Energy Attribute Certificates (EACs). This includes workplaces associated with our 2022 acquisition of Sling.
TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed	(1) 14.5 TCM - Does not include workplaces associated with 2022 acquisition of Sling. (2) ~0 TCM - Almost all water is discharged except for trace amounts consumed in the offices.
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Toast does not own or operate data centers. We use a third-party cloud provider as our infrastructure platform and capacity utilization is variable. Our cloud provider has demonstrated progress towards its net-zero by 2040 commitment.
Data Privacy and Freedom of Expression		
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Response Toast manages the personal information entrusted to it in line with the practices described in our external-facing Privacy Statement which includes language on behavioral advertising and general user privacy. Also see Toast's 2022 10-K.
TC-SI-220a.2	Number of users whose information is used for secondary purposes	Response Toast's Privacy Office maintains governance and policies around how Toast manages the personal information of individuals entrusted to it. Specifically, this includes limitations on how that information can be used and the use of that information for secondary purposes. Operationally, Toast seeks to ensure that personal information is used in the manner communicated to the individual via our privacy statements and notices. Also see Toast's 2022 10-K.
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Any material losses occurring as a result of legal proceedings would be reported in our public filings with the SEC. As of April 2023, Toast has not reported any material monetary losses of this nature.

Metric Code	Metric	Response
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Toast does not operate in any markets where we believe the core products or services are subject to government-required monitoring, blocking, content filtering, and censoring. As part of our information security program, Toast takes additional measures to protect the accuracy and quality of information transferred within our ecosystem from third-party interference.
Data Security		
TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Any material data incidents would be disclosed as part of our public filings with the SEC. As of April 2023, Toast has not reported any data incidents.
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Toast remained SOC2 Type 1 compliant and PCI DSS Compliant in 2022. We maintain an active cybersecurity vulnerability, risk and compliance governance aligned with PCI, NIST and ISO 27001 framework standards.
Recruiting & Managing a Global, Diverse & Skilled Workforce		
TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	As of December 31, 2022, Toast had 4,508 employees, with (1) 3.75% foreign nationals and (2)10.89% located offshore, primarily in Toast's Ireland and India offices.
TC-SI-330a.2	Employee engagement as a percentage	Response In 2022 Toast conducted two annual online anonymous surveys of all employees (spring and fall). Data for 2022 references the last survey, launched in September. Key results include: 91% say Toast is a great place to work. 82% participation. Overall survey response rates (82%) as well as our 2-question engagement theme (89%) continue to be stable to last year. There are no statistical differences on engagement scores by gender or race/ethnicity. Great Place to Work provides an independent rating each year for companies. As of May 2022 (most recent available data): 92% say Toast is a great place to work (US-based employees).
TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees[1]	Response

[1]SASB's Software and IT Services Standard, Version 2018–10 technical representation guidance: Technical staff includes employees categorized in the 15-0000 group (Computer and Mathematical Occupations) or 17-0000 group (Architecture and Engineering Occupations) of the U.S. Bureau of Labor Statistics' 2018 Standard Occupational Classification System. All other employees includes those employees who are not classified as management or technical staff.

Metric Code	Metric	Response
Managing Systemic Risks from Technology Disruptions		
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Risk Factors section of Toast's 2022 10-K
Activity Metrics		
TC-SI-000.A	(1) Number of licenses or subscriptions, (2) percentage cloudbased	(1) ~79,000 restaurants locations use Toast's POS platform (2) 100%
TC-SI-000.B	(1) Data processing capacity, (2) percentage outsourced	(1) Toast uses a third-party cloud provider for all infrastructure. Data processing is elastic and scales based on customer traffic patterns usage. (2) 100% third-party cloud provider.
TC-SI-000.C	(1) Amount of data storage, (2) percentage outsourced	(1) Data stored in third-party cloud provider infrastructure with variable size and retention policies. (2) 100% third-party cloud provider.

FY2022 Environmental, Social & Governance Overview

Forward-looking statements