

20 YEARS OF INNOVATION

EMPOWERING THE HEART
OF OUR COMMUNITIES



Annual sustainability report
Reporting period ended March 31, 2025



EMPOWERING BUSINESS AND A PLACE FOR EVERYONE

Message from Dax Dasilva, Lightspeed's Founder and CEO

As we mark 20 years since our founding in Montreal, I find myself reflecting on how far we've come—from a design-first POS startup to a global player—and how much more there is to do.

Our journey is a story of resilience, innovation, and community. And during that 20-year journey, we've remained true to our roots—**fuelling retail and hospitality ambitions with technology and insights** that save time, so our customers can focus on building their business.

My background in design and programming taught me that beautiful solutions emerge at the intersection of creativity and technical rigor. That's why, at Lightspeed, we believe in breaking the barriers between what's possible and what's merely imagined.

Fiscal 2025 has been a year of transformation and celebration. I'm proud to launch our fourth annual Sustainability Report as a reflection of not only our company's growth but also the positive changes we've created as we **empower the businesses at the heart of our communities**. From strengthening our diversity, equity and inclusion initiatives, enhancing security protocols, deepening community engagement, and elevating

our ethical standards, we have taken meaningful action across our sustainability pillars.

Across our products we launched a revolutionary suite of innovative features to save time. From PO Sync on Lightspeed NuORDER, to Selling on Scanner, to our Kitchen Display System—we're bringing transformative solutions to our merchants and restaurateurs, to surprise and delight their customers. Lightspeed Capital—our merchant cash advance program—continued to help merchants thrive.

The fiscal year saw many note-worthy achievements. Several customers were nominated or won James Beard Awards—lauded for their commitment to equity, community and sustainability in the restaurant industry. We saw an increase to 87% of employees who feel they can be their authentic selves at work. We ranked among Canada's most gender-diverse executive teams in the Globe and Mail's Women Lead Here table, for the third year in a row. Deloitte's Fast 50™ Technology Program named us Canada's 5th fastest growing enterprise. We placed 5th in Software in Newsweek's inaugural Most Responsible Companies list for Canada.



Vital to our goals, in Fiscal 2025 we embarked on a transformation journey to solidify our position as a category-leading global company. Our Capital Markets Day in New York outlined this strategy to our shareholders. We're in our transformation era, but one constant is our commitment to fostering an inclusive and equitable space for all Lightspeeders.

I founded this company based on that commitment. Fostering a diverse and inclusive culture continues to be a cornerstone of our business, and making sure that every Lightspeeder has a fair shot at opportunity is a priority for me and the leadership team.

Our sustainable growth for the coming years is ambitious, and we're excited to continue our transformation journey with our employees, customers, partners, and communities.

Thank you for being part of this journey. Here's to the next 20 years.

A handwritten signature in white ink, appearing to read 'Dax Dasilva'.

Dax Dasilva
Founder and CEO, Lightspeed

TRANSFORMATION ACCELERATED BY CULTURE AND VALUES

Message from Manon Brouillette, Executive Chair of the Board

It was with great excitement and a sense of purpose that I embraced the role of Executive Chair of the Board at Lightspeed.

Throughout my career—from leading Hydro-Québec, Canada’s largest producer of renewable energy, to guiding technology companies through periods of scaling growth and business transformation—I have seen firsthand what it takes for companies to evolve and thrive in the face of disruption and opportunity.

True success requires both bold vision and disciplined execution. It means conducting a rigorous strategic assessment to identify our greatest strengths, building a clear and actionable strategy, and operationalizing it with agility and focus. Fiscal 2025 set us on this path, laying the groundwork for a multi-year journey.

With progress already seen, I am proud of the steps achieved and inspired by the opportunity that lies before us. Our execution is anchored in the culture and values that has distinguished Lightspeed over the past two decades.

Sustainable growth is not merely a goal—it is a mindset. It asks us to keep focus on doing what’s right for our customers and communities. And as we look to the future, I am energized by the opportunity to build on our momentum, strengthen our culture, and deliver value for all our stakeholders. Thank you for entrusting me with this responsibility as we set a course for enduring success.



Manon Brouillette
Executive Chair of the
Board, Lightspeed



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PURPOSE



OUR VISION, MISSION AND VALUES

Founded in Montréal, Canada in 2005, Lightspeed is dual-listed on the New York Stock Exchange and Toronto Stock Exchange (NYSE: LSPD) (TSX: LSPD), with teams across North America, Europe, and Asia Pacific.



OUR VISION

Empower the businesses at the heart of our communities.

OUR MISSION

Fuel retail and hospitality ambitions with technology and insight.

OUR VALUES

The guiding principles for our employees continue to be:

Make it happen

Make it together

Make it human

Make it about the customer

Make it data-driven

Make it matter

In addition, we lead at Lightspeed with the intention to:

Be accountable

Embrace change

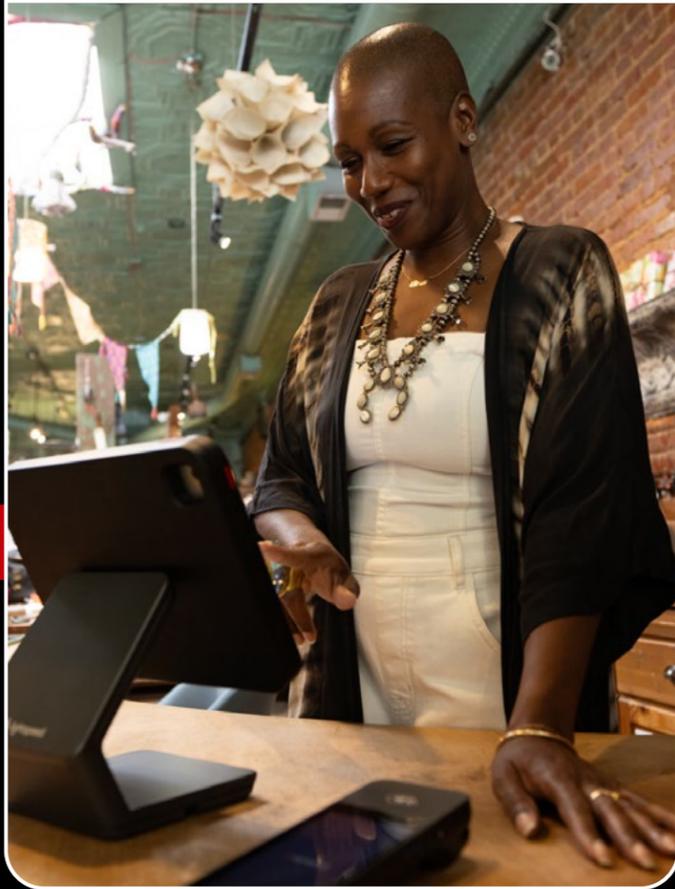
Deliver when it matters

Move at light speed

Metrics and data presented herein are for the fiscal year ended March 31, 2025 ("Fiscal 2025") or as at March 31, 2025, as applicable, unless otherwise indicated.

In certain cases, including but not limited to data related to our Fiscal 2025 emissions, data and information reflected herein are based on a number of assumptions, estimates and calculations. Further, in certain cases where data was unavailable, estimations were made based on accepted industry standards. The Company has relied on third parties and consultants for certain assumptions, estimates, calculations and methodologies. The Company believes such assumptions, estimates, calculations and methodologies provided via third parties and consultants are accurate, however there can be no assurance as to the accuracy thereof. Readers are cautioned to view such data in that context and to use this report only for informational purposes.

FUELED BY LIGHTSPEED



Squash Blossom Boutique | USA

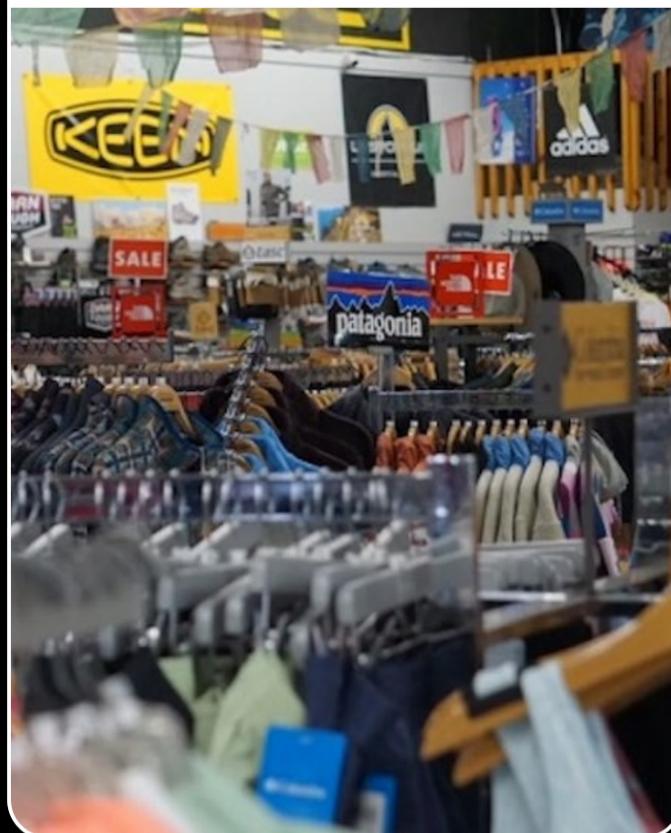
"Lightspeed stood out. It has everything you want and everything you want to know about your business."

—Lisa Bobb, Owner

CBS Sports | USA

"[NuORDER Catalog] saved me massive amounts of time on reordering items... we can just click it and reship it almost immediately."

—Carson Searcy, Owner



INSIGHTS COUPLED WITH TECHNOLOGY

With our State of the Industry reports for hospitality, retail, and golf, Lightspeed turns data into actionable steps that help entrepreneurs make better business decisions.



Visitaly | Switzerland

"The Lightspeed Pulse app is one of the apps I use most often: I can take a look at the previous day's performance from my phone and adjust our targets according to sales generated, average basket, etc."

—Fabrice Giangreco, Founder and President

Opulence of Southern Pines | USA

"Lightspeed Payments reduced errors by 100%. Before Lightspeed Payments, I had four terminals and I had four statements that had to be reconciled every month. It was a whole entire day process. Now it takes ten minutes to reconcile everything."

—Tanda Jarest, Owner



FISCAL 2025 HIGHLIGHTS

DIVERSITY, EQUITY AND INCLUSION

57%

57% of the members on our board of directors (the "Board"^{1,2}) identify as women or visible minorities¹

Diverse representation within our employee base³

40%

40% of our independent Board members identify as women²

11%

11% LGBTQ2S+

43%

43% of our executive officers identify as women

34%

34% BIPOC

87%

87% of our employees feel they can be their authentic self at work³

9%

9% Persons with disabilities



SUPPORT FOR DIVERSITY, EQUITY AND INCLUSION

In Fiscal 2025, we launched two more employee-led networks focused on sustainability and well-being. The former advocates for environmental sustainability and innovative practices that inspire and engage, while the latter promotes overall well-being, mental and physical health, breaking stigmas to talk openly and being a supportive environment for all.

"In our last engagement survey, 87% of you said you feel you can be your authentic self here. I promise we'll continue fostering this safe environment, so that number only grows."

—Dax Dasilva, Founder and CEO

¹ As of March 31, 2025, the end of Lightspeed's most recently completed fiscal year.

² On March 6, 2025, the Company announced that Ms. Manon Brouillette had been appointed as Executive Chair of the Board and Ms. Dale Murray as Lead Independent Director of the Board, in each case with effect as of April 1, 2025, to coincide with the first day of the Company's fiscal year ending March 31, 2026. Accordingly, the Company had 5 independent Board members as of April 1, 2025 (with 40% identifying as women).

³ Based on self-identification and voluntary declaration of our employees who participated in our annual DEI and engagement survey, with a 90% participation rate, which survey was conducted in September 2024.

ECONOMIC IMPACT

Lightspeed is the POS and payments platform fueling retail and hospitality ambitions in over 100 countries. Fast, flexible omnichannel technology combines advanced point of sale and ecommerce solutions with embedded payments, inventory management, reporting, staff and supplier management, an exclusive wholesale network, financial services and more.

 **\$91.3 billion in GTV⁴ in Fiscal 2025**

We give businesses the tools they need to succeed, whether they are opening their first location or their fiftieth.



"Tech platforms such as ours transform operations, moving beyond basic stock management to analyzing data, predicting demands, and optimizing supply orders, as well as reducing wastage. These innovations will not only benefit businesses but also enable suppliers to enhance their operations for a more sustainable supply chain."

—Liam Crooks, Managing Director, Europe Hospitality

CHAMPIONS OF COMMUNITY

Lightspeed powers the in-person businesses that define local neighborhoods and thriving cities. Through technology, insight and a deep understanding of retail and hospitality, we build stronger communities around the world.

SMALL STEPS, BIG IMPACT

We have planted more than 2 million trees as of the date of this report, through our Carbon Friendly Dining program.

Our industry-leading inventory and ingredient management capabilities are helping reduce waste and streamline our merchants' supply chains.

CAPITAL TO EMPOWER AMBITIONS

Lightspeed Capital offers access to fast, flexible business funding in as soon as two business days. We've opened up more ways for independent merchants to access funds with ~\$250 million advanced in Fiscal 2025 in ~10 countries.

INNOVATION THAT DRIVES VALUE

In Fiscal 2025 we launched several value-added modules for our customers:

-  **Retail**
 - Retail Insights, empowering replenishment choices.
 - Inventory Forecasting, driving better inventory decisions.
-  **Hospitality**
 - Kitchen Display System, improving kitchen coordination and reducing food waste.
 - Benchmarks & Trends, empowering restaurateurs with actionable insights.
-  **Lightspeed NuORDER**
 - PO Sync, seamlessly connecting orders between retailers and their suppliers.

All to save time and demonstrate our commitment to build reliable, flexible technology for businesses.

FUELED BY LIGHTSPEED



K9 Active | UK

"We got a reasonable amount of funding that allowed us to buy a bit more stock than we would normally have done. So, it allowed us to get better discounts. I'd highly recommend it. Absolutely 100%."

—Keith Conkey, Founder, K9 Active

⁴This is a Key Performance Indicator. Refer to the section entitled "Key Performance Indicators" within Management's Discussion and Analysis of Financial Condition and Results of Operations for the three months ended March 31, 2025 and 2024 and the years ended March 31, 2025 and 2024 available on SEDAR+ at www.sedarplus.com and on EDGAR at www.sec.gov for the definition.



JAMES BEARD AWARD-WINNING CUSTOMERS

The Oscars of the food world—the James Beard Awards—were held in June 2024. Culinary masters across the US came together to honor some of the year’s most innovative chefs and cuisines.

Lightspeed is proud to partner with incredible nominees who use our technology in their establishments. This includes Clover Hill (Brooklyn, NY), which won the award for Best Chef in New

York State, celebrating Executive Chef Charlie Mitchell.

Other notable Lightspeed restaurants that were nominated for a James Beard Award include Sofreh, a cozy, Iranian restaurant located in Brooklyn, NY and classic French bistro Le Bouchon in Chicago, IL.

EMBRACING AI IN CUSTOMER SUPPORT

Since adopting AI into our customer support workflows, we have reduced agent training time and effectively resolve more customer queries with a mixture of AI only and AI+Agent experiences. The benefits are twofold: faster resolution times for our customers and more time for our employees to develop knowledge, content and skills.

- In Fiscal 2025, more than 60% of new conversations started with AI on our flagship Retail and Hospitality products did not need to be transferred to our team.
- Our implemented vendor aligns with ISO 42001, which is an international standard that ensures organizations are managing AI systems responsibly, and that AI is being developed and used ethically and safely.

“We have been leveraging AI to assist in the resolution of new support inquiries. We utilize our comprehensive customer help center, internal guides and the collective knowledge of our amazing support team members with a closed loop improvement model—using AI in conjunction with our highly skilled support team.”

—Angelo Livanos, VP, Global Support



SUSTAINABILITY

WE OPERATE ACCORDING TO FIVE SUSTAINABILITY PILLARS:

→ Empowering entrepreneurs

→ Emboldening employees

→ Enlivening communities

→ Protecting the environment

→ Championing integrity

The Compensation, Nominating, and Governance Committee of our Board, composed entirely of independent members, provides guidance and oversight on corporate governance, DEI and ESG programs. They receive regular reports from management.

Our employee-led sustainability network serves as a central coordinating body for championing and implementing sustainability strategies.

HOW WE PRIORITIZE ESG GOALS

We benchmark against peer sustainability disclosures, sector-specific Sustainability Accounting Standards Board (“SASB”) Standards and engage key internal stakeholders to identify topics relevant to our business.



WE MONITOR EMERGING ESG ISSUES AND THEIR IMPACT ON OUR BUSINESS

It’s important for us to check in with our stakeholders and seek their input on matters we consider critical to the sustainability of our organization.

Refer to our Stakeholder Engagement Matrix on page 38 for further information on how we engage with our stakeholders.

Advance Golf Partners | USA

"You don't always buy software for what it is, you buy it for what it has the potential to be. One of the things I like most about Lightspeed is the amount of development capability it has. I've experienced it first hand over the years. It's not just something that I was told would happen, but it actually happens."

—Pat Kelley, Partner, Advance Golf Partners

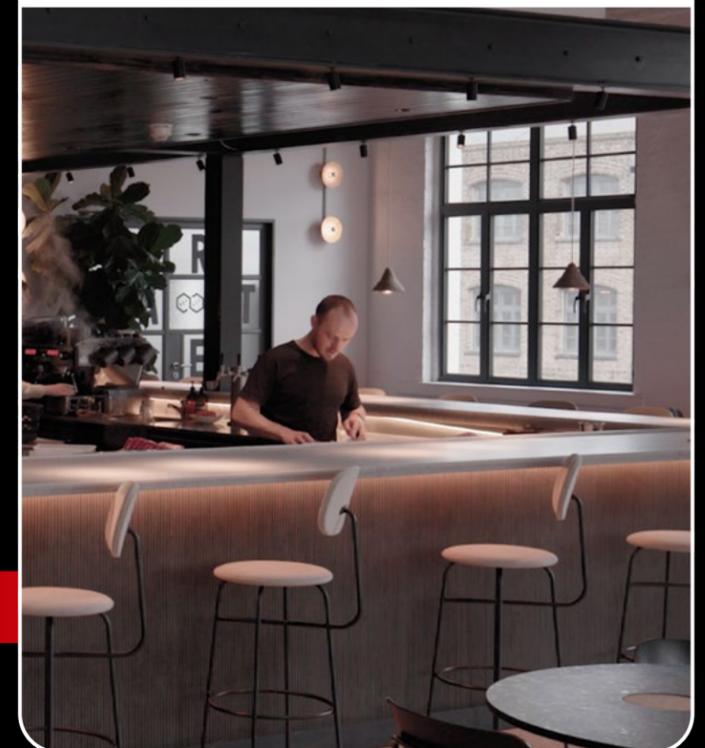
Silo and Crate Brewery | London

"Lightspeed Payments has just sped up service so much, and made it so much easier. Less mistakes, less chance of fraud, less possibilities of things going wrong because it's speaking directly to the ePOS."

—Tim Dennis, General Manager

From the food on the plate, to the crockery it’s served on, and the furniture itself, every part of this zero-waste restaurant comes from a desire to be respectful to the environment.

FUELED BY LIGHTSPEED



SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations Member States adopted 17 Sustainable Development Goals (“SDGs”).

These SDGs align with our business and provide opportunities for us to make a bigger, more positive impact.



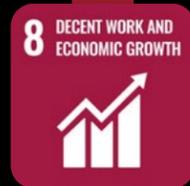
SDG 4: Quality education

By partnering with organizations like the TupuToa Foundation and Technovation, we ensure vulnerable communities gain equal access to education and vocational training.



SDG 5: Gender equality

We champion gender equality at all leadership levels, with 43% of our Board members identifying as women¹, 43% of our executive officers identifying as women¹ and 41% of our leaders² identifying as women.



SDG 8: Decent work and economic growth

We empower employees and entrepreneurs to support their customers and grow their businesses.



SDG 10: Reduced inequalities

Our platforms make resources accessible to all, not just large corporations. We invest in our global workforce through learning opportunities, equity ownership, and career growth.



SDG 12: Responsible consumption and production

We promote sustainable supply chains by reducing waste, creating efficiencies, and providing better business insights for our merchants.



SDG 13: Climate action

We help diners offset the carbon emissions from their meals with our customers. We partner with TravelPerk with the aim to offset business travel carbon emissions.



SDG 15: Life on land

Through our partnership with GiftTrees and the Carbon Friendly Dining program, we promote sustainable dining experiences by planting trees and supporting sustainable forest management in developing countries.

¹As of March 31, 2025, the end of Lightspeed’s most recently completed fiscal year.
²Women Leaders is defined as Managers+ from internal HRIS data in September 2024.

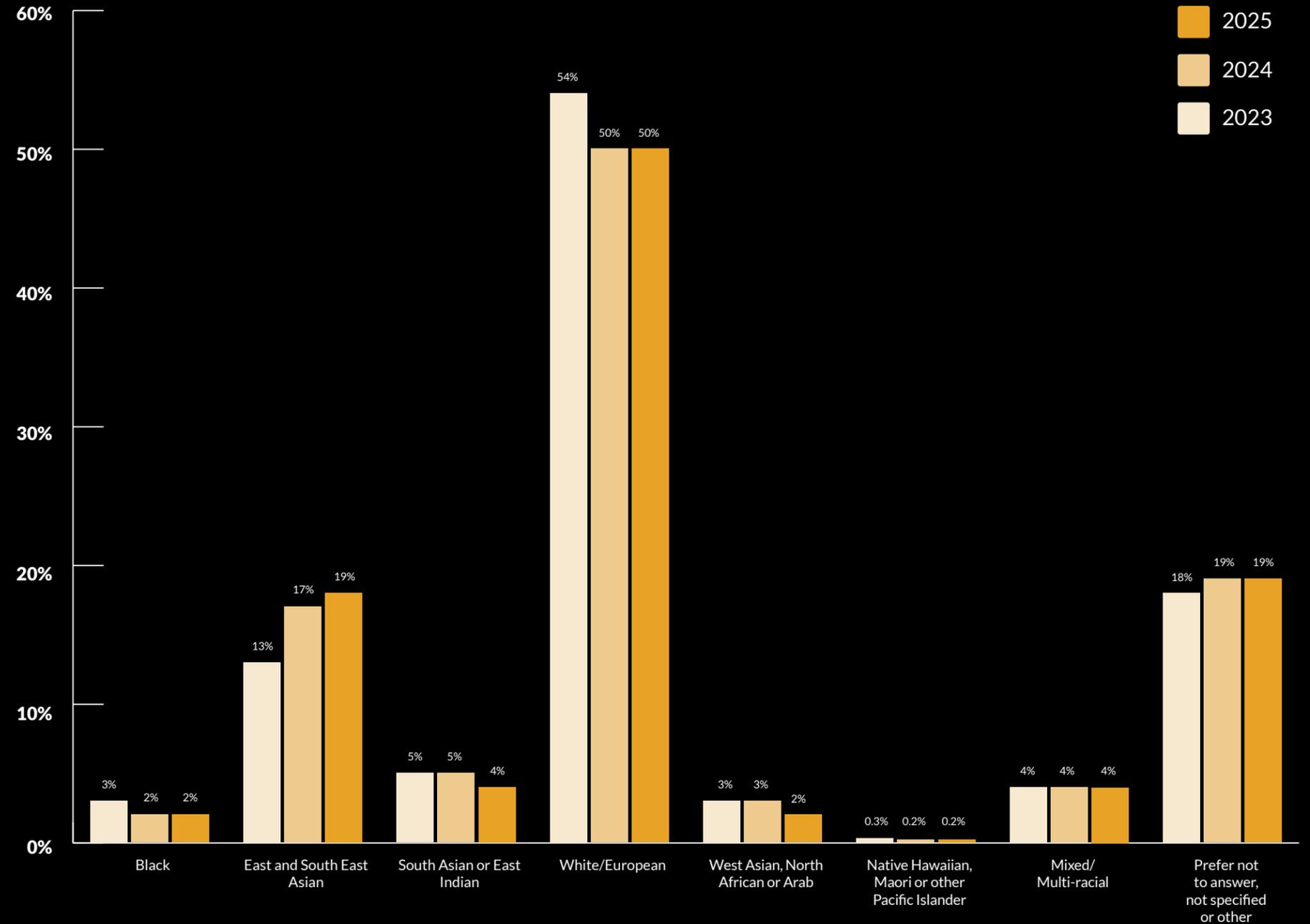
COMMUNITY



DIVERSITY, EQUITY & INCLUSION (DEI)



Race/ethnicity
Lightspeed employees globally Fiscal 2025²



We conduct a global annual survey on representation and inclusion to gain insights into our demographics and continually enhance our company culture.

Demographics and identity information remain anonymous, ensuring that managers cannot see how any individual on their team identifies, and participation is voluntary.

We're proud to report that:



85% of employees feel respected at Lightspeed¹



86% of employees feel that Lightspeed values diversity¹



87% of our employees feel they can be their authentic self at work¹

¹ Based on our annual DEI and engagement survey conducted in September 2024 with a 90% participation rate.

² Based on self-identification of our employees who participated in our annual DEI and engagement survey, which was conducted in September 2024, March 2024 and March 2023 (which had a 90%, 87% and 82% participation rate, respectively).

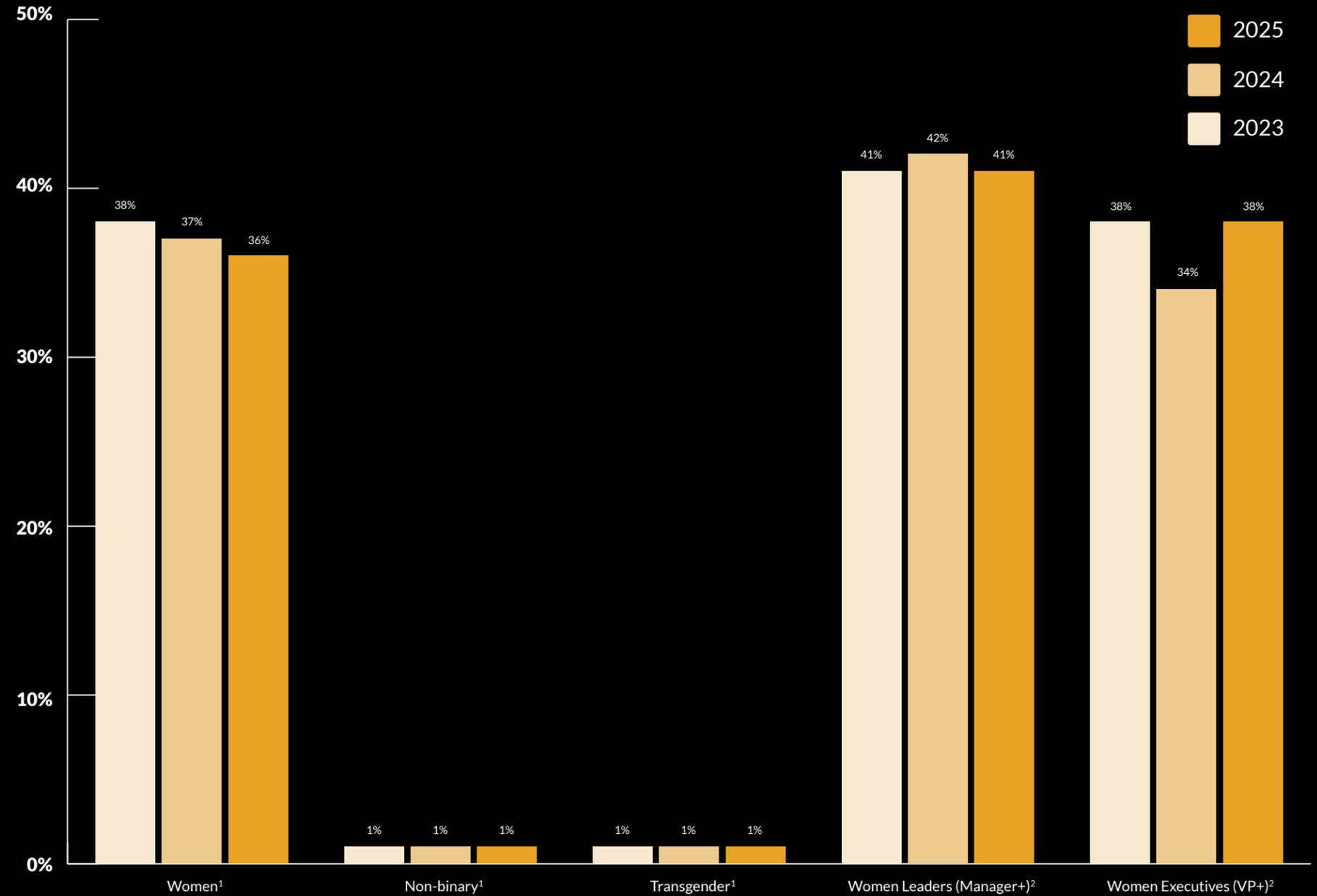


Gender
Lightspeed employees globally Fiscal 2025

REPRESENTATION AT LIGHTSPEED

We collect representation data through our annual DEI and engagement survey, which includes some of the highlights presented here.

43% of our executive officers identify as women



¹Based on self-identification of our employees who participated in our annual DEI and engagement survey, which was conducted in September 2024, March 2024 and March 2023 (which had a 90%, 87% and 82% participation rate, respectively).

²Women Leaders and Women Executives data from internal HRIS data in September 2024, March 2024 and March 2023, respectively.

OUR EMPLOYEES AND CULTURE

Our DEI vision and strategy is built in consultation with employees. It informs how we hire, how we work and how we learn.

Progress is regularly shared with our executive leadership team and our Board.

HOW WE HIRE

We offset unconscious bias in our hiring process through diverse interview panels, inclusive language in job postings and trained recruiters who challenge biases every step of the way. We also connect with our community partnerships to source diverse talent for all opportunities.

HOW WE WORK

We challenge systemic inequities through measurable actions like auditing our pay practices, promotion decisions and succession planning on a regular basis. With this valuable insight, we can see how we're doing and adjust along the way.

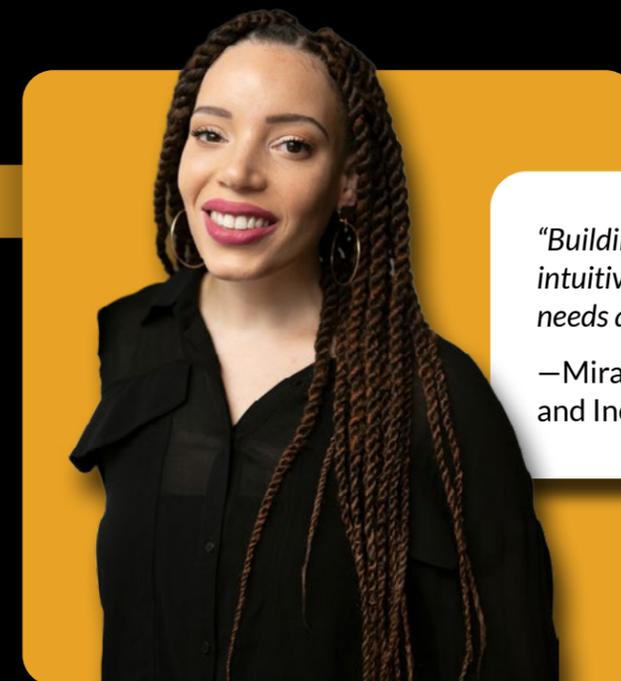
HOW WE LEARN

We ensure DEI messaging is embedded in all our learning programs, from onboarding and training to corporate communications and leadership development. To all grow together, we seize learning opportunities through external partnerships, panel discussions and, most importantly, employee feedback.

HIRING IN ACTION

Our talent acquisition process focuses on attracting diverse people from outside Lightspeed while developing our own talent from diverse backgrounds.

- Training is provided to hiring managers.
- Interview panels are made up of diverse people.
- Job postings use inclusive language.
- Recruiters complete robust unconscious bias training to help combat individual biases.
- Our revamped Leader Quick Start Guide reiterates unconscious bias training as new joiners and points leaders to enroll in our Hiring in Action training.



“Building with a DEI mindset is our approach to creating intuitive, equitable products that address real-world needs and drive better outcomes for everyone.”

—Miranda McKie, Global Director, Diversity, Equity and Inclusion

FOCUS ON WOMEN IN TECH AND SALES

The Europe Talent Acquisition team filmed on-site in Berlin and London to spotlight the unique experience of working at Lightspeed. These videos were part of our broader effort to attract more women to Product & Technology and Sales roles across the region. By showcasing our teams and culture, we're reinforcing our commitment to inclusive hiring and representation.

Following our first Women's Mentorship pilot program with Women at Lightspeed employee-led network (“ELN”) members, we piloted a women in Product & Technology mentorship initiative.

“I feel fortunate to have been part of a great panel: State of Women in Tech Berlin: Talent Sourcing, with talent acquisition professionals to share insights on the challenges and progress for women in tech in Berlin.”

—Julia Rosenblau, Team Lead, Talent Acquisition, Europe



LIGHTSPEAK ENGAGEMENT SURVEYS

“Survey results help us better understand our people so we can continuously improve our company culture and our focus on inclusiveness.”

—Shirvani Mudaly,
Chief People Officer



PAY EQUITY

We emphasize equity in all spheres of our business. This includes addressing possible pay gaps.

Lightspeed provides market-based competitive compensation to all new hires and employees, irrespective of gender, sexual orientation, race, or ethnicity.

CAREER GPS

In Fiscal 2025 launched Career GPS: a reimaged, global approach to career development as a combination of career paths, role guides, skills evaluation tools, and learning & development recommendations to help navigate career success at Lightspeed. Career GPS is a development tool at Lightspeed that empowers employees to explore potential career paths, gain visibility into growth opportunities, and navigate their unique career journeys.

FOSTERING AN INCLUSIVE WORKPLACE

We're all responsible for creating an inclusive environment.

- New joiners experience a Spark Success session with Executive Leaders and tenured employees to welcome and inspire them with career stories.

- Regional and departmental town halls feature career journey video stories or spotlights on individuals' career stories with Lightspeed.
- A new regular series, Motivation Monday, dives into what drives our leaders and their diverse takes on life.
- We continue to provide DEI training for all new hires.
- We publish a quarterly newsletter for employees to ensure ongoing education and engagement with DEI activations.

EMPLOYEE-LED NETWORKS (ELNS)

To help promote inclusion and belonging among employees, we continue to invest in and support our ELNs.

“I founded Lightspeed to foster an inclusive workplace: where we create space for everyone to succeed and welcome each other's unique perspectives. We believe our diversity enables us to better serve our diverse customers, bringing innovation to everything we do. One of the ways we continue to bring this to life is through our ELNs.” —Dax Dasilva, Founder and CEO

ELNs are safe spaces for people with shared identities to come together in an inclusive community. By the end of Fiscal 2025, 20% of our employee base was a member of one or more of our ELNs.

NEW NETWORKS

Wellness at Lightspeed

- Promoting overall well-being, mental and physical health.
- Breaking stigmas to talk openly and being a supportive environment for all.

Sustainability Collective

- Advocating for environmental sustainability and innovative practices that inspire and engage.

ESTABLISHED NETWORKS

Women at Lightspeed

- To support all women and non-binary people at Lightspeed.
- Provide leadership and development opportunities.
- Help foster gender diversity and equity in our workplace.

Pride at Lightspeed

- To advance the LGBTQ2S+ community at Lightspeed by increasing opportunities for those aspiring to lead and to ensure equity in our workplace.
- Increase diversity by encouraging and facilitating the development of people within our LGBTQ2S+ community.

Mosaic at Lightspeed

- Formerly BIPOC at Lightspeed, we changed this network’s name to better reflect the diverse identities of our global workforce.
- Mosaic supports people from different racial and ethnic backgrounds at Lightspeed by creating safe spaces, educational and development opportunities and a way for allies to take action.

“We’re thrilled to announce that, thanks to our partnership with BPTN (Black Professionals in Tech Network), Toronto-based employees had the opportunity to attend the BFUTR 2024 Global Tech Summit—the largest gathering of Black tech professionals in North America, with keynotes, workshops, and networking that focus on amplifying diversity and inclusion in the tech world. The event aligned perfectly with the mission of Mosaic at Lightspeed to create opportunities for underrepresented groups in tech. By attending, we brought back valuable insights that support our collective growth and help build an even more inclusive workplace.” —Ridgeway Mazvimavi, Global Chair of Mosaic at Lightspeed

EARTH DAY

For Earth Day in April 2024, Dax Dasilva, Founder and CEO, and Executive Sponsor of our Sustainability ELN, screened Age of Union documentary, *The Corridor*, and held a Q&A with employees about what it’s like to be next to a half-ton gorilla, conservation challenges and hopes for the future. Watch parties hosted across our offices ensured broad participation.

LIGHTSPEED CELEBRATES DIVERSITY ALL YEAR

Honoring the rainbow

Lightspeed offices worldwide embraced Pride with vibrant, inclusive events that honored our diverse teams and commitment to inclusivity.

At Montreal’s Pride Parade, Lightspeeders and family members marched to honor and support the LGBTQ2S+ community.

“Diversity and inclusivity are integral to the way we work. When we collectively have a seat at the table, our diverse perspectives lead to richer solutions.”
—Dax Dasilva, Founder and CEO

Accelerating action for women

The Women at Lightspeed network presented Behavioral Economist Sana Rafiq in a thought-provoking session titled “Who’s Really in Charge? Behavioral Science Says ‘Not You.’” Rafiq unpacked how unconscious behaviors influence decision-making and offered actionable strategies for building more intentional habits.

Lightspeed board member Nathalie Gaveau spoke at another Inspire & Lead event to spark meaningful conversations and reinforce our commitment to support women in leadership.

These virtual events brought together employees across regions and highlighted the connection between individual behavior change and broader organizational impact.

“It was truly special to see so many Lightspeeders come together to celebrate love and pride with the rest of Montreal. We felt proud to represent Lightspeed and its commitment to diversity.”

—Ilana Haddad, Intermediate Software Developer



Coffee chats held in 10 of our offices across the globe fostered deeper connections and provided opportunities for ELN members to flex their public speaking skills. As an intern through the TupuToa Foundation, communications specialist Lesieli Malu-Ha’apai took on the challenge of organizing and moderating the Auckland Coffee Chat.



“At first, leading the Coffee Chat event for the Auckland office felt daunting, but it ended up being a personal achievement that I’m proud of.”

—Lesieli Malu-Ha’apai, Intern

For Women’s History Month, the Women’s ELN recognized company-wide contributions of women at Lightspeed who Accelerate Action and drive impact, in alignment with the International Women’s Day theme for March 2025. The network also partnered with Lightspeed’s Executive Leadership Team for informal video interviews—with conversations around DEI and gender parity. This engaging series reinforced our commitment to inclusive leadership.

Wellness: a thriving community

With the largest membership of our ELNs, our newest network Wellness at Lightspeed offered global and local employee-led initiatives throughout Fiscal 2025 to champion mental health, psychological safety, well-being and to foster a workplace where every Lightspeeder can be their authentic self.

The dynamic calendar offered a Mental Health Awareness Learning Path, signposted wellness support services, and enriching events for Mental Health Awareness Month in May, such as a keynote and meditation session with Canadian Dave Bidini. Local initiatives included a push-up challenge and virtual health awareness webinars. Monthly employee-led Wellness Chats addressed a plethora of topics in safe, unrecorded virtual events to discuss anxiety, allergies, recovery, neurodivergent thinking, women’s health, fertility, sleep, and more.

Our vibrant Amsterdam office hosted a Stress Management Masterclass. An employee-led series on Men’s Mental Health Awareness encouraged open conversations on cultural expectations around masculinity. More highlights include a “Winning at Fitness” series with trainer and Lightspeeder Adam Saez, and a full program of activations and education for Neurodiversity Celebration Week and Mental Health Awareness Week for teams in NZ and Australia—fostering a supportive, inclusive culture where every team member can thrive.

GLOBAL MOBILITY AND PEOPLE EXPERIENCE (PX)

As part of our commitment to career development our global mobility team advises on internal relocations.

In our PX program, employees can choose to work—for up to 60 days— from almost anywhere in the world.

Tom Woodman, Strategic Account Manager, worked remotely in Spain for two weeks with his wife and five kids—he shares his top tips and some highlights.

“One thing I don’t think I will ever forget is the ability to take my one hour lunch break to go snorkeling. I fell into the habit of packing my work bag with my tools for the day and packing my snorkel and swimming trunks too for ‘lunch’ (no fish were harmed in the making of this PX!)”



We encourage every Lightspeeder to choose the career journey that’s right for them. We provide the flexibility and resources to help them move ahead on their chosen path.

We offer three location-based working models:

Hybrid

Lightspeeders near one of our world-class offices have three pillar days where the expectation is to come in. A “culture club” or social committee in each of our 16 offices offers events to foster a fun, inclusive working environment where everyone has a place to thrive. Quiet zones and hot desking in many locations accommodate unique working styles. Dogs are welcome in many of our offices—with a comprehensive Petiquette guide to educate all on how to work with furry friends in attendance.



Remote

Applicable to anyone who lives beyond a reasonable radius of one of our offices. These Lightspeeders are considered fully remote and work from home. Our hiring strategy allows for remote hires where needed.

Temporarily remote

For 60 days (consecutive or nonconsecutive) of each calendar year, Lightspeeders are allowed to work remotely anywhere in the world outside of their “home location” (so long as that place isn’t on an internal list of prohibited countries).

EQUITY

We believe in creating value across our ecosystem. It's a process that starts with meaningful wealth creation opportunities for our employees.

Permanent employees are given the opportunity to participate in Lightspeed's equity incentive programs, ensuring their interests are aligned with that of our shareholders. This way, everyone has the opportunity to participate in and benefit from the long-term growth and success of Lightspeed.

Throughout Fiscal 2025, over 40% of employees partook in instructor-led or self-directed training about our equity incentive programs to further their knowledge about equity as an offering.

LEARNING AND DEVELOPMENT

We're dedicated to helping employees excel by investing in their professional development. From onboarding new hires to ongoing learning opportunities, we support growth throughout the entire employment lifecycle. Here's how we do it:

- Our annual talent cycle fosters 360 feedback mechanisms that includes goal setting, bi-annual performance reviews, peer feedback requests and guidance on quality one-to-one check-ins.
- Employees have access to self-directed learning programs that suggest courses to match their interests and career development goals.
- Our global hackathon was open to all teams.
- In Fiscal 2025 we offered our annual summit as a virtual experience for all employees ensuring anyone who missed the 3-day event could experience recorded sessions afterwards.



EMPLOYEE HEALTH AND WELLNESS

We prioritize our employees by creating beautiful physical spaces that bring them together. Our health and wellness initiatives ensure we always support individual needs.

HEALTH AND WELL-BEING

Every employee receives an annual health and wellness allowance, and we offer mental health and wellness services globally.

In Fiscal 2025, as part of the Wellness ELN, we continued to support a group of internal Mental Health Ambassadors in their monthly Mental Health Ambassadors Chats. While they can't provide professional guidance, our ambassadors can lend a helping hand, be a trusted friend, and an ear to talk into. They're supportive, non-judgmental advocates who are passionate about talking more openly about mental health.

FAMILY BUILDING BENEFIT

After Fiscal 2024's gender affirmation benefits and relocation policy to better support transgender and LGBTQ2S+ employees, in Fiscal 2025, Lightspeeders in Canada can now use our new Family Building Benefit—it covers fertility procedures, surrogacy, and adoption.

PARENTAL LEAVE

We support all new parents, regardless of their role, gender, caregiver status, country of residence, or family circumstance. All employees are entitled to parental leave and flexible plans whether they become a parent through birth, surrogacy, or adoption.

 **172 permanent employees went on parental leave in Fiscal 2025**

Eligible employees receive four weeks of paid parental leave and an additional 20-week paid benefit top-up.

FLEXIBLE PAID TIME OFF

We accommodate life outside work and measure performance based on results, not screen time.

We continue our Flexible Paid Time Off (FPTO) program for Lightspeeders in North America, Australia, New Zealand, and the United Kingdom with paid time off and a range of types of leave for our other locations.

ACCESSIBLE TECH FOR EMPLOYEES

Lightspeed makes tech more accessible with a program available for most employees to purchase Apple laptops or iPads interest-free.

SUSTAINABLE PERIOD CARE AT LIGHTSPEED HQ

Lightspeed continues to partner with Alea Protection, a Canadian company specializing in sustainable period products, as part of our commitment to our employees' well-being and our planet. Through this collaboration, we will provide organic, ethically sourced, and plastic-free tampons and pads for everyone at our headquarters in Montreal. These products are conveniently available in restrooms via Alea dispensers.

Even better: 2% of Alea's sales are donated to Canadian non-profits to fight period poverty.



COMMUNITY ENGAGEMENT

Our community support covers five main areas:



Innovation



Entrepreneurship



Diversity, Equity and Inclusion



Environment



Local sourcing

We supported the following causes in Fiscal 2025, either through partnerships, sponsorships, in-kind donations, volunteerism or charitable contributions.

TUPUTOA: A GROWTH STORY

Our partnership with the TupuToa Foundation in Auckland enabled us to support talented Indigenous Maori and Pacific interns in their first steps in the corporate world.

In Fiscal 2025, we welcomed Lesieli Malu-Ha'apai and Anjali Singh, who joined our Corporate PR & Communications and Customer Implementation teams, respectively. Over three months, they gained invaluable experience and worked on some impactful projects.



LIGHTSPEED CARE CLUB

This APAC initiative gives a one-year subscription to Lightspeed POS and Payments (at all eligible locations) to a non-profit organization linked to a Lightspeeder. In Fiscal 2025 recipients included a sports association with close ties to its community, a bowling club that has revitalized its neighborhood and the Young Enterprise Scheme (YES) in New Zealand—giving software and free websites with our ecommerce product to 5,000 high school students running small businesses for their school curriculum. Hundreds of websites were created in partnership with YES.

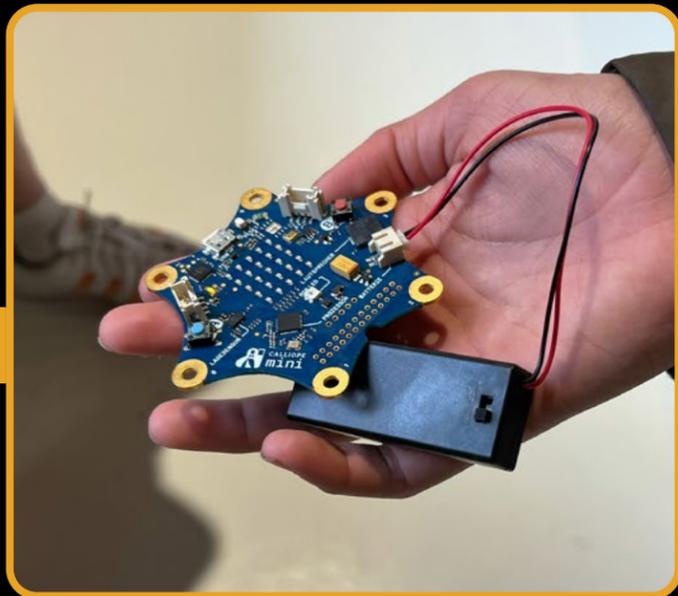
“With ecommerce playing such a vital role in today’s business world, providing our students with free access to this platform has been transformative—especially for those who might not have had the opportunity otherwise. We are absolutely thrilled to continue our partnership with Lightspeed in 2025, giving even more young people the chance to bring their entrepreneurial ideas to life in the digital space.” —Louis Ivory, Head of Partnerships, YES

ASPEN GAY SKI WEEK

In its 48th year, Aspen Gay Ski Week (AGSW) continued to be one of Aspen's largest LGBTQ2S+ non-profit fundraisers—with 3,750+ participants annually.

All the funds help support AspenOUT’s free mental health counseling, as well as college scholarships and grants to nonprofit organizations in the LGBTQ2S+ community. In Fiscal 2025, Lightspeed continued to power AGSW and was one of their proud sponsors, including presenting one of the panel events.





CODING WITH THE KIDS

Twice, the Auckland office hosted groups of children from the Big Brothers Big Sisters non-profit organization for coding sessions.

"It was awesome getting the opportunity to give back to the community through Big Brothers Big Sisters. Seeing the kids get engaged with the mini computers and pick up coding so quickly was inspiring."

—Lucy Darby, Software Developer II



GLOBAL TOY DRIVE

Lightspeeders donated toys to children in need. Sun Youth, Spread the Hope and 14 other charities from local communities distributed the gifts to underprivileged kids. As an employee-led initiative, run by Marketing and Office Operations team members, in Fiscal 2025 we donated over 1,200 toys!

THE MONTREAL NEUROLOGICAL INSTITUTE (GALA SPONSORSHIP)

We continued to support the Montreal Neurological Institute-Hospital (The Neuro) for brain cancer research.



MACMILLAN COFFEE MORNING

For the second year in a row, our London office held a Lightspeed Bake Off in conjunction with the MacMillan Coffee Morning, raising money to fight against cancer. Three winners were chosen and received engraved baking tools and trophies.

TECHNOVATION

Lightspeed and Lightspeeders continue to support Technovation Montreal to empower girls in tech.

"The presence of role models for young girls is an important factor in leading them to take an interest in technologies and associated careers. As part of our program, the participants meet professionals working in business development, product development and in the technology industry. This way, they can visualize themselves in STEM careers and have access to mentors who can help them discover the possibilities."

Thanks to our partnership with Lightspeed, teams had a chance to benefit from the expertise and knowledge of Lightspeed employees who volunteered as mentors to support and guide the teams throughout the program."

—Stéphanie Jecrois, Co-Founder and CEO of Technovation Montreal.



EMPLOYEE VOLUNTEERING: FISCAL 2025

Volunteer Time Off encourages employees to give back to their community—Lightspeeders have one paid volunteer day per year.

We make it easy for Lightspeeders to find volunteering opportunities. We keep a list of charitable organizations on our internal communications platform, myLightspeed.

HEART OF OUR COMMUNITIES



"Lightspeeders in Ottawa volunteering at the food bank Community Harvest Farm. We harvested four flats of beans. It may not look like much but those bean plants are finicky. Some Ottawa families will be happy to get some freshly picked protein rich produce!"

—Carolyn Berezowsky with Lilian Kihika, Julia Kupin and Olivier Simart



"Volunteering at the Sydney marathon with my son"
—Jingbo Jin



A team from the Montreal office had an amazing time packing tomatoes for Mission Bon Accueil.
—Maïssa Bahloul, Kyara Denis, Anita Nguyen, Sarah Stroppetti and Yasmine Champagne



"I am a remote worker who lives on the Oregon Coast and am on the Yachats Pride Board. Every year I help to plan a three day pride event for our small town of 900 people. I am very proud of what we were able to accomplish." —Kait Brudzinski, Pride ELN member

PLEDGE FOR COMMUNITY ACTION

The PR & Communications team pledged a US\$500 award for winning "Best Launch Strategy" in industry VOICES Award to help these two projects:

- Change a Girl's Life Through Microentrepreneurship in Cameroon
- Forests4Water Brazil: Community Climate Action in Brazil



SUSTAINABLE TOURING WITH BILLIE

"REVERB is a non-profit organization that helps with sustainability in the music industry. Touring typically creates a lot of waste, emissions, and utilizes a large amount of single use products. All of which can add up and contribute to climate change. REVERB helps by providing the tour crew with reusable water bottles and water fill stations to help reduce the need for single use bottles. In addition, they donate all hotel toiletries and leftover catered food to local shelters every night after the show. I am proud to have gotten involved with one of the most sustainable tours of all time. Being able to make an impact while enjoying my love for music is an amazing feeling." —Xen Scott

CLIMATE



ENERGY USE AND CLIMATE CHANGE

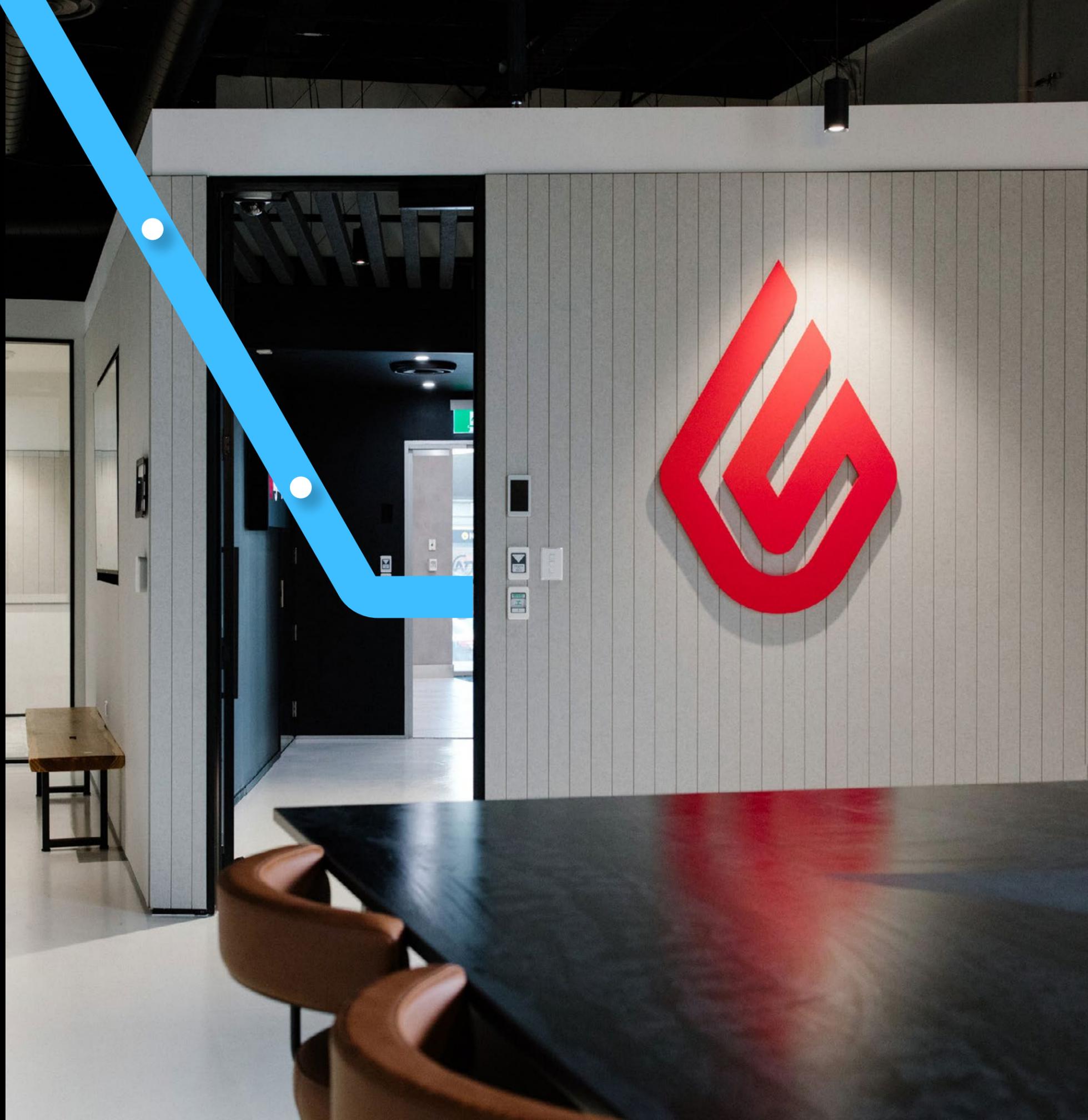
We're actively looking for ways to manage our own environmental impact, including tracking and reducing our carbon emissions and waste.

Our global energy consumption in Fiscal 2025^{1,2}

Indicator	Unit	Value
Electricity	MWh	3,180
Electricity intensity	MWh/revenue ³	0.000002953

MORE OPPORTUNITIES TO REDUCE EMISSIONS

By improving the breadth and scope of our data and reporting, we hope to better understand our impacts and identify additional emissions reduction opportunities.



¹ With respect to our offices for which data was unavailable, in certain cases an estimate of energy use was generated based on the industry average per square foot of space occupied by Lightspeed.

² We are continuing to evaluate the appropriate scope of our emissions reporting, and in certain instances have updated the scope of data presented since Fiscal 2024. As part of refining our emissions and consumption inventory, we have updated the composition in certain cases for our Scope 1, 2 and 3 emissions.

³ Total revenue for Fiscal 2025 was approximately \$1,076.8 million.

SCOPE 1

Direct emissions from mobile combustion from our leased car fleet, stationary combustion and fugitive emissions. Estimates were made when certain primary activity data was unavailable.

SCOPE 2

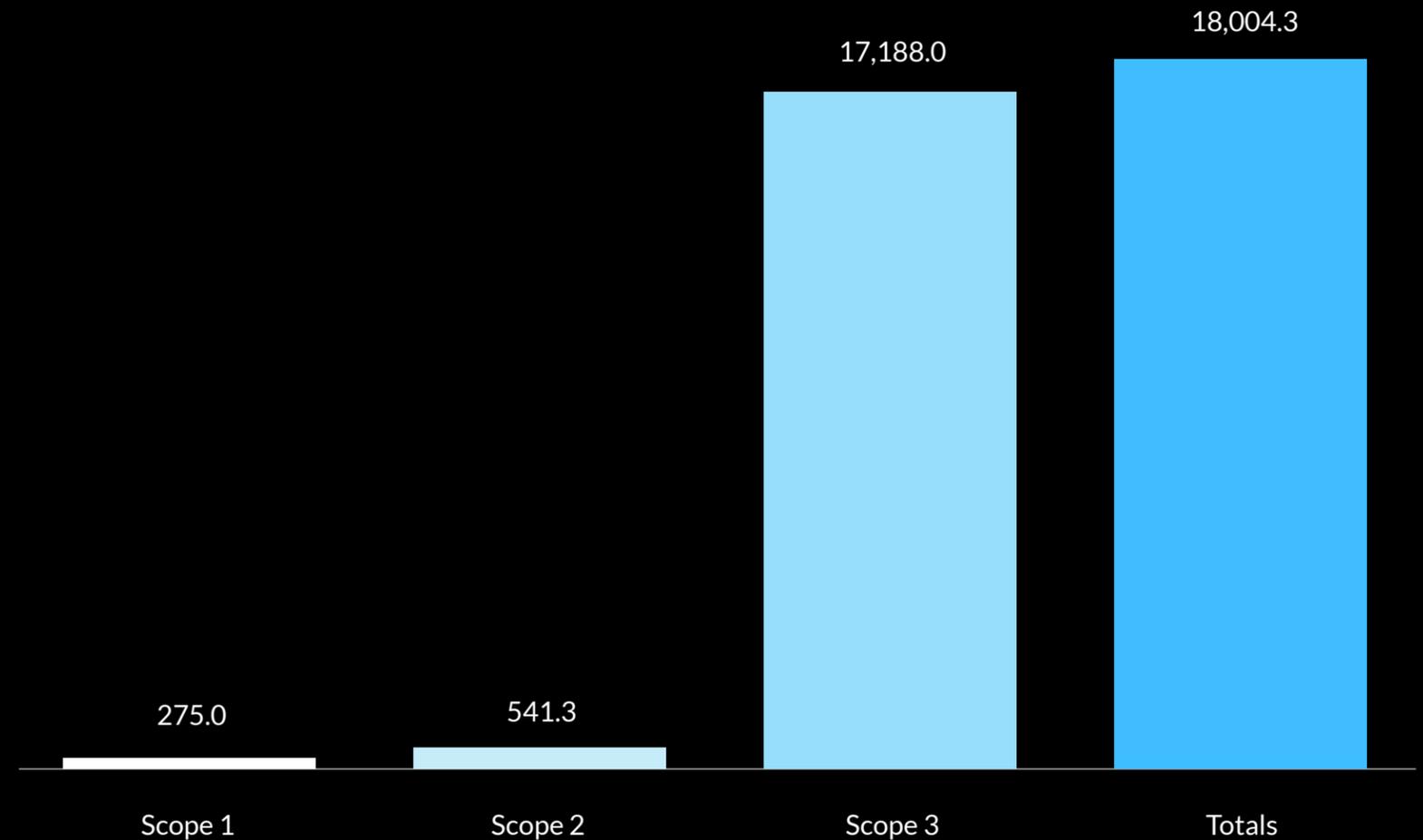
Indirect emissions from purchased electricity used to power our offices using a location-based method. Calculating Scope 2 emissions based on a market-based method would have resulted in 636.41 mT CO₂e. Estimates were made when certain primary activity data was unavailable. An estimate was also included for 1 location's consumption of purchased steam/district heating.

SCOPE 3

Indirect emissions from purchased goods and services (including third party cloud service providers¹), capital goods, Fuel- and Energy-Related Activities (FERA)³, upstream³ and downstream transportations and distribution, upstream and downstream leased assets³, business travel² and employee commutes. Exclusions were made for categories in Scope 3 if those categories were either not applicable to the business or if we were unable to collect sufficient data. Assumptions in Scope 3 were made using reputable sources that were determined to be a likely representation of any missing data.

Our emissions have decreased since Fiscal 2024 due in part to prudent financial spend at the Company and lower emissions factors from purchased goods and services as compared to the previous fiscal year. Future years may see different impacts.

Scope 1, 2 and 3 location-based emissions (mT CO₂e)



¹ Emissions provided by AWS, Microsoft Azure and Google Cloud related to our usage have been included in our purchased goods and services emissions.

² These emissions do not include the TravelPerk offsets which are mentioned further in this report.

³ We have excluded certain office locations from the Fuel- and Energy-Related Activities (FERA), upstream and downstream leased assets and upstream transportations and distribution calculations due to unavailability of data.

REDUCING OUR ENVIRONMENTAL IMPACT

Our environmental strategy focuses on:

- Creating awareness
- Energy efficiency
- Waste management
- Environmental criteria in new office selections
- Reducing ours and our customers' carbon footprint

CARBON FRIENDLY DINING AND SUSTAINABLE CREDITS

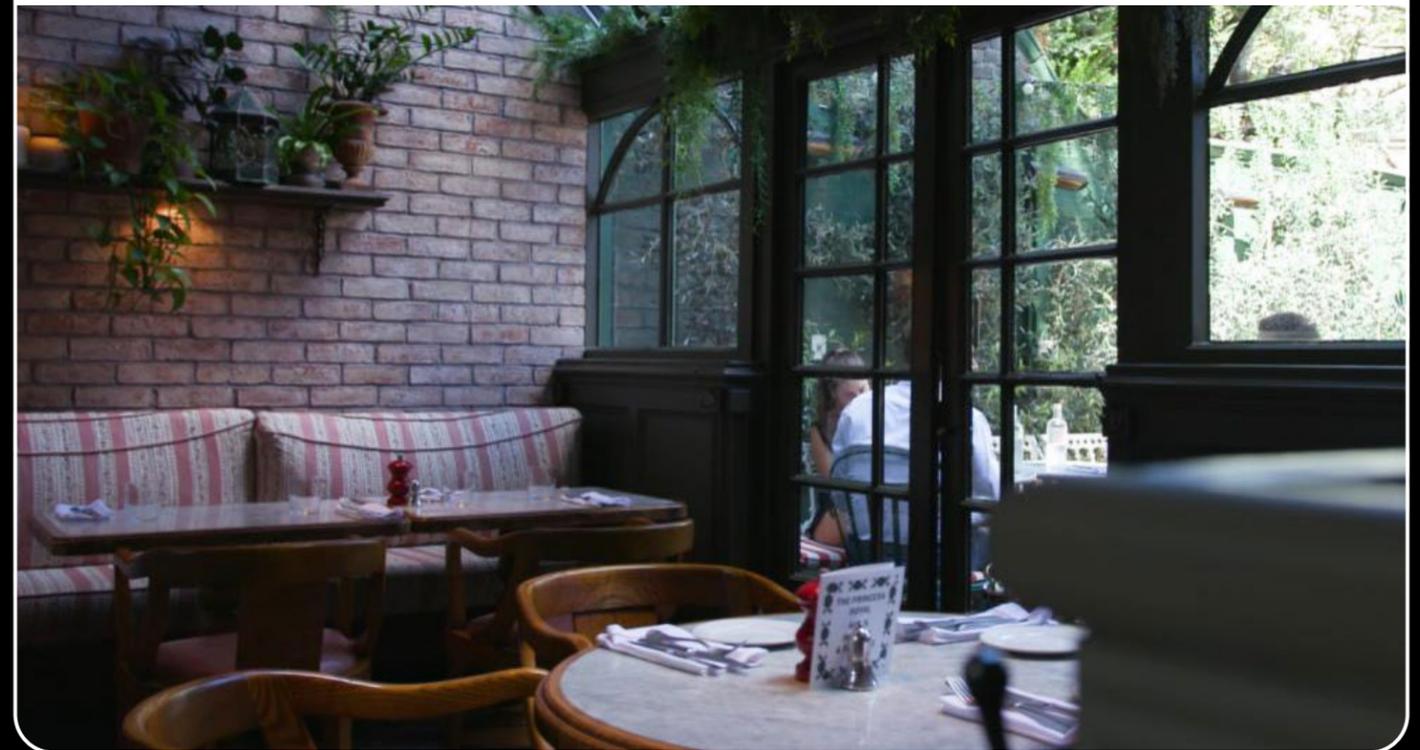
We partner with GiftTrees to create the Carbon Friendly Dining program.

- Diners can choose to add a small contribution to their bill
- For every £1.23 collected, GiftTrees plants a fruit tree in garden forests in the developing world
- Restaurants earn a Sustainable Credit for every six trees they fund
- Sustainable Credits can be exchanged for discounts on Lightspeed add-ons and subscriptions

 **Over 2 million trees have been planted at the date of this report.**

Beyond offsetting carbon emissions, these trees provide food, income, and access to education for the communities that plant them.

FUELED BY LIGHTSPEED



Cubitt House | UK

“The partnership with Carbon Friendly Dining gives us a certain sense of responsibility that keeps us in line because a commitment to sustainability should be viewed holistically. With Lightspeed Payments, everything is attached to the original transactions, which is brilliant. Human error is absolutely removed.”

—Curtis Scott, Head of Marketing

FUELED BY LIGHTSPEED



Copper Branch | Netherlands

“Getting familiar with the POS is one of the first things we explain to new employees. Training goes super fast. Within two hours, they understand it, and I never hear anyone saying it's difficult.”

—Stephen Nieuwenhuis, founder Copper Branch Netherlands

MERCHANT SUPPLY CHAIN

We simplify complexity for merchants. Our top-tier inventory and ingredient management tools enable them to run their businesses more efficiently and sustainably. For restaurants, this means reducing waste, cutting down on packaging, and streamlining supply chain management. For retailers, it means ordering more of what sells and less of what doesn't. Lightspeed data shows that the top 5% of retail products are out of stock more than 21% of the time. Lightspeed retailers can now take into account historical stock-out periods to identify sales trends and missed opportunities so they can order accurately and avoid missing sales. Focusing on retail products that sell quickly can ultimately help retailers focus less on ordering items that are likely to end up as waste.

OFFSETTING EMISSIONS FROM BUSINESS TRAVEL

We partner with TravelPerk with the aim to offset our carbon emissions from business travel—by plane, car and train. Accommodations are covered, too. In Fiscal 2025, we offset 1,699,170 kg CO₂ emissions from business travel.

DIGITAL RECEIPTS

To help our customers reduce their paper consumption and carbon footprint, some of our platforms allow our customers to digitize receipts for their consumers.

CLOUD PLATFORMS AND DATA CENTERS

Most of our solutions are powered by Amazon Web Services (AWS) and Google Cloud platforms. In 2024, Google Cloud matched 100% of their global electricity consumption with renewable energy purchases and 100% of electricity consumed by AWS was matched with renewable energy sources.

OFFICE WASTE

In our offices, we sort our waste into recyclable and disposable categories and manage it accordingly. We focus on reducing and recycling our waste.

By using Quantum Lifecycle Partners to combat eWaste, we avoided 28.4 Tonnes of CO₂e in Fiscal 2025 with 502 assets reused globally. This represents a carbon reduction equivalent to 199 trees.

LIGHTSPEED OFFICES

Environmental considerations play an important role in our office selection criteria. At our headquarters, Bevi machines hit an exciting milestone ~48,000 plastic bottles saved from landfills through reusable beverage dispensing as of the date of this report. This reflects our ongoing commitment to reducing waste and promoting sustainable practices across our offices.

EMPLOYEE ONBOARDING

As part of our Enhanced Onboarding Program, the People & Culture team updated our global swag process for new hires. In Fiscal 2025, we continued to:



Distribute swag to key offices around the world

Instead of shipping swag individually from a central point, we now send inventory to multiple offices worldwide for direct distribution.



Personalize item selection

Employees choose their own swag from a selection of items, ensuring they receive something useful and reducing waste.



Reduce packaging

In-office swag items are no longer packaged in boxes—and when shipping is necessary, we've eliminated filler paper.

GOVERNANCE



CORPORATE GOVERNANCE STRUCTURE AND RESOURCES

Our governance structure and policies provide a framework for accountability and effective oversight, including appropriate disclosure.

MOST RESPONSIBLE COMPANIES RANKING

In Fiscal 2025, Lightspeed ranked among Canada's Most Responsible Companies in Newsweek and Statista's inaugural list. Recognizing 150 companies from 13 industries, the listing is based on commitment to the climate, social welfare and responsible governance.



HIGHLIGHTS

Our corporate governance practices are structured to reflect Lightspeed's values and mission. For a detailed review of our corporate governance practices, including our Board structure and composition, shareholder rights and engagement, risk oversight, director and executive compensation and Board and committee responsibilities, please see our most recent Management Information Circular available on our investor relations website:

investors.lightspeedhq.com
SEDAR+ at www.sedarplus.com
EDGAR at www.sec.gov

- We provide shareholders with a voice via annual say-on-pay votes at annual shareholder meetings. At the 2024 annual shareholders meeting, 98.92% of votes cast were in favor of the Company's say-on-pay vote.
- Directors share ownership requirements.
- All members of our Board committees are independent.
- Formal clawback policies for executive officers to ensure appropriate risk-taking.

WHO SITS ON THE BOARD AND COMMITTEES

Lightspeed is guided by a diverse, knowledgeable and experienced Board. Our directors bring valuable insights while senior management provides regular business and strategy updates.

SNAPSHOT OF THE BOARD AND COMMITTEES

Board diversity



3 out of 7 directors identify as women¹

Satisfying target to maintain at least 37.5% women directors

Strong independent leadership

Robust independent oversight including through Lead Independent Director²



5 out of 7 directors are independent²



1 out of 7 directors identify as visible minorities²

The Board has three committees, all with independent directors

- Audit Committee
- Compensation, Nominating and Governance Committee
- Risk Committee

¹As at March 31, 2025.

²As at April 1, 2025, the beginning of Lightspeed's fiscal year ending March 31, 2026.

THIRD YEAR IN WOMEN LEAD HERE

In March 2025, for the third year in a row, Lightspeed was included in The Globe and Mail's 2025 Report on Business magazine's Women Lead Here rankings. This publication identifies leading Canadian businesses with the highest executive gender diversity.



REPORT ON BUSINESS
WOMEN LEAD HERE

BOARD COMPOSITION AND DIVERSITY

Our CNG Committee oversees Board composition, including the director pipeline. They ensure that our Board reflects a diversity of skills, backgrounds and experience that will contribute to and support Lightspeed's long-term goals.

MEET THE EXECUTIVE LEADERSHIP TEAM



3 out of 7 identify as women



3 out of 7 members identify as visible minorities



RISK MANAGEMENT AND OVERSIGHT

We're committed to managing the risks, opportunities, and responsibilities that come with ESG issues.

BOARD OVERSIGHT

The CNG Committee, composed entirely of independent members, provides guidance and oversight on corporate governance, DEI and ESG programs. They receive regular reports from management.

MULTI-LAYERED RISK OVERSIGHT

Our Board takes ultimate responsibility for risk management, implementing a multi-layered approach with specific responsibilities delegated to committees. The Risk Committee oversees our Enterprise Risk Management (ERM) framework, which is our structured approach to identify, prioritize, and assess risks that can impact Lightspeed's strategic priorities. Lightspeed's ERM framework also ensures a consistent risk taxonomy structure across the Company. Lightspeed establishes clear accountability and

oversight for critical Tier 1 enterprise risks by assigning risk owners and providing risk reports to the Board at least quarterly on how these risks are changing as well as other risks inherent in the Company's business (including crisis preparedness, information system controls, business continuity, cybersecurity, artificial intelligence and ethical uses of emerging technologies such as AI, disaster recovery and climate change related risks). As part of the ongoing evolution of Lightspeed's risk taxonomy, ESG related risks are evaluated for their relevance.

ETHICAL USE OF AI

As artificial intelligence continues to reshape industries, we recognize both the immense opportunity and the responsibility that comes with its adoption. We're accelerating innovation with AI while ensuring our approach is guided by strong ethical principles, transparency, and accountability.

In Fiscal 2025, we launched our cross-functional AI Acceleration Committee that serves as a central governance body for our AI strategy, providing oversight and aligning initiatives with our company values. We have established internal policies and

guidelines to ensure the responsible use of AI across our operations. To empower our employees, we launched the 'AI at Lightspeed' training program—ensuring every employee is equipped to understand and use AI responsibly.

In addition, we supplemented our procurement process with assessments of AI-related risks and data practices for AI vendors.

By embedding governance, education, and risk management into our AI journey, we are committed to leveraging technology that is not only effective, but also principled and sustainable.

RESPONSIBLE SUPPLY CHAIN

Our suppliers are crucial to our success. We value partnerships with those who uphold our core values of integrity, respect, and transparency.

HOW WE MAINTAIN A RESPONSIBLE SUPPLY CHAIN

- We screen new suppliers based on ESG parameters.
- Our third-party suppliers globally are generally expected to sign and comply with our Supplier Code of Conduct unless they meet an appropriate exemption (such as maintaining their own code of conduct with comparable mandates).
- We encourage our suppliers to integrate sustainability into their business operations.

Our Supplier Code of Conduct focuses on key areas of sustainability, including human rights, diversity, equity and inclusion, business ethics, privacy, intellectual property, the environment, and responsible sourcing of minerals.

For more information on how we monitor our supply chain, see Lightspeed's [Report on Anti-Modern Slavery, Human Trafficking and Child Labor FY25](#), which was prepared pursuant to the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Canada).

CODE OF CONDUCT AND ETHICS

Our Code of Conduct and Ethics applies to all officers, directors, employees, contractors, and agents. It sets standards for integrity, trust, and respect. The full text is available on [our website](#) and SEDAR+ at www.sedarplus.com.

WHISTLEBLOWER POLICY

Our Whistleblower Hotline allows employees, suppliers and others to report issues anonymously or not. All reports are shared with the Chair of the Audit Committee, which receives quarterly updates on investigations and resolutions to any investigations.

SHAREHOLDER ENGAGEMENT

We review financial and operating results quarterly with shareholders. To gather further feedback on the Company's executive compensation program, management and the Board engaged with shareholders throughout Fiscal 2025. Company management regularly attends investor conferences and held a Capital Markets Day at the New York Stock Exchange in March 2025 to present the Company's transformation strategy.



DATA PRIVACY AND INFORMATION SECURITY

We're dedicated to ensuring the accuracy, confidentiality, security, and privacy of personal information belonging to our customers, their consumers, employees, prospects, vendors, partners, and our own employees, in compliance with applicable privacy and data protection laws.

Data protection is a top priority. Our platform collects, stores, and uses personal information related to employees and consumers, as well as the personal and confidential data of our partners and customers.

We engage security researchers and third parties in bug bounties and regular penetration testing as part of our cybersecurity efforts. These activities help us identify vulnerabilities and misconfigurations.

In Fiscal 2025, Lightspeed did not receive any substantiated notices or complaints from regulatory bodies about breaches of customer data.

Lightspeed achieved SOC 2 Type II compliance and maintained PCI 4.0 compliance for X, R, C, K, L, O, G, U, Golf, B2B and Payments.

TRANSPARENCY

We are committed to complying with federal, state, provincial, and international laws regarding cybersecurity and data and privacy protection. These include:

These include:

- Personal Information Protection and Electronic Documents Act (Canada)
- An Act Respecting Personal Information in the Private Sector (Quebec)
- California Consumer Privacy Act
- European General Data Protection Regulation

We share privacy notices with our customers and employees detailing what personal information we collect, what we use it for, who it will be shared with, how long we will keep it for, and how individuals can exercise their privacy rights. We share information about our privacy and security practices on our [Trust Center](#).

STRENGTHENING GOVERNANCE AND OVERSIGHT

The Risk Committee of our Board oversees privacy and cybersecurity risks, receiving quarterly updates from management.

Our cross-functional Privacy and Security Steering Committee meets every quarter to align on initiatives and track progress.

The Incident Response Team ensures efficient and coordinated responses to any data protection incidents.

CONTROLS AND POLICIES

We have implemented a wide range of measures to protect information from unauthorized access, accidental loss or destruction.

Here are some ways we detect and close weaknesses:

- Our cybersecurity, privacy, and data protection policies detail how we process, use, and share customer data, including data related to their employees and consumers.
- Dedicated resources are appointed to design and oversee these policies.

- We continually assess our technology platform to stay current with legal and regulatory developments.

- Twice a year, we conduct tabletop exercises to test and strengthen our processes.

- Lightspeed employees, as well as contractors, receive mandatory training in data security and privacy policies and best practices. Cybersecurity training is further strengthened through comprehensive Cybersecurity Awareness Month education and training for all employees, with Fiscal 2025's campaign seeing outstanding engagement.

- Our incident management process effectively mitigates threats, associated risks, and unplanned interruptions.

- Our mandatory AI training, policies and procurement guidelines empower employees ethically and responsibly to embrace AI's transformative power, balancing risk and reward and prioritizing transparency and accountability.

BUSINESS INTEGRITY

Every member of our community should be treated with respect and integrity. Period.

It's essential to the success of our business. It also maintains strong relationships with our partners.

Our company culture upholds the highest standards of ethical conduct, honesty and accountability.

The Code of Conduct and Ethics, and additional internal policies, highlight the way we treat employees and other collaborators, and our commitment to addressing integrity topics.

To read more, see our policies at investors.lightspeedhq.com



Harassment, bullying, violence, or discrimination



Protecting intellectual property



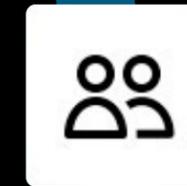
Workplace health and safety



Protecting our environment



Fair business practices



Responsible use of company assets



Privacy and data protection



Wages, benefits and working hours

FORWARD-LOOKING STATEMENTS

This report may include forward-looking information and forward-looking statements within the meaning of applicable securities laws (“forward-looking statements”). Forward-looking statements are statements that are predictive in nature, depend upon or refer to future events or conditions, and are identified by words such as “will”, “expects”, “anticipates”, “intends”, “plans”, “believes”, “estimates” or similar expressions concerning matters that are not historical facts. Such statements are based on current expectations of Lightspeed’s management and inherently involve numerous risks and uncertainties, known and unknown, including economic factors. A number of risks, uncertainties, and other factors may cause actual results to differ materially from the forward-looking statements contained in this report, including, among other factors, those risk factors identified in our most recent Management’s Discussion and Analysis of Financial Condition and Results of Operations, under “Risk Factors” in our most recent Annual Information Form, and in our other filings with

the Canadian securities regulatory authorities and the U.S. Securities and Exchange Commission, all of which are available under our profiles on SEDAR+ at www.sedarplus.com and on EDGAR at www.sec.gov. Readers are cautioned to consider these and other factors carefully when making decisions with respect to Lightspeed’s subordinate voting shares and not to place undue reliance on forward-looking statements. Forward-looking statements contained in this report are not guarantees of future performance and, while forward-looking statements are based on certain assumptions that Lightspeed considers reasonable, actual events and results could differ materially from those expressed or implied by forward-looking statements made by Lightspeed. Except as may be expressly required by applicable law, Lightspeed does not undertake any obligation to update publicly or revise any such forward-looking statements, whether as a result of new information, future events, or otherwise.

KEY PERFORMANCE INDICATORS

This report references “Gross Transaction Volume” or “GTV”, a key performance indicator we use to evaluate our business, measure our performance, identify trends, formulate business plans and make strategic decisions. This key performance indicator is also used to provide investors with a supplemental measure of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS measures. We also believe that securities analysts, investors, and other interested parties frequently use industry metrics in the evaluation of issuers. Our key performance indicators may be calculated in a manner different from similar key performance indicators used by other companies.

“Gross Transaction Volume” or “GTV” means the total dollar value of transactions processed through our cloud-based software-as-a-service platform, excluding amounts processed through the NuORDER solution, in the period, net of refunds, inclusive of shipping and handling, duty and value-added taxes. We use this measure as we believe GTV is an indicator of the success of our customers and the strength of our platform. GTV does not represent revenue earned by us. We have excluded amounts processed through the NuORDER solution from our GTV because they represent business-to-business volume rather than business-to-consumer volume and we do not currently have a robust payments solution for business-to-business volume. Some of our brands can accept certain payments from retailers in certain of our geographies, and we may in the future include such volume in GTV once we have further developed our payments solution for business-to-business volume.

APPENDIX

REPORTING SCOPE AND METHODOLOGY

This report encompasses our global operations including our subsidiaries, except where otherwise noted. The contents of this report are informed by Global Reporting Initiative Standards (“GRI”) “core” option and the SASB Software & IT Services Sustainability Accounting Standard. Our GHG emissions calculations align with the GHG Protocol Corporate and Corporate Value Chain (Scope 3) Standard, except as noted otherwise, which is the global standard to measure and report greenhouse emissions. We have relied on certain third parties in gathering, calculating and reporting certain emissions and consumption data. We have also conducted mapping with the United Nations SDGs. The GRI content index has been presented at the end of the report.

STAKEHOLDER ENGAGEMENT

Our shareholders, customers, suppliers and alliance partners, regulators as well as government agencies, communities, and non-profits we made donations to, represent our key external stakeholders, and employees represent our internal stakeholder groups. Throughout the year, we maintain effective two-way communication with our stakeholders which allows us to create sustainable relationships with all of them. Our key stakeholder groups, focus areas, and modes of engagement are summarized in the table to the right.

Key Stakeholder Groups	Engagement Mode	Expectations/Concerns
Employees	<ul style="list-style-type: none"> • Employee engagement surveys • Townhalls • Communication blogs • Newsletters and weekly CEO updates • Intranet • Emails • Employee-led networks • Employee-led committees 	<ul style="list-style-type: none"> • Diversity and inclusion • Well-being • Engagement • Career progression • Learning and development • Sustainability
Customers	<ul style="list-style-type: none"> • Customer meetings • Customer satisfaction surveys • Newsletters • Brochures • Social media • Emails 	<ul style="list-style-type: none"> • Our platform • Innovations • Customer support • Trust • Data privacy and security
Shareholders and Investors	<ul style="list-style-type: none"> • Investors presentations • Conferences • Quarterly results • Annual Shareholders Meeting • Annual reports • Financial reports • Press releases • Investor Days 	<ul style="list-style-type: none"> • Future growth prospects • Stability • Incorporation of ESG
Suppliers and alliance partners	<ul style="list-style-type: none"> • Financial reports • Social media 	<ul style="list-style-type: none"> • Partnerships • Trust • Business continuity
Community	<ul style="list-style-type: none"> • Discussions with non-profits and community representatives • Press releases • Social media • Employee volunteerism 	<ul style="list-style-type: none"> • Involvement • Trust • Support • Impact
Governments and regulatory bodies	<ul style="list-style-type: none"> • Engaging with government • Partnerships with industry bodies and associations • Interacting with statutory/regulatory bodies 	<ul style="list-style-type: none"> • Compliance • Good governance

GRI CONTENT INDEX

GRI standard	Disclosure	Page number/reference link
GRI 102: General Disclosures		
Organizational Profile		
102-1	Name of the organization	Lightspeed Commerce Inc.
102-2	Activities, brands, products, and services	AIF, p. 10-11, 16-19
102-3	Location of headquarters	Montreal, Quebec, Canada
102-4	Location of operations	AIF, p. 10-11, 23
102-5	Ownership and legal form	AIF, p. 9; MIC, p. 9
102-6	Markets served	AIF, p. 10-11
102-7	Scale of the organization	AIF, p. 22-23, 26-30; AFS, p. 7-8
102-8	Information on employees and other workers	AIF, p. 22-23; SR, p. 14-15
102-9	Supply chain	AIF, p. 36
102-10	Significant changes to the organization and its supply chain	AIF, p. 26-30
102-11	Precautionary Principle or approach	We do not specifically apply the Precautionary Principle. A description of the Board's role in overall risk oversight is located on p. 33 of the SR.
102-12	External initiatives	SR, p. 22-24
102-13	Membership of associations	SR, noted throughout; MIC, p. 78
Strategy		
102-14	Statement from senior decision-maker	SR, p. 2-3
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	AIF, p. 22-23; SR noted throughout
102-17	Mechanisms for advice and concerns about ethics	SR, p. 34
Governance		
102-18	Governance structure	SR, p. 31-32
102-19	Delegating authority	SR, p. 31-36
102-20	Executive-level responsibility for economic, environmental, and social topics	SR, p. 11
102-21	Consulting stakeholders on economic, environmental, and social topics	SR, p. 38

Abbreviations

- AIF** Annual Information Form
- AR** Annual Report
- SR** Sustainability Report
- AFS** Annual Consolidated Financial Statements
- MIC** Management Information Circular

GRI standard	Disclosure	Page number/reference link
102-22	Composition of the highest governance body and its committees	AIF, p. 75-78; SR, p. 31-32; MIC, p. 64-77
102-23	Chair of the highest governance body	MIC, p. 65
102-24	Nominating and selecting the highest governance body	MIC, p. 64-77
102-25	Conflicts of interest	MIC, p. 64-77
102-26	Role of highest governance body in setting purpose, values, and strategy	SR, p. 31-33
102-27	Collective knowledge of highest governance body	MIC, p. 64-77
102-29	Identifying and managing economic, environmental, and social impacts	SR, p. 11
102-30	Effectiveness of risk management processes	SR, p. 33
102-32	Highest governance body's role in sustainability reporting	SR, p. 11
102-33	Communicating critical concerns	SR, p. 34
102-35	Remuneration policies	MIC, noted throughout
102-36	Process for determining remuneration	MIC, noted throughout
102-37	Stakeholders' involvement in remuneration	MIC, noted throughout
Stakeholder Engagement		
102-40	List of stakeholder groups	SR, p. 38
102-41	Collective bargaining agreements	AIF p. 22
102-42	Identifying and selecting stakeholders	SR, p. 38
102-43	Approach to stakeholder engagement	SR, p. 38
102-44	Key topics and concerns raised	SR, p. 38
Reporting practice		
102-45	Entities included in the consolidated financial statements	AFS, Note 2
102-46	Defining report content and topic Boundaries	SR, p. 38
102-49	Changes in reporting	SR, p. 26-27
102-50	Reporting period	April 1, 2024 to March 31, 2025

GRI standard	Disclosure	Page number/reference link
102-51	Date of most recent report	July 2024
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	investorrelations@lightspeedhq.com
102-54	Claims of reporting in accordance with the GRI Standards	The SR has been informed by GRI Standards SR, p. 38
102-55	GRI content index	SR, GRI Index
102-56	External assurance	No external assurance has been obtained.
General Management Approach		
103-1	Explanation of the priority topic and its Boundary	Our boundary is Lightspeed’s global operations for all priority issues, except in certain cases with respect to GHG emissions. For GHG emissions, the SR does not include certain emissions and consumption data due to, among other things, unavailability of data.
103-2	The management approach and its components	SR, noted throughout
103-3	Evaluation of the management approach	SR, noted throughout
GRI 200: Economic		
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	SR, p. 9
GRI 205: Anti-corruption		
205-1	Operations assessed for risks related to corruption	AIF, p. 61
205-2	Communication and training about anticorruption policies and procedures	SR, p. 33
GRI 300: Environmental		
GRI 302: Energy		
302-1	Energy consumption within the organization	SR, p. 26
302-2	Energy consumption outside of the organization	SR, p. 26
302-3	Energy intensity	SR, p. 26
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	SR, p. 27

GRI standard	Disclosure	Page number/reference link
305-2	Energy indirect (Scope 2) GHG emissions	SR, p. 27
305-3	Other indirect (Scope 3) GHG emissions	SR, p. 27
305-4	GHG emissions intensity	0.0000167198 tCO2 e/revenue
GRI 400: Social		
GRI 401: Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR, p. 21
401-3	Parental leave	SR, p. 21
GRI 403: Occupational Health and Safety		
403-6	Promotion of worker health	SR, p. 21
GRI 404: Training and Education		
404-2	Programs for upgrading employee skills and transition assistance programs	SR, p. 20
404-3	Percentage of employees receiving regular performance and career development review ^{ews}	SR, p. 16-17
GRI 405: Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	AIF, p. 22-23; SR, p. 14-15
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	SR, p. 22-24
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR, p. 35

