

# About this report

[GRI 102-42, 102-43, 102-44, 102-46, 102-48](#)

This report documents Infineon's environmental and social performance during the 2021 fiscal year. We would like to illustrate how sustainability contributes to Infineon's business success and how our activities in this area create value for all our stakeholders.

Information on Infineon's financial status and performance in the 2021 fiscal year has been published in the Annual Report 2021. [www.infineon.com/annualreport](http://www.infineon.com/annualreport)

In the 2021 fiscal year, the German CSR Directive Implementation Act requires Infineon to publish a Non-Financial Statement. This Non-Financial Statement is published as a combined separate Non-Financial Report within this Sustainability Report. The legally required information is contained in the chapters highlighted with a gray page border. References to information within the Combined Management Report are also a part of the Non-Financial Report. [p. 49 ff. of the Annual Report 2021](#)

The reporting period covers the 2021 fiscal year, from 1 October 2020 until 30 September 2021. We publish this report annually. The previous report was published in November 2020 as a supplement to the Annual Report 2020. Unless otherwise specified, the statements and key figures in this report refer to the 2021 fiscal year. In order to help readers identify and interpret the trends relating to quantitative disclosures, the present report includes data from at least the 2020 and 2021 fiscal years.

## The acquisition of Cypress

With the completion of the acquisition of Cypress in April 2020, the company headquartered in San José (USA) became part of Infineon. In principle, the non-financial data of Cypress have been consolidated in this report. Where data from Cypress have not been included in the content of this report, this is explicitly disclosed in the relevant sections. Up to and including the fiscal year 2020, the data from Cypress are not included in key performance indicators disclosed in this report. However, data relevant to Cypress are included in the carbon neutrality goal we set with the 2019 calendar year as the base year.

## Reporting

This report has been prepared in accordance with the GRI<sup>1</sup> Standards: Core option. These reporting criteria are complemented by corporate rules. The information contained in this report also serves as our Communication on Progress for the United Nations Global Compact initiative (see chapter "UN Global Compact Communication on Progress", [p. 49 f.](#)).

In the "Sustainable Development Goals" chapter, Infineon also reports for the fifth time on the processes and steps implemented to support the Sustainable Development Goals of the United Nations. [p. 51 ff.](#)

KPMG AG Wirtschaftsprüfungsgesellschaft, Munich (Germany), has provided independent limited assurance regarding the specified sustainability performance information provided in this report in accordance with the "International Standard on Assurance Engagements 3000 (Revised)", the pertinent standard for assuring sustainability information. In addition, selected indicators were subject to a reasonable assurance audit. Two limited assurance reports by the independent auditor KPMG AG Wirtschaftsprüfungsgesellschaft are published at the end of this report. [p. 64 ff.](#)

The Infineon website contains explanatory notes on the main data and other information pertaining to this report. [www.infineon.com/csr\\_reporting](http://www.infineon.com/csr_reporting)

## Determining the content of the report

Infineon engages in continuous dialog with its stakeholders. In our materiality analysis, we evaluate the expectations and requirements of our internal and external stakeholders with regard to sustainability in various topics in accordance with the framework for sustainability reporting, the GRI Standards.

First, we identified Infineon's most important stakeholders, taking into account the dimensions set out in the Stakeholder Engagement Manual drawn up by the organization AccountAbility: responsibility, influence, proximity, dependency and representation. Secondly, consideration was given to general as well as sector-specific and company-specific sustainability standards appropriate for determining the material topics

<sup>1</sup> GRI: Global Reporting Initiative.

GRI 102-42, 102-43, 102-44, 102-46, 102-47

for assessing Infineon’s sustainability performance. Thirdly, relevant topics were preselected based on our corporate strategy and on stakeholder expectations. Finally, we assembled our in-house experts to discuss the topics chosen and any potentially related risks or opportunities which could impact the long-term performance of the organization. The various Infineon divisions and departments use different communication channels and continuously engage in conferences, forums, industry association activities and surveys to ensure targeted communication with the corresponding stakeholder groups.

The legal definition of materiality was taken into account in the course of these four steps. The results of this analysis and the material topics were then confirmed by the Infineon Management Board. This report describes these topics.

CHART 02 Material topics and impact along the value chain

Material topics	Reporting boundary <sup>1</sup>	Supply chain (Production materials, products, services)	Infineon (Production processes)	Customer (Product application)
Long-term viability of core business	internal/external	medium	high	high
Contribution through sustainable products	internal/external	medium	high	high
Responsible manufacturing	internal/external	medium	high	low
Diversity and equal opportunity	internal	low	high	low
Corporate citizenship	internal/external	low	high	low
Business ethics	internal/external	medium	high	medium
Labor relations	internal	none	high	none

<sup>1</sup> Reporting refers to activities within and/or outside the company.

In accordance with the GRI Standards framework on sustainability reporting, CHART 02 shows how Infineon evaluates impact along the value chain.

Effective risk and opportunity management is a key element of our business activities. It supports the achievement of our strategic goals, namely sustainable profitable growth and ensuring efficient use of capital. We have established a variety of coordinated risk management and control system elements oriented towards the realization of our risk strategy. These elements include in particular, not only the Risk and Opportunity Management System and the Internal Control System with Respect to Financial Reporting Processes, but also the associated planning, management and internal reporting processes and our Compliance Management System. Further information is available in the “Group strategy” chapter as well as under “Risk and opportunity report” in the “Report on outlook, risk and opportunity” chapter of the Annual Report 2021.

[p. 35 ff. and p. 112 ff. of the Annual Report 2021](#)

Progress during the 2021 fiscal year, the achievement of our targets and the associated key performance indicators are described in this report as well as in the “Group strategy” and “Business model” chapters of the Annual Report 2021. TARGETS p. 42 ff.

[p. 35 ff. and p. 50 f. of the Annual Report 2021](#)

**Long-term viability of core business:** Energy efficiency, mobility and security are important key fields of action for global society that offer enormous growth potential. Infineon occupies leading positions in these sectors. We expect our innovative power and technological expertise to continue to drive sustainable and profitable growth going forward.

The steady progress of digitalization and networking is one of the most vital technological trends of our time, with the potential to change radically how companies and consumers interact with one another and with the surrounding infrastructure. The IoT connects the physical and virtual worlds in ways never seen before. More and more physical “objects” – ranging from people and places to cars and computers, all the way to home appliances and industrial machines – are being equipped with electronic systems, software and sensors and connected to the Internet.

**GRI 102-46**

This opens the door to a new dimension of connectivity and intelligence with far-reaching consequences for our society and our economy. As a world-leading provider of semiconductor solutions, Infineon supplies manufacturers in all market segments with key components for IoT applications. The International Data Corporation (IDC) estimates that the number of connected devices (especially IoT devices and systems) will rise to 55.7 billion by the 2025 calendar year. By then, the data volume generated annually is expected to reach 73.1 zettabytes (1 zettabyte = 1,000<sup>7</sup> bytes). Although global expenditure on the IoT has been severely affected by the coronavirus pandemic, the IDC expects it to increase again over the coming years.

Our sensors, processors, security controllers and actuators set the standards for highly developed sensor technologies, cross-application control and optimized power management. They make the IoT intelligent, secure and energy-efficient. Additional information about this material topic can be found in the “Contribution through sustainable products” chapter of this report as well as in the “Group strategy” chapter and under “Strategic focus” in the “The segments” chapter of the Annual Report 2021. [p. 34 ff. in this report and p. 35 ff., p. 61 f., p. 66 f., p.71 f. and p. 76 f. of the Annual Report 2021](#)

**Contribution through sustainable products:** Microelectronics made by Infineon is the key to attaining better living standards. Our inventiveness and commitment let us create value for customers, staff and investors. We understand how technical systems can be made increasingly efficient through the use of semiconductors, providing sustainable solutions for the world of today and the world of tomorrow. This makes our customers more successful and is an important contribution to society. We make life easier, safer and greener – with technology that achieves more, consumes less and is accessible to everyone.

The manufacture of sustainable products is an integral part of our business strategy. A large proportion of our annual expenditure on research and development is devoted to energy efficiency and climate protection.

According to the United Nations, the Earth will have approximately 10.9 billion inhabitants by the 2100 calendar year, most of them living in cities. One consequence of this population growth will be a global rise in demand for energy. Using energy

more efficiently is one of the greatest challenges of the future, and semiconductors play a decisive role here. The biggest lever in energy savings is increasing efficiency of use. There are currently several hundred million industrial motors and billions of home appliances around the world, so the potential for energy savings is enormous.

In accordance with our environmental policy, possible environmental impacts are investigated at the earliest possible stage and are taken into account in the development of our products and processes. Infineon has created an integrated management system for this purpose, IMPRES (Infineon Integrated Management Program for Environment, Energy, Safety and Health). This applies to all our company activities, from procurement, development and manufacturing all the way to the sale of our products. All our actions are based on compliance with applicable legislation and regulations.

Additional information is provided in the “Contribution through sustainable products”, “Our responsibility along the supply chain” and “Sustainable Development Goals” chapters. [p. 34 ff., p. 37 f. and p. 51 ff.](#)

We want to make driving a car safer for everybody. Our systems are designed to support drivers and significantly reduce the number of accidents. Infineon radar chips send and receive radio frequency signals and pass them on to the radar electronic control unit (ECU). The radar ECU then determines the distance between the car and other vehicles and their speed in order to warn the driver in good time and to initiate a braking maneuver in case of an emergency. Another system detects signs of driver fatigue (such as microsleep) or distraction. Infineon is also working in the area of eCall (Emergency Call), an emergency call system integrated into the car. In case of an accident, eCall automatically transmits the location and other important data to the emergency services, drastically reducing the amount of time needed to reach the driver.

Today, Infineon already has solutions that meet the high requirements of active and passive assistance systems. They enable, for example, piloted driving in traffic jams and automated parking. In the future, car-to-car communication will improve safety and efficiency in road traffic. For example, it will be possible to warn drivers of road damage or accidents on their route.

GRI 102-46

Additional information on this material topic can be found under “The Infineon carbon footprint” in the “Contribution through sustainable products” chapter in this report as well as under “Strategic focus” in the “The segments” chapter in the Annual Report 2021. [p. 35 in this report and p. 61 f., p. 66 f., p. 71 f. and p. 76 f. of the Annual Report 2021](#)

**Responsible manufacturing:** Respect for human rights and the promotion of cultural diversity and equal opportunity are essential for Infineon. As a signatory of the UN Global Compact, Infineon made a voluntary commitment to uphold the Ten Principles outlined there. Principles 1 and 2 relate to human rights. In our Business Conduct Guidelines, we anchor our mandatory compliance with valid human rights. Additional information on this topic can be found in the “Business ethics”, “Human rights” and “UN Global Compact Communication on Progress” chapters. [p. 14 f., p. 16 and p. 49 f.](#)

We also demand that our supply chain upholds these principles. This is why we have defined a Group-wide approach aimed at ensuring the necessary transparency within the supply chain. We expect our suppliers to commit to the values outlined in our Supplier Code of Conduct (formerly: Principles of Procurement). The chapter “Our responsibility along the supply chain” contains further information on this topic. [p. 37 f.](#)

The availability of natural resources is one of the greatest global challenges. Efficient resource management is therefore a central component of IMPRES. In the past, energy prices have been subject to fluctuations that were partly related to legal regulations. The economic benefit is another motivation for reducing our specific consumption by increasing our energy efficiency, and has been part of our sustainability strategy for years.

Manufacturing semiconductors requires a wide variety of chemicals. At Infineon we ensure that we handle hazardous materials in a highly responsible way.

We are subject to many laws and regulations which apply to areas such as environmental and climate protection, as well as the field of energy. Present or future environmental legislation and other government regulations, or amendments thereto, could require

an adjustment to our operating activities and result in higher costs. Infineon keeps abreast of planned legislative changes and engages in these issues in various associations and organizations on an ongoing basis.

Infineon has set itself the target of becoming carbon-neutral by the end of the 2030 fiscal year with respect to scope 1 and scope 2 emissions. Even before the end of the 2025 fiscal year, Infineon aims to have achieved 70 percent of this target (compared with the 2019<sup>1</sup> calendar year). The Group presented its plans at the Annual General Meeting in the 2020 fiscal year in Munich (Germany). Infineon wants to make an active contribution to global CO<sub>2</sub> reduction and to the implementation of the targets set out in the Paris Climate Agreement.

Additional information on these topics can be found in the “Protection of our employees”, “Environmental sustainability and climate protection”, “Contribution through sustainable products” and “Sustainable Development Goals” chapters. [p. 24 f., p. 26 ff., p. 34 ff. and p. 51 ff.](#)

**Diversity and equal opportunity:** Our Diversity & Inclusion (D&I) Framework is designed to create a corporate culture that values the individuality of each employee and promotes equal opportunities. International customer relationships demand intercultural competence. Qualified job applicants expect an open working environment. As an international company, staff diversity is particularly important to us. The promotion of women to leadership positions is a key aspect of our D&I Framework. Changes within the organization that support the successful career development of female managers are prerequisites for meeting our targets.

Promoting a healthy work-life balance is also essential for the professional success of our employees and is part of our human resources work. As emphasized in our Business Conduct Guidelines, we want to create an environment which provides both personal and professional opportunities for our employees. When we make human resources decisions, such as selecting, hiring and promoting personnel, or organizing job changes, remuneration or staff training, we are guided by the principle of equal opportunities, relevant qualifications and performance.

<sup>1</sup> In line with our carbon neutrality goal, with the 2019 calendar year as the base year, the relevant data of Cypress are included.

## GRI 102-46

Gender and ethnic differences have no impact on our human resources decisions. Additional information on this material topic can be found in the “Business ethics”, “Human rights” chapters and under “Encouraging diversity” in the “Human resources management” chapter as well as in the “Sustainable Development Goals” chapter.

☐ p. 14 f., p. 16, p. 19 f. and p. 51 ff.

**Corporate citizenship:** At our sites, we support local communities in line with our sustainable business strategy. We are present at locations around the world dedicated to sales, research and development as well as manufacturing. The global presence of our sites is illustrated under “R&D sites” in the chapter “Research and development” as well as under “Manufacturing sites” in the chapter “Manufacturing” in the Annual Report 2021. ☐ p. 87 and p. 91 of the Annual Report 2021

With our presence in different regions, we benefit the communities in various ways – by creating jobs, with our innovative products and solutions and with the taxes we pay, as well as through our social commitment as part of our corporate citizenship activities.

Examples of Infineon’s engagement are set out in the “Corporate citizenship” and “Sustainable Development Goals” chapters. ☐ p. 39 ff. and p. 51 ff.

**Business ethics:** To meet our own business ethics standards and at the same time act as a sustainable and responsible partner towards our stakeholders, we must consider, evaluate and address the risks, both within and outside the company. Each year, as part of the Compliance Management System, a formal assessment of our risks is made, especially with regard to corruption and antitrust law. The measures to be taken are summarized in the compliance program and implemented during the fiscal year.

Employees and business partners can report any possible breaches to the usual internal bodies (Management, Human Resources and Compliance) or contact our Infineon Integrity Line which also accepts anonymous reports. The Business Conduct Guidelines define our basic principles for ethical and legal conduct. They are an important foundation for our everyday activities. They apply to all employees and

members of corporate bodies around the world when dealing with one another and with our customers, investors, business partners and the public. Infineon reports on the measures implemented in the context of the UN Global Compact’s Principles in the “UN Global Compact Communication on Progress” chapter. ☐ p. 49 f.

Additional information on this material topic is given in the “Business ethics”, “Human rights” and “Sustainable Development Goals” chapters in this report, as well as under “Corporate Governance Report” in the “Corporate Governance” chapter in the Annual Report 2021. ☐ p. 14 f., p. 16 and p. 51 ff. in this report and p. 132 of the Annual Report 2021

**Labor relations:** We are convinced that effective human resources and a secure working environment are prerequisites to our business success. Long-term high performance is only viable with satisfied and successful employees. In our daily activities we undertake to promote employees’ performance and realize their potential in the best possible way based on the three pillars “Leadership excellence”, “Promoting talent” and “Our workforce”.

In our Business Conduct Guidelines, we commit to upholding international human rights and labor standards, including protecting personal dignity and the privacy of every individual. Additional information about this is given in the “Business ethics”, “Human rights” and “UN Global Compact Communication on Progress” chapters.

☐ p. 14 f., p. 16 and p. 49 f.

Our Occupational Safety and Health Management System has been certified in accordance with ISO<sup>1</sup> 45001 and is designed to ensure that the necessary measures are taken to minimize risks identified in the working environment that could endanger our employees.

Additional information on this material topic is given in the “Human resources management”, “Protection of our employees” and “Sustainable Development Goals” chapters. ☐ p. 17 ff., p. 24 f. and p. 51 ff.

1 ISO: International Organization for Standardization.



## Business ethics

All former Cypress employees were enrolled in Business Conduct Guidelines training. In addition, corruption prevention training and antitrust law training were rolled out for selected target groups.

### TARGETS

p. 42 ff.

#### Material topics

- › Responsible manufacturing
- › Diversity and equal opportunity
- › Business ethics
- › Labor relations

Infiniteon is committed to do not only what is legally permissible, but also what is ethically right. We live in a culture in which high levels of reliability and quality are vital for winning the trust of customers, investors and employees. For us, this means that we make commitments that are achievable and promises we can keep. Infiniteon requires that its employees and business partners respect and observe all applicable laws, rules and regulations. Essential principles of ethical behavior are defined in the Business Conduct Guidelines<sup>1</sup> and the CSR Policy. Some of these principles go beyond the legal requirements, in which case we are guided by international standards and principles, such as the International Bill of Human Rights or the UN Global Compact Principles.

In order to implement these principles, Infiniteon has introduced a Compliance Management System for all Group companies. The Compliance Management System includes an annual formalized risk assessment, dealing in particular with corruption and antitrust law. The measures that need to be taken identified in the assessment are summarized in the compliance program and implemented during the fiscal year. The risk assessment entails both analyses at the Group level and structured interviews at the site and central function levels. The assessment essentially confirmed the known risk areas. The compliance program therefore includes detailed training and communication measures, business partner checks, processes and tools, the revision of regulations and general advice on compliance issues.

The Corporate Compliance Officer, heading a worldwide team, is responsible for coordinating the Compliance Management System and reports directly to the member of the Infiniteon Technologies AG Management Board responsible for Finance. In addition to the development of our compliance program, the officer helps create guidelines, advises employees, receives complaints and information on relevant issues and heads investigations of compliance cases.

Following the successful Group-wide certification of the Compliance Management System in accordance with IDW<sup>2</sup> Standard PS<sup>3</sup> 980 in the 2019 fiscal year, reviews of the Compliance Management System are conducted by Internal Audit. These reviews form a significant part of the audit planning. Employees and business partners took advantage of the opportunities available, both internal (Management, Human Resources and Compliance) and external (Infiniteon Integrity Line), to report actual or suspected violations during the 2021 fiscal year. The number of reports made and the subsequent investigations rose slightly again in the 2021 fiscal year. We attribute this rise mainly to the significant easing of the measures taken to contain the coronavirus pandemic and the inclusion for the first time of reports from the locations formerly operated by Cypress. **CHART 03** When assessing possible breaches, Infiniteon distinguishes between various degrees of severity. A number of employees in the low double digits left Infiniteon as a result of a compliance case, either after termination of their employment or voluntarily. Moreover, in other cases, further sanctions in accordance with labor law were imposed, such as cautions and formal warnings.

1 The Business Conduct Guidelines have been published in 17 languages.

2 IDW: The Institute of Public Auditors in Germany (German: Institut der Wirtschaftsprüfer) publishes Principles for the Proper Performance of Reasonable Assurance Engagements Relating to Compliance Management Systems.

3 PS: Auditing Standard (German: Prüfungsstandard).





The Business Conduct Guidelines form the central element of our Compliance Management System. As a code of conduct, the Guidelines are an essential basis for our daily actions and apply to all employees and corporate bodies worldwide when dealing with one another, with our customers, investors, business partners or with the public.

All the company’s employees are trained on the content on a regular basis in web-based sessions or face-to-face. In the 2021 fiscal year, all former Cypress employees were enrolled in relevant Business Conduct Guidelines training. In addition, corruption prevention training and antitrust law training were rolled out globally for selected target groups who had not completed the training in the past three years. Business partners are contractually obliged to comply with the legal regulations. Suppliers acknowledge our Supplier Code of Conduct (formerly: Principles of Procurement) when signing the contract. In addition, we conduct business partner checks to ensure that we only work together with law-abiding business partners with integrity.

**Tax management and governance**

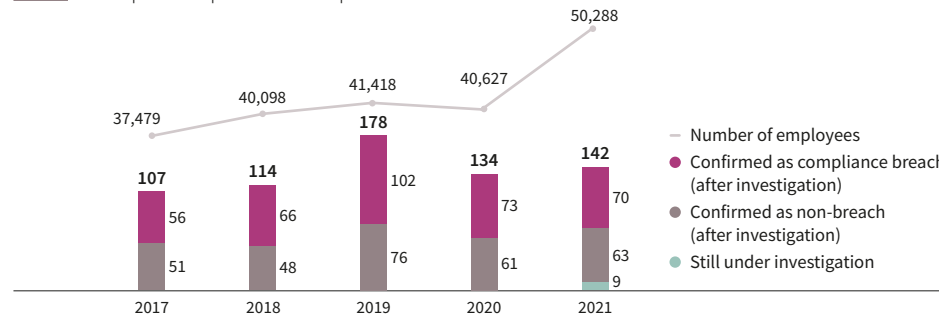
Our business activities worldwide generate a variety of different taxes in the various countries, including corporate taxes, production taxes and other levies. Infineon also pays income taxes for its employees. The same applies to indirect taxes such as VAT<sup>1</sup>. The taxes paid are an important part of our economic contribution in the countries where we operate. With our Tax Compliance and Governance Report, we disclose our tax management and related governance and create an important basis for dialog with our stakeholders. The Tax Compliance and Governance Report can be downloaded from our website. [www.infineon.com/tax\\_report](http://www.infineon.com/tax_report)

**Diversity in Infineon’s corporate bodies**

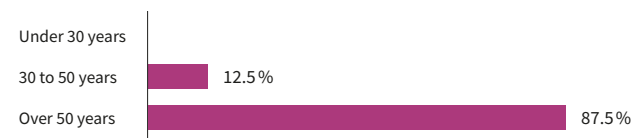
The promotion of diversity in the company is an important factor in corporate success. At the balance sheet date, 30 September 2021, the Supervisory Board consisted of 16 members, with equal numbers of men and women, 12.5 percent of whom were between 30 and 50 years old and 87.5 percent over 50. [CHART 04](#) and [CHART 05](#). There was one woman on the Management Board at the balance sheet date. The Management Board has five members, all of whom belong to the “over 50” age group.

<sup>1</sup> Value Added Tax.

**CHART 03** Reports of possible compliance breaches



**CHART 04** Age structure in Supervisory Board



**CHART 05** Supervisory Board by gender





# Human rights

**Compliance with human rights and the promotion of fair working conditions form the basis of our corporate culture.**

## TARGETS

p. 42 ff.

### Material topics

- › Responsible manufacturing
- › Diversity and equal opportunity
- › Business ethics
- › Labor relations



### Standards and principles

Compliance with internationally proclaimed human rights and labor standards is a matter of course for us. We support and respect international standards and principles, such as the International Bill of Human Rights and its Universal Declaration of Human Rights, the fundamental principles of the International Labour Organization (ILO), the principles of the UN Global Compact and the UN Guiding Principles on Business and Human Rights. We do not tolerate human rights abuses in any form, nor any form of forced labor, slavery, involuntary prison labor or child labor. The term “child” refers to persons under the age of 15. Exceptions apply for certain countries subject to ILO Convention 138 (minimum age reduced to 14 years), or for job training or training programs which are authorized by the respective government and which demonstrably promote those participating. All work is performed without coercion of any kind and can be terminated by our employees provided they give reasonable notice. Our employees are compensated in accordance with applicable wage legislation and in compliance with the respective applicable minimum wage, regulations on overtime hours and legally prescribed additional benefits.

### Guidelines and publications

Our Business Conduct Guidelines reflect our ethical principles and are the main foundation for our everyday conduct. The Guidelines specify our requirements with regard to labor, ethics and integrity, child labor, the prohibition of forced labor, working hours and non-discrimination (see chapter “UN Global Compact Communication

on Progress”, [p. 49 f.](#)). All our employees around the world receive regular training on the Business Conduct Guidelines. In addition, we have implemented external hotlines which our employees, suppliers, customers and business partners can contact openly or anonymously. All cases reported are investigated by our compliance experts (see chapter “Business ethics”, [p. 14 f.](#)). The Compliance Management System ensures that significant violations of human rights and applicable labor standards are reported to the Management Board.

Our CSR Policy describes our focus areas in this field and our voluntary commitment to implement the measures required. The CSR Policy is taken into consideration in our everyday business and applies to all our business relationships with our stakeholders.

The Infineon Technologies Slavery and Human Trafficking Statement, which was published in the context of the California Transparency in Supply Chains Act of 2010 and the United Kingdom Modern Slavery Act of 2015, underlines our complete rejection of any form of human trafficking or slavery. Infineon requires its suppliers to comply with all applicable laws, including those dealing with human rights, as well as with fair business practices (see chapter “Our responsibility along the supply chain”, [p. 37 f.](#)). Under “Corporate Governance Report” in the “Corporate Governance” chapter in the Annual Report 2021 contains additional detailed explanations. [p. 132 of the Annual Report 2021](#)





# Human resources management

The coronavirus pandemic has only highlighted the great importance Infineon attaches to training. In the 2021 fiscal year, it offered its employees many additional and virtual learning opportunities.

## Material topics

- > Diversity and equal opportunity
- > Labor relations

## TARGETS

p. 43 ff.



Our engagement in human resources (HR) is an essential factor in our efforts to achieve sustainability. Our conviction that only contented and successful employees will ensure high performance in the long run characterizes all our employee development measures as well as our measures for attracting new employees. We use regular employee surveys to monitor our progress with regard to employee satisfaction.

In addition to the HR department, the Chief Executive Officer of Infineon Technologies AG, in the role of Labor Director, is directly involved in HR policy. On a regular basis, the strategic deployment of HR management is discussed with all members of the Management Board, and the objectives for the following fiscal year are defined. Our HR strategy is explained in greater detail in the Annual Report 2021. [p. 47 f. of the Annual Report 2021](#)

The HR concepts based on this strategy are described below.

## Development of employees and managers

An organization cannot progress without open and honest feedback. This basic premise is reflected in our values, which are collectively defined in our “High Performance Behavior Model”. These values are not purely theoretical: the “High Performance Behavior Model” shows how we aim to achieve Infineon’s targets and to set its priorities. [CHART 06](#)

[CHART 06](#) High Performance Behavior Model



These descriptions of conduct play a significant role in the global Steps To Employees' Personal Success (STEPS) process. Feedback from teams to their managers is just as important as feedback from managers to their staff. Therefore, in addition to the STEPS dialogs, we have also established the format of Leadership Dialog which is carried out every two years for all our managers starting from the Director level who have direct responsibility for five or more employees.

Good leadership is essential to Infineon's success. In the 2019 fiscal year, we defined what "excellent leadership" means at Infineon and the conduct expected of managers as a result. The Infineon Leadership Principles contain eight expectations on conduct and the corresponding operationalization. Our Leadership Principles supplement the "High Performance Behavior Model" and provide guidance on management issues. [CHART 07](#)

**CHART 07** Infineon Leadership Principles



We support our managers in the successful implementation of the Principles and in their management tasks with numerous learning and development opportunities at the various leadership levels. We work on specific examples at face-to-face training events and in eLearning sessions (web-based training). Mentoring programs and learning-in-tandem also promote networking and achieve learning results which can quickly be put into practice. The Infineon Leadership Excellence Program provides a training framework to support managers as far as possible in their leadership role and with management responsibility. In addition to this program, we also offer training on a range of topics required for specific target groups, such as the New Leader Orientation Program – an in-house workshop for new managers.

**Promoting talent**

At Infineon, development opportunities are available to employees, depending on their individual knowledge and talents, in a variety of careers, based on Infineon's needs. Four career paths have been established: the Individual Contributor path for professional careers, the Technical Ladder for technical experts, the Project Management route and the Management career track.

Training programs specific to the target group were developed in the 2020 fiscal year for all four career paths. These promote the development of relevant leadership skills.

As an international company, we want to offer our staff professional development opportunities which go beyond organizational and national boundaries. The summits, at which managers discuss talent development with the HR team, are an important instrument in this endeavor.

**Health management**

The commitment, performance and, fundamentally, the health of our employees make vital contributions to our success. The task of our health management is to maintain and improve the health of our employees. Our global management system IMPRES ensures the high quality of the services and measures we offer. In the course of the coronavirus pandemic, we were also able to devise measures to provide an appropriate response to specific situations on site.

Health management works closely together with occupational health and the social counseling services at the respective sites and helps provide a healthy range of foods and an effective health program. One example in Germany is provided by training measures in the area of “Healthy Leadership”.

**Encouraging diversity**

The diversity of our employees is particularly important to us. We live in a culture that appreciates the individuality of each and every person. Therefore, we are committed to providing a working environment in which everyone can make their contribution, free of prejudice and able to benefit from equal opportunities – irrespective of age, ethnic origin or nationality, gender, physical or mental ability, religion or ideology, or sexual orientation and identity.

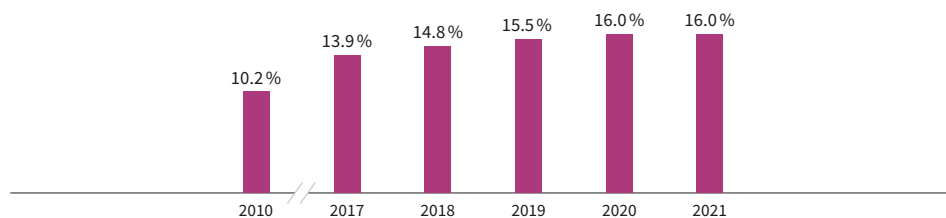
Our global Diversity & Inclusion Framework is the basis for our activities, enabling our Diversity & Inclusion managers and local HR managers to support the needs of our employees effectively on the ground. Valuing the individual skills and qualities of all our employees and enhancing them through training is very much part of our corporate culture. The global starting points of our Diversity & Inclusion Framework are: Diversity & Inclusion awareness and competence, age diversity, gender diversity, cultural diversity and achieving a work-life balance.

The promotion of women to management positions is one of the key focus areas of our Diversity & Inclusion activities. The target we had set ourselves for the end of the 2020 fiscal year of increasing the percentage of female managers to 15 percent we also achieved at the end of the 2021 fiscal year, with 16 percent of female managers in middle and senior management positions. **CHART 08** We continue to pursue our long-term goal of increasing the percentage of women in management positions to 20 percent by 2030. This long-term goal is also reflected in the new compensation system for the Management Board laid down by the Supervisory Board, which was approved at the Annual General Meeting by a large majority.

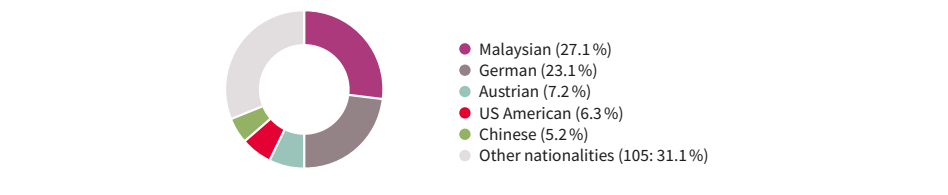
In compliance with the German Law on Equal Participation of Women and Men in Leadership Positions in the Private and Public Sector, Infineon Technologies AG and Infineon Technologies Dresden Verwaltungs GmbH set themselves targets for the percentage of women in the first two leadership levels below the Management Board/Board of Directors. These targets were defined in the 2017 fiscal year and are to be achieved by 30 June 2022. Details on the targets can be found in our Statement on Corporate Governance on the Infineon website. [www.infineon.com/declaration-on-corporate-governance](http://www.infineon.com/declaration-on-corporate-governance)

Infineon employs 50,288 people of different nationalities. The five most prevalent nationalities represent a total of 68.9 percent of the workforce, with Malaysian nationals accounting for 27.1 percent and German nationals for 23.1 percent. **CHART 09**

**CHART 08** Women in management positions



**CHART 09** Employees by nationality



## Employees by management class and age structure

	Employees total	Under 30 years <sup>1</sup>	30 to 50 years <sup>1</sup>	Over 50 years <sup>1</sup>
Middle and senior level management <sup>2,3</sup>	9,232	0.1	58.3	41.6
Entry level management <sup>2</sup>	10,760	4.7	78.9	16.4
Non-management staff	30,296	33.1	53.7	13.2
<b>Total</b>	<b>50,288</b>	<b>21.0</b>	<b>59.9</b>	<b>19.1</b>

<sup>1</sup> Figures expressed in percent based on the workforce as of 30 September 2021, in the respective comparison group.

<sup>2</sup> At Infineon, the management function includes not only the leadership of employees but also leadership through specialist expertise as well as project management functions as defined in the internal job evaluation system.

<sup>3</sup> Including the Management Board.

Gender distribution and age structure: Out of 17,997 female employees, 27.0 percent are under 30 years old, 59.5 percent are in the middle age group and 13.5 percent are over 50 years old. Out of 32,291 male employees, 17.6 percent are under 30, 60.1 percent are in the middle age group and 22.3 percent are over 50 years old.

Employees by management class and gender<sup>1</sup>

	Employees total	Female <sup>2</sup>	Male <sup>2</sup>
Middle and senior level management <sup>3,4</sup>	9,232	16.0	84.0
Entry level management <sup>3</sup>	10,760	29.0	71.0
Non-management staff	30,296	44.2	55.8
<b>Total</b>	<b>50,288</b>	<b>35.8</b>	<b>64.2</b>

<sup>1</sup> In the 2021 fiscal year, Infineon received no notifications worldwide of employees who described their gender as "diverse".

<sup>2</sup> Figures expressed in percent based on the workforce as of 30 September 2021, in the respective comparison group.

<sup>3</sup> At Infineon, the management function includes not only the leadership of employees but also leadership through specialist expertise as well as project management functions as defined in the internal job evaluation system.

<sup>4</sup> Including the Management Board.

## Qualifications and training

We see ourselves as enablers paving the way for outstanding performance. The continuing education of our staff is therefore important to us. We support our staff in developing their individual skills as much as possible and in applying those skills to the success of Infineon.

In the 2021 fiscal year, our staff participated in a total of 484,171 hours of training. 32.4 percent of training hours were provided to female employees and 67.6 percent to male employees. Production training hours accounted for most of the hours utilized, at 57.7 percent.

Training hours<sup>1</sup> per employee and functional area

	Per employee
Production	8.62
R&D	14.05
Sales and Marketing	11.76
General Administration	9.80
<b>Total</b>	<b>10.03</b>

<sup>1</sup> Calculated on the basis of the monthly workforce in the 2021 fiscal year.

Training hours<sup>1</sup> by management class and gender<sup>2</sup>

	Per employee	Female	Male
Middle and senior level management <sup>3,4</sup>	12.59	14.69	12.20
Entry level management <sup>3</sup>	14.52	15.33	14.20
Non-management staff	7.73	7.16	8.18
<b>Total</b>	<b>10.03</b>	<b>9.13</b>	<b>10.53</b>

<sup>1</sup> Calculated on the basis of the monthly workforce in the 2021 fiscal year.

<sup>2</sup> In the 2021 fiscal year, Infineon received no notifications worldwide of employees who described their gender as "diverse".

<sup>3</sup> At Infineon, the management function includes not only the leadership of employees but also leadership through specialist expertise as well as project management functions as defined in the internal job evaluation system.

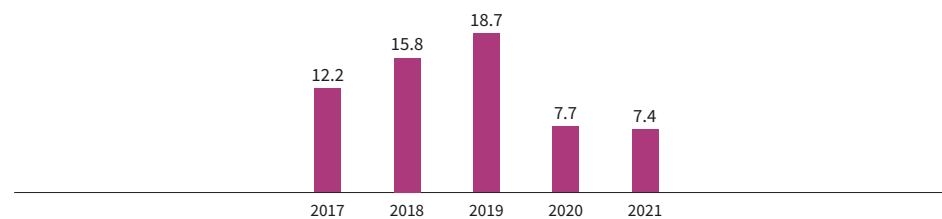
<sup>4</sup> Including the Management Board.

Our range of functional training is made available primarily via the global functional academies (operating in specific segments and fields). Together with other internal trainers, these academies work together to provide coordinated learning that builds professional expertise. For example, there are academies in the fields of procurement, finance, manufacturing, quality management and supply chain. With the introduction of the LinkedIn Learning online training platform in the 2019 fiscal year, Infineon began tapping into another modern learning channel for its employees. In the 2021 fiscal year, 47 percent of the Infineon workforce (including shop floor employees without company devices) activated their LinkedIn Learning license. In total, 61,197 study hours were completed.

As a result of the coronavirus pandemic and in order to continue safeguarding its employees, Infineon decided that all classroom-based training until the end of the 2021 calendar year would be cancelled or postponed. Infineon offers even more virtual alternatives, such as virtual training and tutorials from the Infineon academies. The reduction in training expenses has resulted from the strategic turnaround, which means more content is being delivered by internal experts instead of external service providers. In addition, fee-based training has been replaced by increased usage of the free LinkedIn Learning platform (such as in the area of IT). [CHART 10](#)

[CHART 10](#) Training expenses

€ in million



**Fringe benefits**

Fringe benefits are a longstanding tradition at Infineon and are offered in various forms. All benefits form an integral part of the overall remuneration system and reflect Infineon’s responsibility to its staff. The scale and nature of the benefits are determined in accordance with the relevant regional statutory and standard market requirements. No distinction is made in this respect between full-time and part-time staff.

In Germany, Austria, Asia-Pacific, Greater China and Japan, in addition to employer and employee-financed pension plans, benefits granted include the items listed below (the exact arrangements are specific to each location):

Industrial accident insurance	Company car for work or as an additional benefit
Paid sick leave beyond the statutory minimum	Private car leasing from gross deferred compensation
Continued payment of wages to surviving dependants in the event of death	Long-service awards
Sabbaticals	Preventive health programs
Flexible transition to retirement pension	Family-friendly services, such as in-house kindergartens or working together with local organizations offering day care facilities and vacation care for children

In addition to the benefits above, in Asia-Pacific, Greater China and Japan, site-specific group life insurance and group hospital insurance are also offered, extending beyond the statutory requirements. One noteworthy example is the attractive company pension plan in the USA. Infineon also encourages various work-time models intended to keep working hours flexible, depending on individual employees’ circumstances. These models include trust-based working hours, part-time work and teleworking arrangements. Thus, for example, in Asia-Pacific, Greater China and Japan, more than 86 percent of sites already offer flexible working and/or teleworking.

## Compensation

Infineon wants to attract and retain the best available talent and for that reason attractive, market-oriented remuneration and appropriate participation in the company's success are a matter of course. We pay our staff based on work-related criteria, such as job requirements and performance, and in line with local market requirements. Gender differences have no impact on our human resources decisions. Each employee receives appropriate, transparent remuneration for their work, in compliance with all legal standards.

## Number of employees

Infineon is active on a worldwide basis. Almost half the 50,288 employees (previous year: 40,627 excluding Cypress and 46,665 including Cypress) worked in Asia-Pacific, Greater China and Japan (24,563 employees). 40.5 percent of all employees were employed in Europe (20,362); the majority of these were employed in Germany (12,998).

Employees by region and gender<sup>1</sup>

	2021			2020		
	Total	Female	Male	Total	Female	Male
Europe	20,362	5,279	15,083	18,664	4,850	13,814
Therein: Germany	12,998	3,506	9,492	12,150	3,260	8,890
Americas	5,363	1,791	3,572	3,446	1,385	2,061
Therein: USA	3,837	999	2,838	1,968	605	1,363
Asia-Pacific	21,466	9,727	11,739	16,322	7,514	8,808
Greater China	2,456	1,118	1,338	1,986	980	1,006
Japan	641	82	559	209	40	169
<b>Total</b>	<b>50,288</b>	<b>17,997</b>	<b>32,291</b>	<b>40,627</b>	<b>14,769</b>	<b>25,858</b>

<sup>1</sup> In the 2021 fiscal year, Infineon received no notifications worldwide of employees who described their gender as "diverse".

As of 30 September 2021, in the workforce as a whole, 1,464 female employees and 1,864 male employees had fixed-term contracts and 16,533 female employees and 30,427 male employees had permanent contracts. A total of 2,188 employees were working part-time as of that date.

Employees who were, for example, on parental leave or in the non-working phase of early retirement part-time working arrangements, are not active employees and are therefore not included in the tables on this page.

As of 30 September 2021, Infineon also employed a total of 521 apprentices and students on work-study programs and 178 interns, as well as 1,505 working students. 213 new apprentices and students on work-study programs were hired in the 2021 fiscal year.

Temporary employees are also excluded. 2,907 temporary employees were working for Infineon worldwide, of whom 1,334 were female and 1,573 male, as of 30 September 2021. Approximately 75.1 percent of the temporary employees worked in production, giving Infineon flexibility in its manufacturing in the context of fluctuations in capacity utilization.

Employees<sup>1</sup> by contract type

		2021			2020		
		Total	Full-time	Part-time	Total	Full-time	Part-time
Employees on permanent contracts	Male	30,427	29,450	977	24,507	23,622	885
	Female	16,533	15,346	1,187	13,523	12,367	1,156
Employees on fixed-term contracts	Male	1,864	1,850	14	1,351	1,345	6
	Female	1,464	1,454	10	1,246	1,236	10
<b>Total</b>		<b>50,288</b>	<b>48,100</b>	<b>2,188</b>	<b>40,627</b>	<b>38,570</b>	<b>2,057</b>

<sup>1</sup> In the 2021 fiscal year, Infineon received no notifications worldwide of employees who described their gender as "diverse".



### New hiring and fluctuation rates

Fluctuation rates and the number of new hires are important indicators for us in our efforts to satisfy our demand for high performance and to achieve excellence in management. In the 2021 fiscal year, there were 7,443 new hires worldwide, of which 3,023 were female and 4,420 male. [CHART 11](#) 4,387 employees were under the age of 30, 2,811 employees in the age group of 30 to 50 and 245 employees over the age of 50. [CHART 12](#)

Rates of new hires and terminations by region

	Total	Europe	Therein: Germany	Asia- Pacific	Greater China	Japan	Americas	Therein: USA
Newly hired employees	7,443	1,922	1,096	4,120	376	21	1,004	530
Rate of newly hired employees <sup>1</sup>	14.8	9.4	8.4	19.2	15.3	3.3	18.7	13.8
Staff departures	3,984	824	472	1,870	315	33	942	492
Rate of staff departures <sup>2</sup>	8.3	4.2	3.7	9.2	13.1	5.1	17.8	13.1

<sup>1</sup> Figures expressed in percent based on the workforce as of 30 September 2021, in the respective region.  
<sup>2</sup> Figures in percent, calculated on the basis of the monthly workforce in the 2021 fiscal year.

Worldwide, there were 3,984 staff departures from Infineon in the 2021 fiscal year. Of these, the majority (1,870 employees) were in the Asia-Pacific region, where most new recruitment also occurred (4,120 employees).

[CHART 11](#) Female/male<sup>1</sup> employees new entries



<sup>1</sup> In the 2021 fiscal year, Infineon received no notifications worldwide of employees who described their gender as "diverse".

Of the departures, 1,628 were women and 2,356 men. 1,482 employees were in the under 30 age group, 1,859 in the middle age group (30 to 50 years) and 643 in the over 50 age group. The worldwide employee fluctuation rate during the 2021 fiscal year was 8.3 percent (previous year: 7.3 percent).

### Age structure and length of service

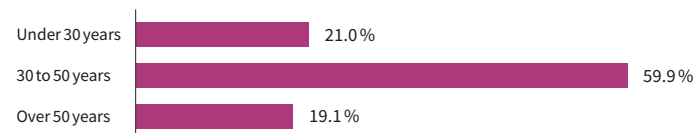
Demographic change also impacts the age structure at Infineon. In order to counteract the effects of demographic change at the individual sites, we take appropriate steps in the areas of work organization, qualification and knowledge transfer, talent management, health management as well as corporate and management culture, depending on local need. The average age of employees worldwide in the 2021 fiscal year was 39.7 years (previous year: 39.9 years). The proportion of employees below 30 years of age increased and was 21.0 percent (previous year: 19.6 percent). On the other hand, the proportion of employees in the middle age group fell slightly (2021 fiscal year: 59.9 percent, previous year: 61.4 percent). The proportion of employees over the age of 50 remained virtually the same (2021 fiscal year: 19.1 percent, previous year: 19.0 percent). [CHART 13](#)

The average length of service decreased to 10.3 years (previous year: 10.6 years).

[CHART 12](#) Age structure (new entries)



[CHART 13](#) Age structure





# Protection of our employees

**In the 2021 fiscal year, we invested around 28,000 hours in training and continuing education for our fire protection and occupational safety and health experts worldwide.**

## TARGETS

p. 43 ff.

### Material topics

- > Responsible manufacturing
- > Labor relations



Ensuring a safe working environment is a very high priority at Infineon. Here we take a preventive approach. Our Occupational Safety and Health Management System has been certified in accordance with ISO 45001. Workplace-related risk assessments carried out worldwide ensure that workplace-related risks that may result in a danger to employees are identified and the protective measures required are implemented to minimize risks. Risks are evaluated according to the Nohl<sup>1</sup> risk matrix and measures are subsequently adopted based on the STOP<sup>2</sup> hierarchy. This means that, where possible, substitution and technical measures take precedence over organizational or personal measures.

As another element in our preventive approach, in the 2018 fiscal year we introduced the seven Golden Rules of Safety as part of our behavior-based safety program. In the 2022 fiscal year, we will further implement this program at the locations formerly operated by Cypress. This preventive safety concept is reviewed and developed on a regular basis. Reports are then presented to management including selected members of the Management Board.

Qualified safety experts supervise the implementation of the protective measures. Creating safe and ergonomic workplaces is a matter of course for us. In addition to work areas in production and other technical areas, office workplaces are also analyzed to assess how they could be improved. One example from everyday practice is the information brochure for our corporate headquarters Campeon (Germany), which includes tips and advice on topics such as the room climate and office acoustics.

In the area of fire prevention, we carried out regular safety training sessions and evacuation drills.

To protect the health of our employees and business partners during the coronavirus pandemic, Infineon ceased business travel as far as possible from the middle of March 2020. In the 2021 fiscal year, few business trips were made. More than half the global workforce was able to work from home.

<sup>1</sup> Nohl: A method used to evaluate and assess occupational safety risks devised by Jörg Nohl.

<sup>2</sup> STOP: Substitution, Technical Protective Measures, Organizational Protective Measures, Personal Protective Measures.

At all our manufacturing sites and office locations where the physical presence of the workforce was essential, Infineon took extensive precautionary and preventive measures in order to make an active contribution to containing the coronavirus.

In addition to the preventive measures taken, such as mobile working and the provision of masks or sanitizers, we took active steps to track cases of the coronavirus to prevent the spread of the disease to other employees. We participated in national vaccination and test strategies in accordance with the local conditions and the opportunities available.

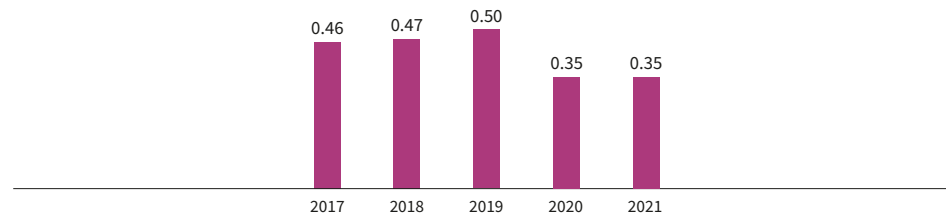
The recording and evaluation of work-related accident figures in the course of our general data collection process is performed in accordance with GRI Standards

requirements on the basis of the standardized Injury Rate and the Lost Day Rate. All work-related accidents that have led to more than one lost day have been taken into account.

There were no fatal work-related accidents at Infineon in the 2021 fiscal year. Our Injury Rate of 0.35 in the 2021 fiscal year is presented in [CHART 14](#). The Lost Day Rate of 5.85 in the 2021 fiscal year is illustrated in [CHART 15](#).

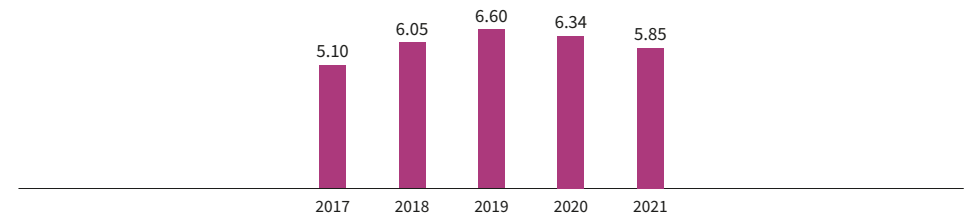
The Injury Rate remained constant compared to the previous year. This was due partly to our existing behavior-based safety program and partly to the measures taken as a result of the coronavirus pandemic, such as working from home.

[CHART 14](#) Injury Rate<sup>1</sup>



<sup>1</sup> The Injury Rate is calculated as follows: total number of injuries/total hours worked x 200,000. Holidays and public holidays are included in the working hours.

[CHART 15](#) Lost Day Rate<sup>1</sup>



<sup>1</sup> The Lost Day Rate is calculated as follows: total number of lost days/total hours worked x 200,000. Holidays and public holidays are included in the working hours.



# Environmental sustainability and climate protection

**Infineon has set itself the target of becoming carbon-neutral by the end of the 2030 fiscal year. Even before the end of the 2025 fiscal year, Infineon aims to have achieved 70 percent<sup>1</sup> of this target.<sup>2</sup>**

## TARGETS

p. 44 ff.

## Material topic

> Responsible manufacturing



Our global management system IMPRES integrates targets and processes relating to environmental sustainability as well as occupational safety and health. IMPRES has been certified worldwide in accordance with environmental management system standard ISO 14001 and in accordance with occupational health and safety standard ISO 45001. Additionally, it has been certified in accordance with the energy management system standard ISO 50001 at our largest European manufacturing sites as well as at our corporate headquarters Campeon (Germany). Changes in legal requirements and potential improvements in performance are continuously evaluated as a part of our integrated management system. The main results of the evaluations are reported to management including selected members of the Management Board and the appropriate measures are decided on.

### Sustainable use of resources at our manufacturing sites

Climate change is a global challenge. The consequences of changing climate conditions threaten regional ecosystems and present major challenges to the humans who depend on them. Climate change can only be tackled if all the players in society act boldly and decisively together. Countries, businesses and private individuals will increasingly need to consider social, ecological and economic aspects when making decisions. Comprehensive climate protection and sustainable action will be essential for success. In this context, another vital task will be dealing with the limited availability of natural resources to preserve our planet for future generations. Increasing resource efficiency offers both ecological and economic potential and is therefore a key pillar in our sustainability strategy.

### Carbon neutrality and energy efficiency

#### Our carbon neutrality goal

Today, Infineon is already making a valuable contribution to climate protection through its products and solutions and its own efficiency measures. We plan to do even more. Infineon has set itself the goal of becoming carbon-neutral by the end of the 2030 fiscal year in terms of scope 1 and scope 2 emissions. We want to make an active contribution to global CO<sub>2</sub> reduction and to the implementation of the targets set out in the Paris Climate Agreement. By the end of the 2025 fiscal year, Infineon is aiming to reduce its own emissions by 70 percent compared with the 2019 calendar year. In the 2021 fiscal year, KPMG AG Wirtschaftsprüfungsgesellschaft, Munich (Germany) conducted an independent reasonable assurance audit, inter alia, of the data from the 2019 calendar year as the base year, in accordance with the relevant assurance standard for sustainability reporting, the International Standard on Assurance Engagements 3000 (Revised). [p. 64 ff.](#)

“Infineon is already one of the most sustainable semiconductor producers”, says Jochen Hanebeck, Chief Operations Officer at Infineon. “CO<sub>2</sub> avoidance and resource efficiency in production have been a priority for us for years, as in the setting up of our 300-millimeter thin-wafer technology. With our goal of becoming carbon-neutral, we are strengthening our efforts through electricity from renewable sources and investment in exhaust air abatement that far exceeds the industry standard.”

<sup>1</sup> In terms of scope 1 and scope 2 emissions compared with the 2019 calendar year.

<sup>2</sup> In line with our carbon neutrality goal, with the 2019 calendar year as the base year, the relevant data of Cypress are included.

To achieve its targets, Infineon focuses in particular on avoiding direct emissions and increasing energy efficiency. The continuing expansion of its energy efficiency program and its efforts to achieve intelligent exhaust air abatement are playing a key role here and are contributing significantly to a reduction in greenhouse gas emissions. To reduce emissions even further, the company is planning to purchase green electricity. To confirm this approach, Infineon has joined the corporate initiative RE<sup>1</sup>100. RE100 is a global initiative bringing together many of the world’s influential businesses committed to 100 percent renewable energy. The group, which is led by international non-profit organization Climate Group in partnership with CDP, has total revenue of more than US\$6.6 trillion and is active in a variety of economic sectors. Together, they are sending a strong signal to political decision-makers and investors to accelerate the transition to a decarbonized economy.

In future and to a lesser extent, it is also planned to offset emissions that cannot be avoided by purchasing CO<sub>2</sub> certificates that combine development aid and CO<sub>2</sub> avoidance.

Already by the end of the 2021 fiscal year, our scope 1 and scope 2 emissions were 14.2 percent below the emissions of the base year 2019. Factors contributing to this reduction were the expansion of smart abatement concepts and the implementation of energy efficiency programs as well as the switch to green electricity in Europe.

**Efficient energy management**

At Infineon, energy is used mainly in the form of electricity. Primary energy sources such as oil and gas play only a minor part.

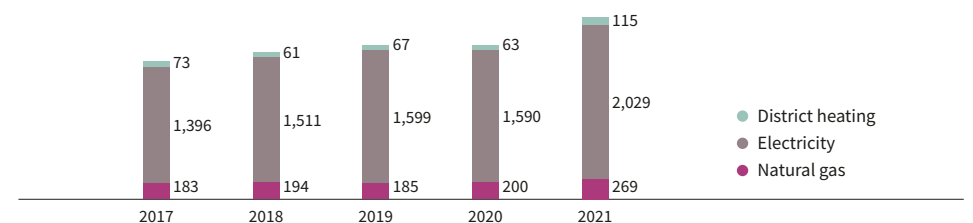
Within our manufacturing sites, the frontend sites consume most of the energy, since the physical conditions for production are particularly demanding there. Thus, for example, an additional amount of energy is needed to establish the highly stable climatic conditions in the cleanrooms. In comparison, the backend sites have lower energy consumption due to the nature of their processes. Research and development sites and the offices have the lowest energy demand.

In the 2021 fiscal year, Infineon consumed around 2,437 gigawatt hours of energy worldwide. Consumption by material energy source is shown in the following table and in [CHART 16](#).

Energy consumption (direct/indirect)  
in gigawatt hours

<b>Direct energy (scope 1) renewable</b>	<b>0.85</b>
Firewood	0.85
<b>Direct energy (scope 1) non-renewable</b>	<b>291.61</b>
Natural gas	269.17
Liquid gas	0.84
Petrol	0.03
Petrol (cars)	2.03
Diesel	4.04
Diesel (cars)	14.90
Fuel oil	0.60
<b>Indirect energy (scope 2)</b>	<b>2,144.60</b>
Electricity	2,029.35
District heating	114.94
Electricity (cars)	0.31
<b>Total</b>	<b>2,437.06</b>

[CHART 16](#) Energy consumption  
rounded, in gigawatt hours



1 RE: Renewable electricity.

Infineon’s first step on joining the RE100 initiative was to switch its electricity consumption in the 2021 fiscal year at its sites in Europe over to 100 percent green electricity. [CHART 17](#) shows the percentage of total electricity consumption that relates to green electricity.

Infineon is endeavoring to minimize its energy consumption. For years, it has maintained special energy teams at its sites who are responsible for the optimization and continuous evaluation of our energy efficiency. At our production sites in Dresden (Germany), Regensburg (Germany) and Villach (Austria), significant amounts of heat are already being generated from integrated energy recycling via the recovery of exhaust heat, thereby greatly reducing the demand for energy to produce heating power. At our main manufacturing sites, we have implemented the methodology of the energy management system standard ISO 50001 in accordance with local requirements. The ongoing transition to the latest 300-millimeter technology and the promotion of Industry 4.0 are helping to increase efficiency.

[CHART 17](#) Green electricity as a percentage of total electricity consumption



[CHART 18](#) Standardized electricity consumption per square centimeter manufactured wafer



<sup>1</sup> Frontend sites worldwide.

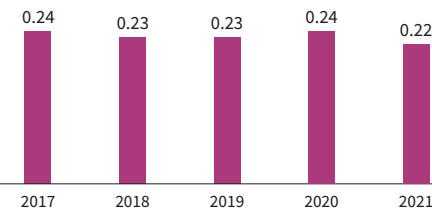
The World Semiconductor Council (WSC) has defined electricity consumed per square centimeter manufactured wafer as the unit for measuring the energy efficiency of frontend sites. Compared to the global average value of the WSC, our frontend sites worldwide used approximately 44 percent less electricity to manufacture one square centimeter wafer in the 2020 calendar year. [CHART 18](#)

In the 2021 fiscal year, energy consumption per unit of revenue was 0.22 kilowatt hours per euro. Figures from previous years are also shown in [CHART 19](#) as a comparison.

**Greenhouse gas emissions**

At an early stage, Infineon started developing strategies to reduce energy consumption as well as the amount of material used to the minimum technically necessary, thereby limiting CO<sub>2</sub> emissions. Greenhouse gas emissions are classified into scope 1, 2 and 3. The classification of direct and indirect emissions into scope 1, 2 and 3 is performed as set out in the Greenhouse Gas Protocol (GHG Protocol). The calculation of CO<sub>2</sub> emissions is based on the ISO 14000 family of standards. These are set out in Publicly Available Specification (PAS) 2050 issued by the British Standards Institution to determine the ecobalance specific to products and in the Principles of the GHG Protocol to prepare an ecobalance (relevance, completeness, consistency, transparency and accuracy).

[CHART 19](#) Energy consumption per unit of revenue in kilowatt hours per €



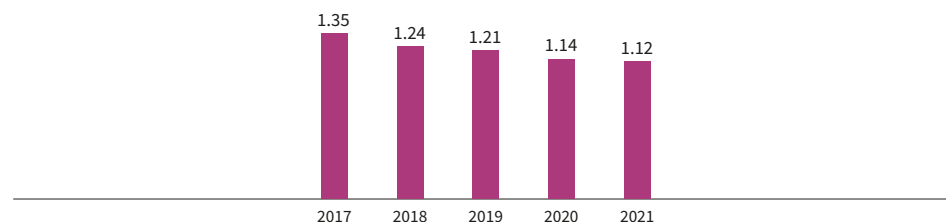


### Scope 1 emissions

The semiconductor industry uses greenhouse gases in wafer-etching processes for structuring wafers as well as for cleaning production equipment. This includes perfluorinated compounds (PFC), namely perfluorinated and polyfluorinated carbon compounds, sulfur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>). These greenhouse gases cannot be replaced by another class of substances and account for 81.6 percent of scope 1 emissions. The increasing level of product complexity has led to rising demand for these gases. Where possible and appropriate, we counter this trend by continually optimizing our processes through more efficient production methods and through efficient exhaust air abatement schemes. The use of alternative gases with higher utilization rates and lower global warming potential helps minimize the increase in emissions wherever possible. Our voluntary investment in PFC exhaust air abatement enables us to avoid around three quarters of our potential direct scope 1 emissions, which corresponds to avoiding around 682,500 tons of CO<sub>2</sub> per year. In other words, if we had not taken these voluntary measures to reduce our emissions, our scope 1 emissions would have been four times higher (around 925,739 tons of CO<sub>2</sub> equivalents).

Since the 2015 fiscal year, we have changed our PFC reporting from absolute values to the Normalized Emission Rate (NER) by normalizing the emissions per manufactured wafer surface. The WSC set the target of achieving an average normalized emission rate of 2.2 tons of CO<sub>2</sub> per square meter by 2020. We had already achieved a sustained lower emission rate than the WSC target at a much earlier date. With an average normalized emission rate of 1.12 in the 2021 fiscal year, we have done so once again. [CHART 20](#)

**CHART 20** Normalized Emission Rate  
in tons of CO<sub>2</sub> per square meter, frontend sites



Furthermore, we have set ourselves the target of implementing measures that will generate total emission savings of 50,000 tons of CO<sub>2</sub> equivalents by the end of the 2024 fiscal year. We expect to achieve this mainly through PFC reduction measures. In addition to our PFC reporting, we calculate emissions for other relevant substances used at our main manufacturing sites on an annual basis. In the 2021 fiscal year, 6.32 tons of sulfur oxides (SO<sub>x</sub>), 71.96 tons of nitrogen oxides (NO<sub>x</sub>), 33.77 tons of carbon monoxide (CO), 588.14 tons of volatile organic compounds (VOC), and 10.37 tons of particulate matter were emitted.

The total scope 1 emissions in the 2021 fiscal year are equivalent to 298,246 tons of CO<sub>2</sub> equivalents.

### Scope 2 emissions

The Scope 2 Guidance<sup>1</sup> issued by the World Resources Institute stipulates that companies must calculate and disclose two figures for their scope 2 emissions: using market-based accounting to calculate a provider-specific emission factor and using location-based accounting derived from the regional or national grid average. By applying the provider-specific emission factors of the energy sources used (market-based accounting), our scope 2 emissions totaled 695,432 tons of CO<sub>2</sub> equivalents in the reporting period.<sup>2</sup> This approach was selected in order to illustrate the implementation achieved so far in terms of regenerative energy supply.

We have also performed and will continue to perform regular reviews at our sites to identify potential in our own electricity supply. At our frontend site in Dresden (Germany), for example, we have been operating a highly efficient cogeneration unit for some years now. The potential for our own green electricity production on our sites is limited due to the topology of the buildings and other factors and is in the lower single-digit percentage range with regard to our total electricity consumption.

<sup>1</sup> GHG Protocol Scope 2 Guidance (2015).

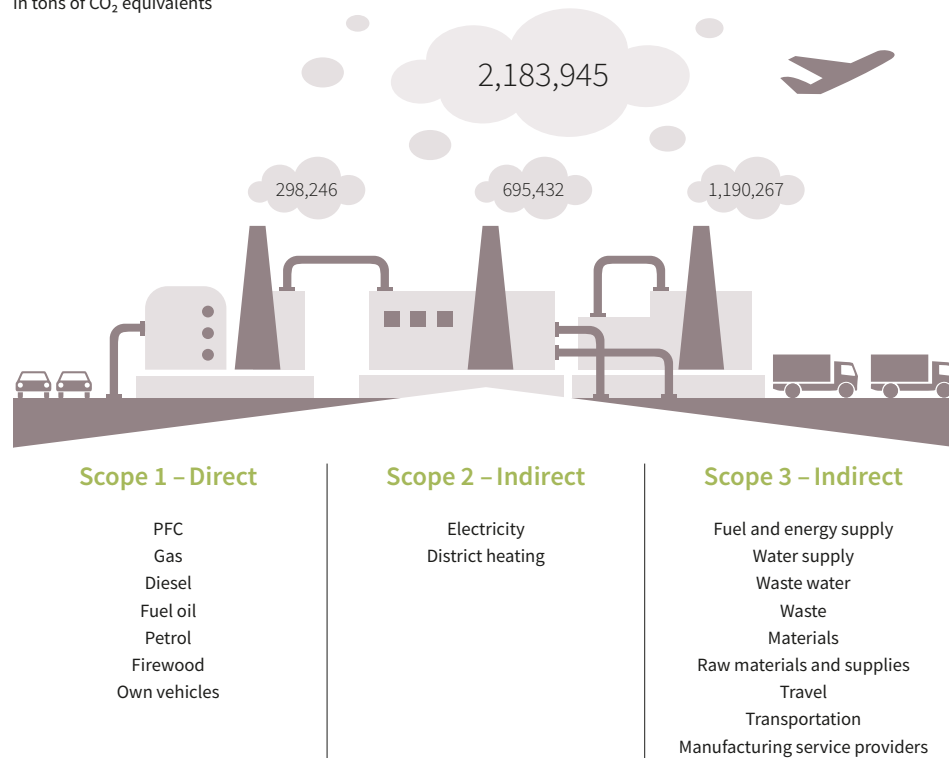
<sup>2</sup> Based on the regional or national grid average (location-based accounting), our scope 2 emissions are 924,168 tons of CO<sub>2</sub> equivalents.

**Scope 3 emissions**

Scope 3 emissions refer to emissions generated for the provision and disposal of all raw materials and supplies as well as other utilities, operational materials and other process media, goods transportation, travel and energy supply activities (for example transmission losses) and manufacturing service providers. Scope 3 emissions totaled 1,190,267 tons of CO<sub>2</sub> equivalents.

The following emissions have been included in the calculation of the Infineon carbon footprint:<sup>1</sup>

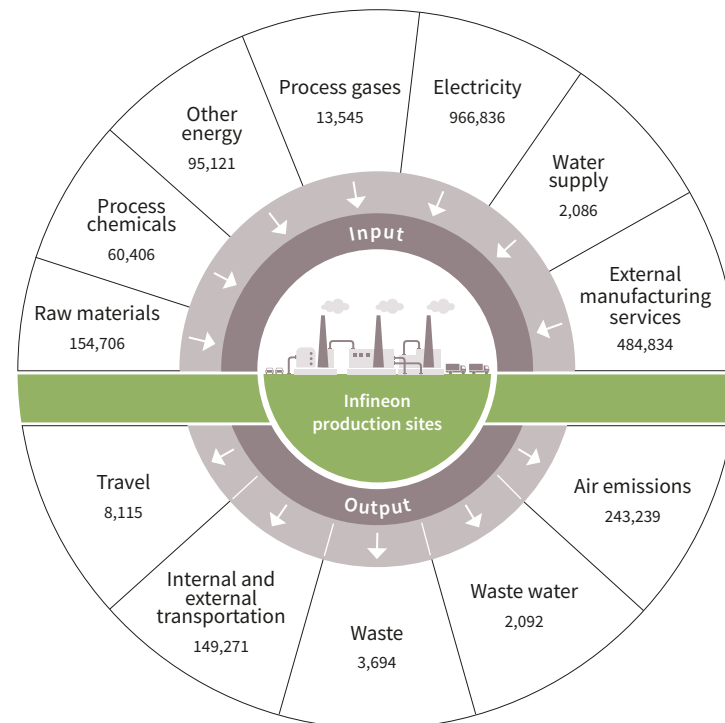
**CHART 21** CO<sub>2</sub> burden in tons of CO<sub>2</sub> equivalents



The Infineon environmental footprint in the 2021 fiscal year was around 2.18 million tons of CO<sub>2</sub> equivalents. **CHART 21** Compared to the last fiscal year, this increase can be mainly explained by the inclusion of the data from Cypress.

**CHART 22** illustrates emissions by origin. The input streams show emissions generated, for example, in the course of supplying materials. The output streams show emissions that were generated directly (during production) and through internal and external transportation.

**CHART 22** Allocation input and output of emissions by origin in tons of CO<sub>2</sub> equivalents



<sup>1</sup> Additional information about water supply, waste water and waste is provided in the “Water management” and “Waste management” sections of the chapter “Environmental sustainability and climate protection”.

**Water management**

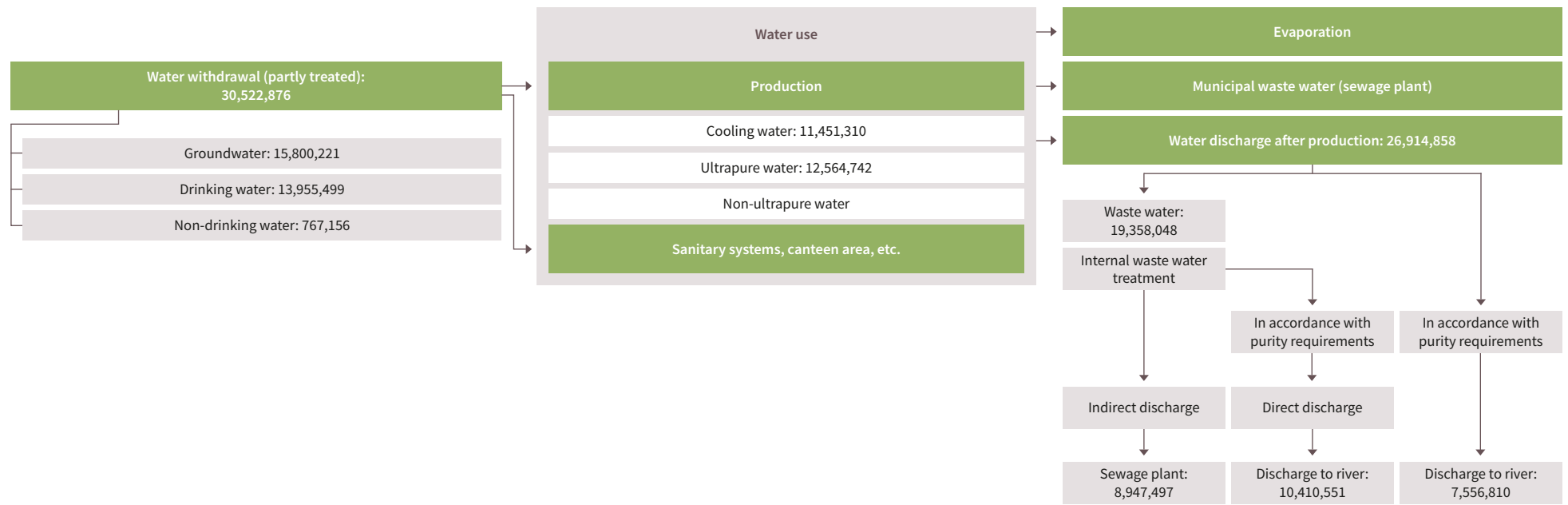
Infineon's water balance for the 2021 fiscal year is shown in schematic form in CHART 23.

Water is used at our manufacturing sites, for example, to cool equipment or to generate ultrapure water. A significant share of our water withdrawal, which is used as cooling water, is returned in at least the same degree of purity.

If the water we withdraw does not meet the applicable purity standards, it is subject to further treatment.

Part of the withdrawn water can be reused after its initial use. During the reporting period, 2,419,080 cubic meters (19.25 percent) of ultrapure water and 1,943,109 cubic meters (10.04 percent) of production waste water were reused.

CHART 23 Water balance  
in cubic meters



Infineon withdrew 30,522,876 cubic meters of water during the reporting year. Infineon sources water either from its own groundwater wells or from local providers, who supply both drinking and non-drinking water of lesser quality than drinking water. Our water sources are shown in [CHART 24](#).

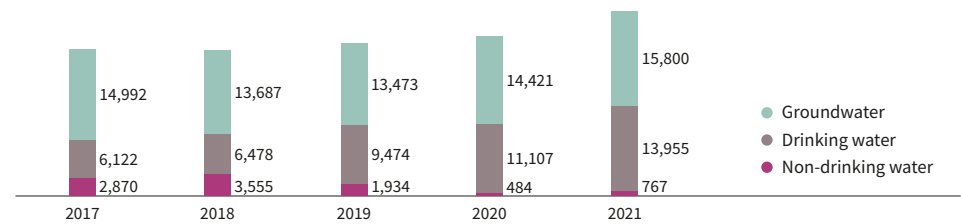
After water has exited the production area, it is either directly or indirectly discharged, depending on its level of purity, the technical conditions and official regulations. The percentage of water discharged is shown in [CHART 25](#).

The WSC has defined water consumption in liters per square centimeter of manufactured wafer as the unit for measuring the efficiency of water use. The Infineon frontend sites consumed approximately 17 percent less water to manufacture a square centimeter wafer in the 2020 calendar year than the global average of the WSC. [CHART 26](#)

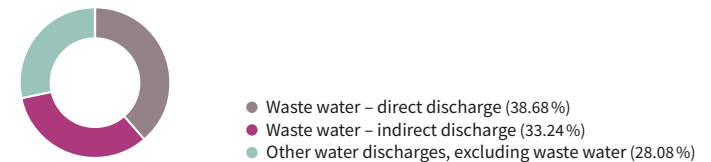
In this reporting year, we carried out an assessment of the potential risks of water stress, using the Aqueduct Water Risk Atlas (with reference to Aqueduct 3.0 data) released by the World Resources Institute. Areas with a high or extremely high risk of water stress can be identified. Our review revealed that only three of our sites are in such areas: Mesa (USA), Temecula (USA) and Tijuana (Mexico). The water withdrawal at these three sites comprises 1.84 percent of our total water withdrawal. These sites only use water provided by local suppliers. To reduce the demand for fresh water, the three sites implement effective water recycling measures using reverse osmosis systems. The water discharge after production (for instance, into municipal sewage plants) for these three sites is 1.07 percent of the total water discharge.

We used the same method of assessment to determine potential future scenarios, with the result that by the end of the 2030 fiscal year other sites might find themselves in areas with water scarcity. In this context, we plan to develop measures within the IMPRES framework in accordance with local circumstances, such as consuming water more efficiently by using it multiple times in the process cycle.

[CHART 24](#) Water withdrawal rounded, in thousand cubic meters



[CHART 25](#) Water discharges



[CHART 26](#) Standardized water consumption per square centimeter manufactured wafer



<sup>1</sup> Frontend sites worldwide.

To improve sustainable water consumption, we promote the exchange of knowledge through a best practice sharing program involving the major production sites and the corporate headquarters Campeon (Germany).

A high priority is given to sustainable water consumption, as well as to our commitment to and communication with our stakeholders. By participating in CDP Water Disclosure, we also inform our stakeholders about how we handle water and about the associated risks and opportunities.

**Waste management**

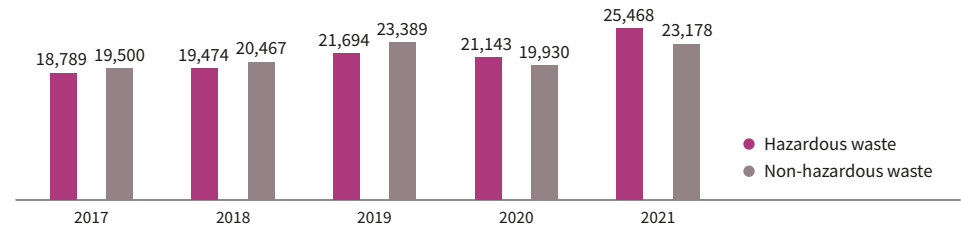
Our sustainable waste management is based on the classification and separation of waste and the use of safe disposal methods. In the 2021 fiscal year, the total amount of waste generated was 48,646 tons, with 23,178 tons classified as non-hazardous and 25,468 tons classified as hazardous. [CHART 27](#) Besides statutory requirements, the greatest impact on the amounts of waste generated and the disposal methods used comes from fluctuating production. In the 2021 fiscal year, 66.03 percent of the non-hazardous waste and 55.20 percent of the hazardous waste was sent to recycling. The percentages of the various waste disposal methods are illustrated in [CHART 28](#).

The WSC has defined the waste generated in grams per square centimeter manufactured wafer as the unit for measuring the efficiency of waste management. Compared to the WSC global average, in the 2020 calendar year our worldwide frontend sites generated approximately 67 percent less waste per square centimeter manufactured wafer. [CHART 29](#)

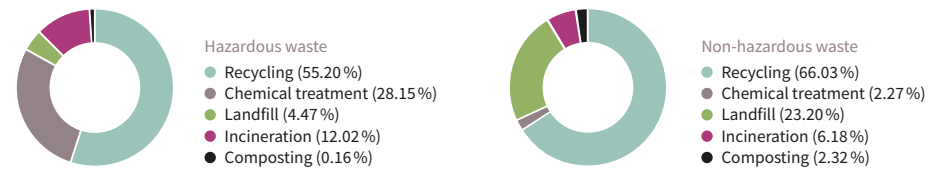
The main aspect of our sustainable waste management is naturally the avoidance of waste. Infineon requires solvents in its manufacturing. After use, these can, if technically and economically feasible, be purified to such an extent by distillation that they can be reused as solvents. On the one hand, this reduces the purchase of new goods and, on the other hand, it reduces the waste generated. In the 2021 fiscal year, 176.38 tons of the solvent propylene glycol methyl ether acetate (PGMEA) was recovered externally by distillation of waste containing PGMEA and reused in manufacturing.

[CHART 27](#) Waste generation

in tons

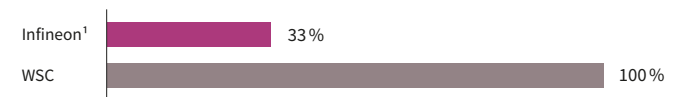


[CHART 28](#) Waste disposal methods for hazardous and non-hazardous waste



[CHART 29](#) Standardized waste generation

per square centimeter manufactured wafer



<sup>1</sup> Frontend sites worldwide.



# Contribution through sustainable products

**Ecologically positive carbon footprint: During their use-phase, Infineon products enable CO<sub>2</sub> emission savings of more than 72 million tons of CO<sub>2</sub> equivalents.**

## Material topics

- › Long-term viability of core business
- › Contribution through sustainable products
- › Responsible manufacturing

## TARGETS

p. 45 ff.

Infineon's climate strategy is based on two pillars. In addition to continuing to reduce its own emissions, Infineon actively contributes to climate protection through its innovative products and solutions. "These are two sides of the same coin. Our products are essential components of the mobility and energy revolution. We feel responsible in equal measure for our company and for reducing our footprint. Driving forward digitalization will help us optimize our resource efficiency", says Constanze Hufenbecher, Chief Digital Transformation Officer of Infineon.

Key to greater sustainability and solving climate-related challenges are new technologies that achieve more using fewer resources and save emissions at the same time. "Making more out of less" is the approach Infineon is taking to help develop better solutions for existing problems and play an active role in shaping a worthwhile future.

"To be successful in the long run, business excellence has to go hand in hand with strong environmental and social performance. With its innovative solutions, Infineon helps to make more out of less and thus actively contributes to address global challenges like climate change", says Dr. Sven Schneider, Chief Financial Officer of Infineon.

We conduct regular analyses of current trends as part of our definition of new products in order to identify sustainable business models. Further information can be found under "Strategic focus" in the "The segments" chapter in the Annual Report 2021. [p. 61 f.](#), [p. 66 f.](#), [p. 71 f.](#) and [p. 76 f. of the Annual Report 2021](#)

Semiconductors from Infineon help generate electricity from renewable energy sources. They also offer increased efficiency at all stages of the value chain in the energy sector: in generation, transmission and in particular in the use of electricity. They form a basis for the intelligent and efficient use of energy: in industrial applications, power supplies for computers and consumer electronics as well as in motor vehicles. Semiconductors and solutions from Infineon make end products more energy-efficient during their lifetime and thus make an essential contribution to improving the environmental footprint.

In industrial applications such as drives or motor control units, for example, products from Infineon improve operational efficiency and thus reduce power losses. Infineon products are also used in technology fields such as LED<sup>1</sup> lamps or induction cookers. Our high-performance products also enable the production of energy from renewable sources using large wind power turbines and photovoltaic systems.

<sup>1</sup> LED: Light-emitting diode.





**The Infineon carbon footprint**

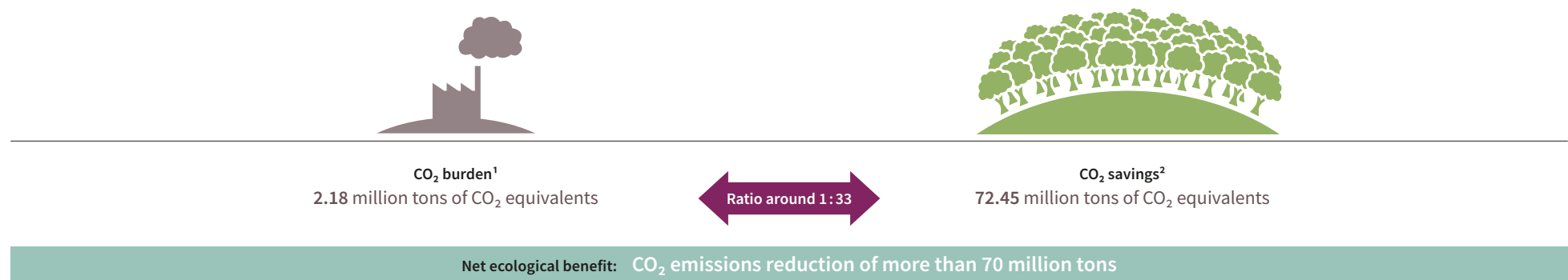
When calculating a carbon footprint, complex processes and a variety of influencing factors need to be considered. Therefore, carbon footprint calculations are subject to certain estimates. We have continued to optimize our approach in order to improve the accuracy of such estimates.

In calculating the Infineon carbon footprint, we have considered the entire manufacturing process in accordance with the GHG Protocol, including all the utilities (raw materials and supplies), as well as internal and external logistics including final distribution to customers. The results of the Infineon carbon footprint calculation

are reported to specifically designated management representatives on a regular basis. In various areas of application (automotive electronics, industrial drives, servers, lighting, photovoltaics, wind energy, cell phone chargers and induction cookers), our products can achieve CO<sub>2</sub> savings during their lifetime of 72.45 million tons of CO<sub>2</sub> equivalents. That corresponds to the average annual electricity consumption of more than 119 million inhabitants in Europe.

Thus, with its products and innovations in combination with efficient production, Infineon achieved an environmental net benefit of more than 70 million tons of CO<sub>2</sub> equivalents. [CHART 30](#)

[CHART 30](#) Infineon carbon footprint



<sup>1</sup> This figure takes into account manufacturing, transportation, own vehicles, travel, raw materials and consumables, chemicals, water/waste water, direct emissions, energy consumption, waste etc. as well as direct and indirect energy-related emissions by manufacturing service providers. It is based on data collected internally and publicly available conversion factors and relates to the 2021 fiscal year.

<sup>2</sup> This figure is based on internally established criteria, which are described in the explanatory notes. The figure relates to the 2020 calendar year and takes into account the following application areas: automotive electronics, lighting (LED), induction cookers, servers, renewable energy (wind, photovoltaics) and cell phone chargers as well as industrial drives. CO<sub>2</sub> savings are calculated based on the potential savings generated by technologies in which semiconductors are used. The CO<sub>2</sub> savings are allocated based on Infineon's market share, semiconductor share and the lifetime of the technologies concerned, based on internal and external experts' estimations. Despite the fact that carbon footprint calculations are subject to imprecision due to the complex issues involved, the results are nevertheless clear.

**Our product example: more energy efficiency and reliability for telecom power supply applications – CoolGaN™ by Infineon**

A powerful state-of-the-art telecommunications infrastructure is essential for further digitalization. To meet the associated requirements, CoolGaN™ for telecom power supply applications offers maximum efficiency and reliability.

The core added value is lower energy consumption and CO<sub>2</sub> emissions in next-generation 4G and 5G telecoms. The power switches based on the wide bandgap material gallium nitride (GaN) offer excellent efficiency and high switching frequencies, leading to a new era in power electronics.

Among other things, the GaN components offer a sustainable lifetime of more than 15 years. However, the CoolGaN™ family is not only suitable for industrial applications, but also for consumer applications such as adapters, chargers, wireless charging and Class D audio amplifiers. Therefore, the benefits of high-performance and energy-efficient technology can be experienced in industry as well as in everyday life.

**Compliance with legal and customer-specific requirements**

The processes involved in manufacturing semiconductors are complex and require a wide variety of special chemicals and materials. At Infineon, we responsibly manage the handling of hazardous substances to safeguard human health and the environment.

Our products meet all the requirements set out in the European chemicals policy REACH [Regulation (EC) 1907/2006 Registration, Evaluation, Authorisation and Restriction of Chemicals].

The use of certain substances defined by the European legislature as hazardous in end products is regulated by two key European directives: firstly, Directive 2000/53/EC on end-of-life vehicles (ELV Directive) and, secondly, Directive 2011/65/EU on the restriction of the use of certain hazardous substances in electrical and electronic equipment (RoHS Directive) in conjunction with Delegated Directive 2015/863/EU.

None of Infineon's products fall within the scope of these directives. However, our customers expect Infineon products to meet legal requirements in their applications. Infineon products comply with the substances restrictions in the aforementioned legal regulations and thus meet customer requirements.

Furthermore, we provide our customers with information on the chemical composition of the materials contained in our products.

Infineon constantly works to develop and implement alternatives for certain materials, such as lead. Thus, for example, as part of the DA5 consortium (DA: Die Attach, five cooperation partners), we are working to find lead-free alternatives for high-temperature solders, which are necessary for specific applications because of their properties.



# Our responsibility along the supply chain

**Our suppliers are obligated to comply with our Supplier Code of Conduct<sup>1</sup>.**

**Material topics**

- › Contribution through sustainable products
- › Responsible manufacturing

**TARGETS**  
p. 45 ff.



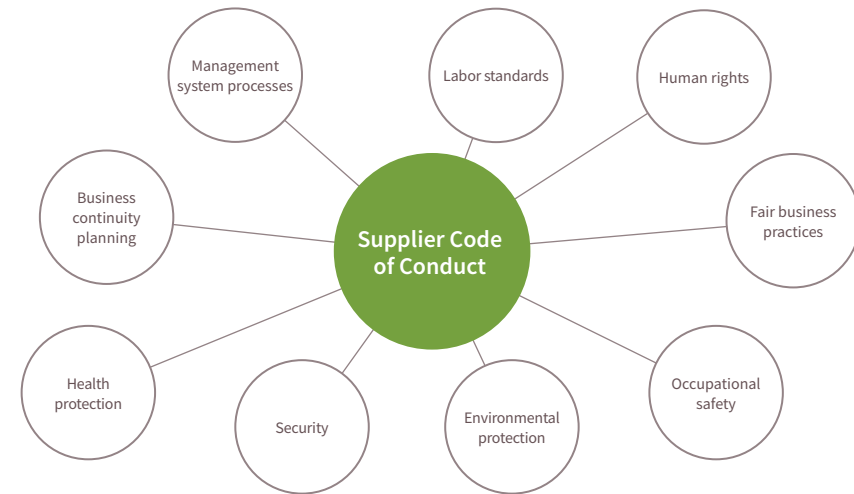
A long-term partnership between Infineon and its suppliers is a core element of our corporate philosophy. As part of this partnership, all our suppliers are managed centrally in a supplier management portal where data is updated as necessary.<sup>2</sup> This system is also used to evaluate suppliers. Compliance with our requirements in the areas of environmental protection, occupational safety and health as well as corporate social responsibility (CSR) is highly relevant when selecting new suppliers and evaluating existing suppliers, as well as for decisions regarding future supplier development.

Our Supplier Code of Conduct is based on internationally recognized guidelines, such as the Principles of the UN Global Compact and the fundamental principles of the International Labour Organization as well as our Business Conduct Guidelines. The requirements described therein cover the topics shown in the Supplier Code of Conduct diagram. **CHART 31** By anchoring sustainability requirements and monitoring measures in the procurement process, we increase the effectiveness of our supplier management, reduce possible risks, create transparency along the supply chain and initiate improvement processes at suppliers.

Our main suppliers are also contractually obliged to uphold our environmental, occupational safety and health as well as CSR commitments. Only suppliers that have committed to our basic principles can enter into a business relationship with us. Our expanded supplier management portal offers our suppliers a central portal for registration and the automated update of relevant information such as compliance,

sustainability, environmental protection, occupational safety, labor standards and social standards. Additionally, this portal allows suppliers to submit updated certifications. We encourage all suppliers to be certified in accordance with international standards.

**CHART 31** Supplier Code of Conduct



<sup>1</sup> Formerly: Principles of Procurement.

<sup>2</sup> Our procurement processes are currently still in the harmonization phase following the acquisition of Cypress and will apply accordingly once the harmonization phase has been completed.

More than 100 new suppliers and new subsidiaries of existing suppliers are categorized every quarter according to their products and services. Depending on this categorization, the supplier receives up to ten questionnaires on various topics in the supplier management portal. The responses received are evaluated by the relevant Infineon specialist departments. The supplier is only approved following a successful evaluation. When necessary, improvement measures are jointly agreed with the supplier. This procedure supports a fast and up-to-date assessment. The annual re-evaluation of selected suppliers serves to determine whether or not corrective measures need to be initiated. Each year, around 400 existing suppliers, representing approximately 75 percent of the procurement volume, are re-evaluated with regard to the topics mentioned.

### **Infineon products without DRC<sup>1</sup> conflict minerals**

The US Dodd-Frank Act (Dodd-Frank Wall Street Reform and Consumer Protection Act) was adopted in July 2010. It contains disclosure and reporting obligations for companies listed on stock exchanges in the USA concerning the utilization of “conflict minerals” that originate from the Democratic Republic of the Congo or its adjoining countries. The term “DRC conflict minerals” applies to tantalum, tin, gold and tungsten, inasmuch as their extraction and/or trade directly or indirectly finances or benefits armed groups in the Democratic Republic of the Congo or adjoining countries. The use of the materials mentioned is essential for the functionality of our products.

Respect for human rights is a matter of course for Infineon. Avoiding conflict minerals in the supply chain means that we are contributing towards the prevention of human rights abuses. Infineon is not listed on US stock exchanges and therefore not legally required to publish a report on conflict minerals. Nevertheless, as a member of the Responsible Minerals Initiative, we uphold our voluntary commitment to responsibility within the supply chain. At the same time, our comprehensive declaration on the use of conflict minerals supports those of our customers who are required to perform due diligence within their supply chains to fulfill their reporting duties in accordance with the requirements of the United States Securities and Exchange Commission (SEC).

Since Infineon does not source these metals directly from mines or smelters, we identify their origin in close cooperation with our direct suppliers. For this purpose, we have introduced a standardized process throughout the organization based on the OECD<sup>2</sup> Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas in order to create the necessary transparency within our supply chain.

Our targets and our requirements of our supply chain are set forth in the Infineon Conflict Minerals Policy and the Supplier Code of Conduct concerning the Responsible Sourcing of Conflict Minerals, which are published on our website.

[www.infineon.com/csr\\_reporting](http://www.infineon.com/csr_reporting)

In the 2021 fiscal year, Infineon identified 100 percent of its potential suppliers of conflict minerals and evaluated them with regard to their use of conflict minerals. Based on the full response of our suppliers and in accordance with the requirements of the OECD guidance, we can duly state that all Infineon products are DRC conflict-free. Moreover, we request that our suppliers continue purchasing only raw materials from smelters that meet the Responsible Minerals Assurance Process requirements or those of an equivalent audit program.

### **Voluntary cobalt assessment for Infineon products**

The Democratic Republic of the Congo has around 50 percent of global cobalt reserves and produces the largest quantity of cobalt in the world. Serious concerns have been raised in several reports about the social and environmental impact of cobalt extraction, including child labor and unsafe working conditions in cobalt mines. As a responsible company, Infineon has therefore, as of the 2020 fiscal year, expanded its activities relating to social and environmental responsibility in the supply chain and voluntarily included cobalt in its due diligence program for the responsible procurement of minerals. We also identified all suppliers of material containing cobalt in the course of our investigation in the 2021 fiscal year and requested them to report cobalt smelters in their supply chain. To ensure transparency, we are making the result of our assessment available to our customers in the form of a Cobalt Declaration (Cobalt Reporting Template).

1 DRC: Democratic Republic of the Congo.

2 OECD: Organisation for Economic Co-operation and Development.



# Corporate citizenship

**Infineon is currently engaged in corporate citizenship activities in 19 countries.**



**TARGETS**

p. 45 ff.

**Material topic**

> Corporate citizenship

Infineon and its employees understand corporate citizenship as a voluntary social contribution to the communities in which we operate. Infineon has defined four areas of activity in the field of corporate citizenship: Environmental Sustainability, Education for Future Generations, Local social Needs and Responding to Natural and Humanitarian Disasters.

These focus areas of engagement are contained in our Corporate Citizenship and Sponsoring Rule. This Rule ensures that our corporate citizenship activities are performed transparently and in line with our ethical principles. We have also appointed a citizenship representative for this topic at all our major sites. The request and approval process in the area of corporate citizenship is also defined in the Corporate Citizenship and Sponsoring Rule, which is binding worldwide. This Rule describes the opportunities for involvement and specifies the role of central functions and of the Management Board as part of the request and approval process.

Infineon supported 153 activities worldwide in the 2021 fiscal year. 6 percent of the donations were local investments in the communities with which we interact, and 94 percent were donations to charitable purposes.

Our corporate citizenship expenditure in the 2021 fiscal year is illustrated in [CHART 32](#).

**CHART 32** Corporate citizenship expenditure 2021<sup>1</sup>

in €



<sup>1</sup> As a result of the coronavirus pandemic, employee volunteering could not take place as planned.

## Examples of the corporate citizenship activities of Infineon in the 2021 fiscal year



### Environmental Sustainability

- › Support for the construction of a solar-powered desalination plant, which produces around 10,000 liters of clean drinking water per day (Kenya)
- › Support for planting cherry trees in Carinthia for the preservation of nature and habitats (Austria)



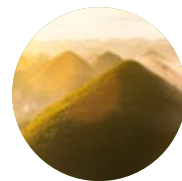
### Education for Future Generations

- › Support for local schools via the donation of laptops to promote the learning environment (Indonesia)
- › Sponsorship of education in STEM subjects (Science, Technology, Engineering and Mathematics) and of robotics competitions (USA)
- › Support for children in need via the donation of laptops for homeschooling during the coronavirus pandemic (Singapore)
- › Support for MINT<sup>1</sup>-Labs Regensburg to promote education for young people in science, technology, engineering and mathematics (Germany)



### Local Social Needs

- › Donation to Asociația Dăruiește Viață for the construction of a national children's hospital to treat cancer, serious illness and trauma (Romania)
- › Donation to Fondazione Città della Speranza for advanced diagnostics in pediatric oncology (Italy)
- › Donation to Community Solutions to support the homeless (USA)
- › Donation to kbo-Kinderzentrum München for the construction of a new center for social pediatrics and developmental rehabilitation (Germany)



### Responding to Natural and Humanitarian Disasters

- › Support for food aid program for the victims of the adverse weather conditions in the state of Texas (USA)
- › Support for the victims of devastating floods (Germany)

<sup>1</sup> MINT: Mathematics, IT, Natural Sciences and Technology.



### Memberships and partnerships

Infineon is involved in numerous industry associations and standardization organizations including for example:

#### Industry associations

- › 5G Alliance for Connected Industries and Automation (5G-ACIA)
- › 5G Automotive Association (5GAA)
- › Advanced Research & Technology for Embedded Intelligent Systems (ARTEMIS-IA)
- › Alliance for Internet of Things Innovation (AIOTI)
- › Association for European NanoElectronics Activities (AENEAS)
- › Association representing the Smart Security Industry (EUROSMART)
- › CAR 2 CAR Communication Consortium (C2C-CC)
- › Charter of Trust
- › China Semiconductor Industry Association (CSIA)
- › Computing Technology Industry Association (CompTIA)
- › European Quantum Industry Consortium (QuIC)
- › European Semiconductor Industry Association (ESIA)
- › European Technology Platform on Smart Systems Integration (EPoSS)
- › Federal Association for Information Technology, Telecommunications and New Media (BITKOM)
- › Federation of Austrian Industries (IV)
- › German Association of the Automotive Industry (VDA)
- › German Electrical and Electronic Manufacturers' Association (ZVEI)
- › Global Semiconductor Alliance (GSA)
- › Groupe Speciale Mobile Association (GSMA)
- › Quantum Technology & Application Consortium (QUTAC)

- › SEMI (formerly: Semiconductor Equipment and Materials International)
- › US Semiconductor Industry Association (SIA)
- › World Semiconductor Council (WSC; organization of regional semiconductor associations)




#### Standardization organizations

- › Automotive Industry Action Group (AIAG)
- › AUTomotive Open System ARchitecture (AUTOSAR)
- › Bluetooth Special Interest Group (Bluetooth SIG)
- › Connectivity Standards Alliance (CSA)
- › European Telecommunications Standards Institute (ETSI)
- › German Commission for Electrical, Electronic & Information Technologies of DIN and VDE (DKE)
- › German Institute for Standardization (DIN)
- › Global Standards for the Microelectronics Industry (JEDEC)
- › International Electrotechnical Commission (IEC)
- › International Organization for Standardization (ISO)
- › Mobile Industry Processor Interface Alliance (MIPI)
- › Near Field Communication Forum (NFC Forum)
- › Trusted Computing Group (TCG)
- › Universal Serial Bus Implementers Forum (USB-IF)








#### Others



- › European Cyber Security Organisation (ECSO)
- › Platform Industrial Internet
- › Responsible Minerals Initiative (RMI)
- › United Nations Global Compact

# Our sustainability targets







Targets for the 2021 fiscal year	Status	Description
<p> <b>Overall goals</b></p> <p>Aim to complete in the 2021 fiscal year the harmonization of processes and definitions required for the consolidation, so that the non-financial data from Cypress will be incorporated into the Sustainability Report 2021.</p> <p>In addition to financial targets, ESG targets relating to climate protection and diversity will help determine the variable remuneration element of the Management Board’s compensation under a new scheme designed by the Supervisory Board. Implement this in the near future in the current Management Board members’ employment contracts once it has been approved at the Annual General Meeting. Request an external independent “reasonable assurance engagement” of these ESG targets in the next few fiscal years.</p>	<p>●</p> <p>●</p>	<p>The consolidation was successfully completed, with the result that the non-financial data relating to Cypress has been incorporated into the Sustainability Report 2021.</p> <p>At the Annual General Meeting in February 2021, the new compensation system (including the ESG targets) was approved. The service contracts of the Management Board members in office were revised accordingly. Whereas most of the compensation-related changes are effective from 1 October 2021 and therefore apply to the 2022 fiscal year, the new ESG targets already apply with respect to the 2021 fiscal year. The ESG targets were the subject of an external reasonable assurance audit.</p>
<p> <b>Business ethics</b></p> <p>Establish a unified compliance organization, appoint compliance officers and implement the Infineon Compliance Management System at the locations formerly operated by Cypress.</p>	<p>①</p>	<p>In the 2021 fiscal year, a unified compliance organization was established, with the appointment of compliance representatives at the sites formerly operated by Cypress. At those sites, these appointed contacts are responsible for the implementation of the Compliance Management System.</p>
<p> <b>Human rights</b></p> <p>Continue to develop a methodology for a due diligence review of the global supply chain to ensure human rights are respected, by categorizing in terms of potential country risks.</p>	<p>●</p>	<p>Infineon continued to develop its methodology for conducting a due diligence review in the reporting year. Various aspects were identified to enhance sustainability in the supply chain. The results will be incorporated into a supply chain project that spans a number of functions.</p>



● Target achieved    ① In progress    ○ Target not yet achieved

Targets for the 2021 fiscal year	Status	Description
<p> <b>Human resources management</b></p> <p>In the long term, we want the proportion of women in management positions to reach 20 percent. With the development of division-specific targets and measures, which are regularly reviewed by the relevant management groups or by the Management Board, this target should be achieved. Another measure is to increase the visibility of talented women within the Group.</p> <p>The existing global target of 80 percent overall employee satisfaction remains unchanged for the time being. The measures we are adopting to achieve this target include continuing to develop leadership skills and ensuring balanced workloads.</p> <p>At least 90 percent of all our managers (from Senior Manager<sup>1</sup> level with five or more direct employees) will conduct a leadership dialog with their employees within two years. The leadership dialogs provide managers with structured feedback from their employees. This makes it possible for them to reflect on their own management behavior, to recognize their strengths and identify potential improvements. This improves collaboration both with and within the team. The measures for achieving this target include regular monitoring of the completion of leadership dialogs and the training of internal or external moderators for the leadership dialogs.</p>	<p></p> <p></p> <p></p>	<p>In the 2021 fiscal year, the proportion of women at middle and senior management levels remained stable at 16 percent and is therefore an important step towards achieving our long-term target.</p> <p>In the 2021 fiscal year, we achieved the global target we had set ourselves, with 83 percent of employees agreeing with the statements “I would recommend Infineon as a great place to work“ and “How happy are you working at Infineon?“ in our engagement pulse check. This survey of employees is conducted twice a year using the People Success Platform GLINT.</p> <p>In the course of the leadership dialogs, managers receive structured feedback from their employees. This enables them to reflect on their own management behavior, recognize their strengths and identify potential improvements, thereby improving collaboration with and within the team. As a result of the ongoing exceptional situation caused by the coronavirus pandemic, some dialogs were conducted virtually, while others were postponed. Currently, around 75.7 percent<sup>2</sup> of managers (previous year: 72.0 percent) have conducted their leadership dialogs.</p>
<p> <b>Protection of our employees</b></p> <p>Integrate the three main locations formerly operated by Cypress into the behavior-based safety program by introducing the seven Golden Rules of Safety, and implement this program at regular occupational safety training sessions at these locations.</p> <p>Continue the behavior-based safety program by implementing a defined focus area at the main production sites and the corporate headquarters Campeon (Germany).</p>	<p></p> <p></p>	<p>The three main locations formerly operated by Cypress were integrated into the regular cycle of meetings. However, as a result of the occurrence of infection in the 2021 fiscal year, the focus was on the introduction and observance of protective measures against the coronavirus.</p> <p>During the coronavirus pandemic, our activities concentrated on protecting our employees. Here, we operated in accordance with our seven Golden Rules of Safety: for example, we procured protective masks to reduce the risk of infection and organized special training sessions for our employees to make them aware of the principal ground rules concerning the prevention of infection.</p>




 Target achieved    In progress    Target not yet achieved

1 Based on job titles in September 2020, now Director level.  
2 Excluding Cypress.

Targets for the 2021 fiscal year	Status	Description
 Environmental sustainability and climate protection		
<b>Carbon neutrality</b>		
Infineon has set itself the target of becoming carbon-neutral by the end of the 2030 fiscal year in terms of scope 1 and scope 2 emissions defined by the Greenhouse Gas Protocol. By the end of the 2025 fiscal year, emissions should already be reduced by 70 percent compared with the 2019 <sup>1</sup> calendar year.		By the end of the 2021 fiscal year, our emissions were already 14.2 percent lower than the emissions in the base year 2019.
<b>Energy management</b>		
Implement projects and measures in the 2021 fiscal year to increase energy efficiency, giving total annual potential energy savings of 20 gigawatt hours. The implementation of site-specific measures in the area of infrastructure and manufacturing will support the achievement of this target.		In the 2021 fiscal year, we implemented measures which generated energy savings of more than 38 gigawatt hours.
<b>Greenhouse gas emissions</b>		
Install additional PFC abatement systems to achieve additive abatement of at least 30,000 tons of CO <sub>2</sub> equivalents.		The target was reached through the installation of additional PFC abatement systems, which achieved additive reductions of more than 37,000 tons of CO <sub>2</sub> equivalents.
<b>Water management</b>		
Due to the increasing complexity of our products, the use of water in manufacturing increases too. Regardless of this growing product complexity, our aim is to keep our water consumption under 8.5 liters per square centimeter manufactured wafer. The measures for achieving this target include regularly occurring exchange between the sites for identification and realization of potential improvements.		Our specific water consumption was below 8.5 liters per square centimeter manufactured wafer.
<b>Waste management</b>		
Regardless of growing product complexity, our aim is to keep the specific waste generation below 27.5 grams per square centimeter manufactured wafer. The typically increasing complexity of our products requires an increase in the use of raw materials and supplies. This also means an increase in the amount of waste generated. Therefore, this target is a challenge and a practical reference unit for the effectiveness of our measures aimed at waste reduction. This target is to be achieved in particular through regularly occurring exchange between the sites for identification and implementation of potential improvements.		Our specific waste generation was below 27.5 grams per square centimeter manufactured wafer.

 Target achieved
  In progress
  Target not yet achieved

1 In line with our carbon neutrality goal, with the 2019 calendar year as the base year, the relevant data of Cypress are included.

Targets for the 2021 fiscal year	Status	Description
<p> <b>Contribution through sustainable products</b></p> <p>Integrate the main locations formerly operated by Cypress into the Infineon carbon footprint.</p> <hr/> <p>Save at least 50 million tons of CO<sub>2</sub> equivalents through our products during the use-phase of the application.</p>	<p>●</p> <p>●</p>	<p>The main locations formerly operated by Cypress were integrated into the Infineon carbon footprint calculation.</p> <hr/> <p>Savings of 72.45 million tons of CO<sub>2</sub> equivalents through our products during the use-phase of the application.</p>
<p> <b>Our responsibility along the supply chain</b></p> <p>Maintain a DRC conflict-free supply chain and conduct re-evaluation of the use of conflict minerals for 100 percent of the relevant suppliers. Here, the dynamic development of the product portfolio and the resulting modification in the supplier topology, as well as the increase in customer-specific requirements, present a significant challenge.</p> <hr/> <p>Conduct a due diligence assessment of suppliers of products containing cobalt to create transparency in the supply chain regarding the origin of cobalt and publish the results in the form of a Cobalt Reporting Template (CRT).</p> <hr/> <p>Revise our Principles of Procurement<sup>1</sup> in the 2021 fiscal year, especially regarding human rights and environmental protection, and publish them on the Infineon website.</p>	<p>●</p> <p>●</p> <p>●</p>	<p>In the 2021 fiscal year, an evaluation was conducted of 100 percent of suppliers of conflict minerals with regard to the origin and use of conflict minerals. This indicated that once again we have maintained a DRC conflict-free supply chain. We make the results of our evaluation available to our customers in the form of a Conflict Minerals Reporting Template (CMRT).</p> <hr/> <p>In the 2021 fiscal year, a due diligence assessment was conducted of 100 percent of suppliers of products containing cobalt with regard to the origin and use of products containing cobalt. We make the results of our evaluation available to our customers in the form of a Cobalt Reporting Template (CRT).</p> <hr/> <p>Our Supplier Code of Conduct (formerly: Principles of Procurement) was revised with specific reference inter alia to human rights, environmental protection, conflict minerals and diversity. The Supplier Code of Conduct has been published on the Infineon website at:  <a href="http://www.infineon.com/csr_reporting">www.infineon.com/csr_reporting</a></p>
<p> <b>Corporate citizenship</b></p> <p>Implement the relevant activities conducted by Cypress in the Infineon corporate citizenship program by establishing the necessary corporate citizenship representatives and including them in existing cycles of training and meetings.</p>	<p>●</p>	<p>Successful implementation of the relevant activities conducted by Cypress in the Infineon corporate citizenship program by appointing the necessary corporate citizenship representatives and including them in existing cycles of training and meetings.</p>

● Target achieved    ● In progress    ○ Target not yet achieved

<sup>1</sup> Document revised and renamed in the 2021 fiscal year.

Targets for the 2022 fiscal year	
	<p><b>Overall goals</b></p> <p>Set ambitious climate protection and diversity goals as part of the compensation system for the Management Board for the 2022 fiscal year.</p> <hr/> <p>Incorporate the main sites formerly operated by Cypress into the integrated management system IMPRES by the end of the 2024 fiscal year by conducting internal systems audits at the main sites in the 2022 calendar year and obtaining external certification of the sites in the 2023 calendar year.</p>
	<p><b>Business ethics</b></p> <p>Adapt and continue to optimize the Compliance Management System, especially by recording, evaluating and implementing regulatory requirements such as those set out in current and proposed legislation (for instance, the EU Whistleblowing Directive).</p>
	<p><b>Human rights</b></p> <p>Continue to develop a risk-based approach in the area of sustainability in supply chain management, by setting up a supply chain project spanning the various functions.</p>
	<p><b>Human resources management</b></p> <p>In the long term, we want the proportion of women in management positions to reach 20 percent. With the development of division-specific targets and measures, which are regularly reviewed by the relevant management groups or by the Management Board, this target should be achieved. Another measure is to increase the visibility of talented women within the Group.</p> <hr/> <p>The existing global target of 80 percent overall employee satisfaction remains unchanged for the time being. The measures we are adopting to achieve this target include continuing to develop leadership skills and ensuring balanced workloads.</p> <hr/> <p>At least 90 percent of all our managers (from Director level with five or more direct employees) will conduct a leadership dialog with their employees within two years. The leadership dialogs provide managers with structured feedback from their employees. This makes it possible for them to reflect on their own management behavior, recognize their strengths and identify potential improvements. This improves collaboration both with and within the team. The measures for achieving this target include regular monitoring of the completion of leadership dialogs and the training of internal or external moderators for the leadership dialogs.</p>
	<p><b>Protection of our employees</b></p> <p>Integrate the three main locations formerly operated by Cypress into the behavior-based safety program by introducing the seven Golden Rules of Safety and implement this program at regular occupational safety training sessions at these locations.</p>



Targets for the 2022 fiscal year



Environmental sustainability and climate protection

**Carbon neutrality**

Infineon has set itself the target of becoming carbon-neutral by the end of the 2030 fiscal year in terms of scope 1 and scope 2 emissions defined by the GHG Protocol. By the end of the 2025 fiscal year, emissions should already be reduced by 70 percent compared with the 2019<sup>1</sup> calendar year.

**Energy management**

Implement projects and measures in the 2022 fiscal year to increase energy efficiency, giving total annual potential energy savings of 20 gigawatt hours. The implementation of site-specific measures in the area of infrastructure and manufacturing will support the achievement of this target.

**Greenhouse gas emissions**

Implement measures that will generate total emission savings of 50,000 tons of CO<sub>2</sub> equivalents by the end of the 2024 fiscal year.




**Water management**

Due to the increasing complexity of our products, the use of water in manufacturing increases too. Regardless of this growing product complexity, our aim is to keep our specific water consumption below 8.5 liters per square centimeter manufactured wafer. This is a long-term goal that is in accordance with our sustainability strategy. One of the measures for achieving this target is regular communication between the main sites so that potential improvements can be identified and implemented.

**Waste management**

Regardless of growing product complexity, our aim is to keep specific waste generation below 27.5 grams per square centimeter manufactured wafer. This is a long-term goal that is in accordance with our sustainability strategy. The typically increasing complexity of our products requires an increase in the use of raw materials and supplies. This also means an increase in the amount of waste generated. Therefore, this target is a challenge and a practical reference unit for the effectiveness of our waste reduction measures. This target should be reached in particular through regular communication between the sites so that potential improvements can be identified and implemented.

<sup>1</sup> In line with our carbon neutrality goal, with the 2019 calendar year as the base year, the relevant data of Cypress are included.

Targets for the 2022 fiscal year	
 <b>Contribution through sustainable products</b>	Update the calculation of the Infineon carbon footprint, considering all the segments.
 <b>Our responsibility along the supply chain</b>	Maintain a DRC conflict-free supply chain and conduct another evaluation of the use of conflict minerals for 100 percent of the relevant suppliers. Here, the dynamic development of the product portfolio and the resulting modification in the supplier topology, as well as the increase in customer-specific requirements, present a significant challenge.  Conduct a due diligence assessment for 100 percent of suppliers of products containing cobalt to create transparency in the supply chain regarding the origin of cobalt and publish the results in the form of a Cobalt Declaration.
 <b>Corporate citizenship</b>	Evaluate our current reporting and management platform to make it more user-friendly and to improve the efficiency of the process by assessing internal requirements and possible external solutions.