



# dbAccess Global ESG Conference

1 March 2022

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Head of Corporate Sustainability and Business Continuity Planning



## Infineon is continuously balancing social, ecological and economic aspects in its decision-making

- Infineon joined the **UN Global Compact** in 2004 and voluntarily committed to the Ten Principles
- We support the **UN Sustainable Development Goals** (SDGs)
- We are implementing the **UN Guiding principles on Business and Human Rights** in our activities
- We are disclosing our performance in our Sustainability Report, prepared in accordance with the „**GRI<sup>1</sup> Standards**“

## CSR at Infineon comprises our voluntary commitment in the areas of:



Business  
Ethics



Human Rights



Human Resources  
Management



Occupational  
Safety and  
Health



Environmental  
Sustainability  
and Climate  
Protection












CSR Supply Chain  
Management



Corporate  
Citizenship

<sup>1</sup> Global Reporting Initiative

# External recognitions confirm our engagement in contributing to a sustainable society

|                                                                                     |                                                                      | Rating/Score                                                | Scale      | Date    |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------|------------|---------|
|    | MSCI ESG                                                             | AA                                                          | CCC to AAA | 02/2021 |
|    | CDP                                                                  | B climate scoring<br>B water scoring                        | F to A     | 12/2021 |
|    | Ecovadis                                                             | 99th percentile "Platinum" award                            | 0 to 100   | 02/2022 |
|    | Dow Jones Sustainability Index                                       | 83 Dow Jones Sustainability™ World and Europe Index listing | 0 to 100   | 11/2021 |
|    | Ethibel Sustainability Index<br>Excelence Europe"                    | Index member                                                | -          | 05/2020 |
|    | ISS ESG Corporate Rating                                             | B-<br>Prime Status                                          | D- to A+   | 01/2021 |
|  | FTSE4Good Index                                                      | Index member                                                | -          | 06/2021 |
|  | Euronext Vigeo Eurozone 120 Index<br>Euronext Vigeo Europe 120 Index | Indices member                                              | -          | 05/2021 |
|   | Sustainalytics                                                       | Top ESG performer                                           | -          | 01/2022 |

# Examples of how corporate social responsibility is recognized outside of Infineon

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## **Bosch Global Supplier Award**

For the first time, Bosch honored suppliers in the sustainability category out of around 23,000 worldwide. The award to Infineon is based on the company's long-standing voluntary carbon reduction activities in production and its comprehensive corporate strategy with ambitious sustainability targets.

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## **Money4Change-Impact Award**

The Money4Change-Impact Award, initiated by management consultancy Mercer and the magazine "Institutional Money," recognizes strategies, processes, or solutions that contribute to the UN Sustainable Development Goals. Infineon Austria won in the Corporate category.

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## **Top 100 Bay Area Corporate Philanthropists**

The business journal "San Francisco Business Times" recognizes Infineon Americas as one of the Top 100 Bay Area Corporate Philanthropists 2021 with its Corporate Philanthropy Awards & Summit

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## **Best Charity Practice Award & Best Charity Project Award**

At the tenth China Charity Festival, Infineon is presented with the Best Charity Practice Award and the Best Charity Project Award. One of the award-winning projects involves working together with the Shanghai Rende Foundation, aiming to teach children in communities and schools about science and technology.

# Green energy and energy-efficient products are key ingredients to deal with climate change

## Our mission



We make life easier



We make life safer



We make life greener

## Global megatrends drive energy demand and underline the increasing importance of microelectronics ...

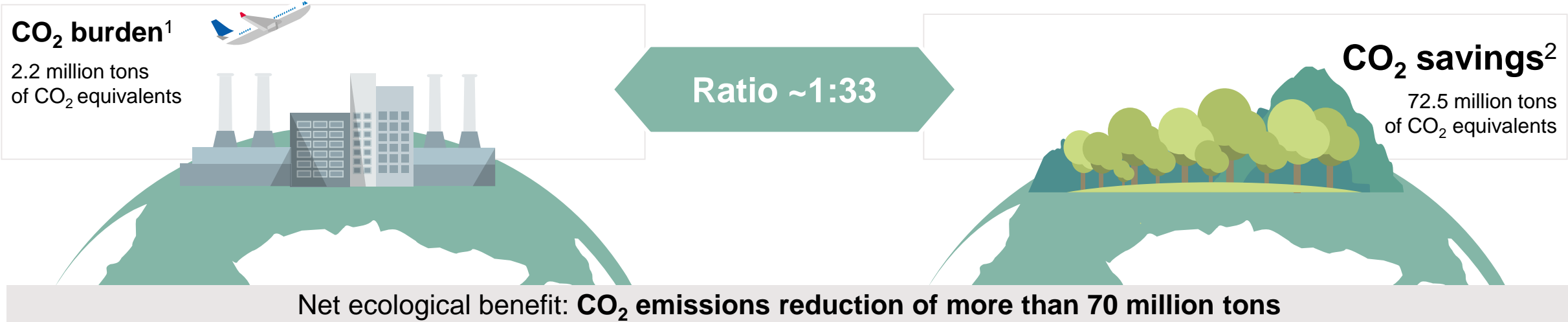


## ... triggering superior growth in the markets successfully addressed by Infineon

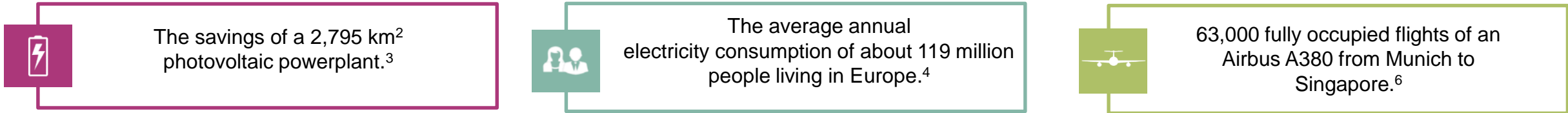
### Electrification & Digitalization



# Our products and innovations together with an efficient production are key elements to create a greener future



## Our net ecologic CO<sub>2</sub> benefit is equal to...



1 | 2 | 3 | 4 | 5 For explanatory notes see “ESG footnotes” in the appendix.  
Note: Compared to the last fiscal year, the increase in CO<sub>2</sub> burden can be mainly explained by the inclusion of the data from Cypress

# High-growth applications offer further additional CO<sub>2</sub> savings potential

In CY20:

**Wind energy:** Annual installation capacity increased over 80%<sup>1</sup>



**PV energy:** Annual installation capacity increase of ~15%<sup>2</sup>



**Drives:** Increasing penetration of more efficient drives<sup>3</sup>



**EVs:** Increased sales contributed to an average fleet emission reduction of 14 g/km in Europe<sup>4</sup>



Net ecological benefit increases over time

<sup>1</sup> Wood Mackenzie: *Global Wind Power Market Outlook, Q2 2021*. June 2021 | <sup>2</sup> Based on or includes content supplied by IHS Markit Climate and Sustainability Group: *PV Installations Tracker, Q2 2021*. June 2021

<sup>3</sup> Based on or includes research from Omdia: *Industrial Motor Control Sourcebook 2020*. December 2020 | <sup>4</sup> CO<sub>2</sub> emissions from new passenger cars in Europe: Car manufacturers' performance in 2020 - 08/2021

# Infineon ranks among the 10 percent most sustainable companies in the world<sup>1</sup>



- › We support the environmental Sustainable Development Goals by implementing measures that contribute to achieve the goals of the Agenda 2030



- › At our main manufacturing sites we have implemented the systematic of the energy management standards **ISO 50001** for the ongoing identification of savings potentials and for the implementation of respective measures to enable those
- › We have dedicated teams for energy/ emission reduction implemented within our global carbon neutrality program

<sup>1</sup> | Based on the results of The Sustainability Yearbook 2020 by S&P Global in cooperation with RobecoSam

# In terms of environmental sustainability, we excel in resource efficiency today

In the 2020 calendar year, we used resources in our production processes much **more efficiently** than the global average of the semiconductor industry<sup>1)</sup>:



**44%** **less electricity consumed**

per square centimeter  
manufactured wafer



**17%** **less water consumed**

per square centimeter  
manufactured wafer



**67%** **less waste generated**

per square centimeter  
manufactured wafer

<sup>1</sup> Basis for the calculations is the resource consumption per square centimeter manufactured wafer in our frontend production sites according to WSC (World Semiconductor Council) definition.

# Monitoring the environmental impact of our activities and disclosing it transparently is a priority for us

## Our CO<sub>2</sub> emissions are transparent, verified, and disclosed as part of the CDP

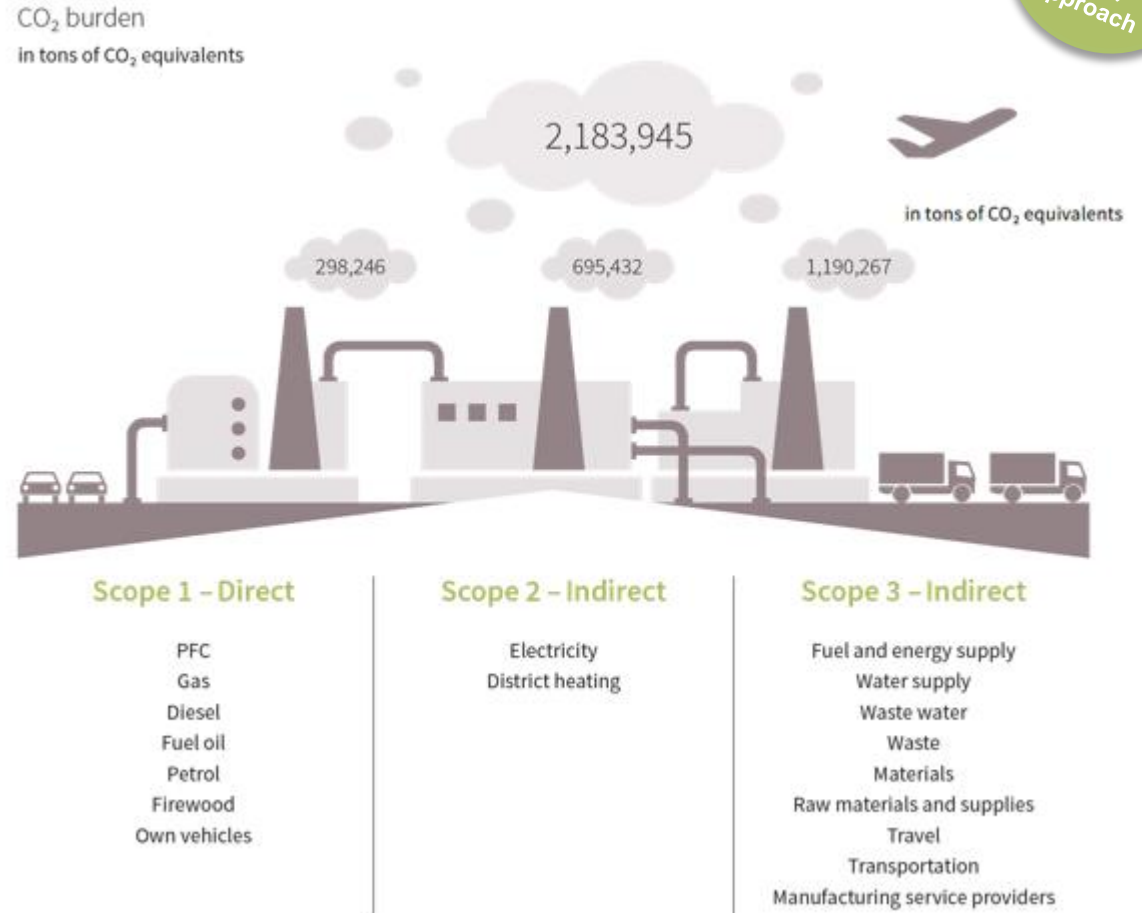
Life-cycle analysis (LCA) approach

Emission disclosure:

- › CDP (former Carbon Disclosure Project)
- › Sustainability Report

In the calculation of our **carbon footprint**, we have considered:

- › The manufacturing process, including all of the utilities (raw materials and supplies)
- › Internal and external logistics, including final distribution to customers



All figures as of 30 Sept 2021

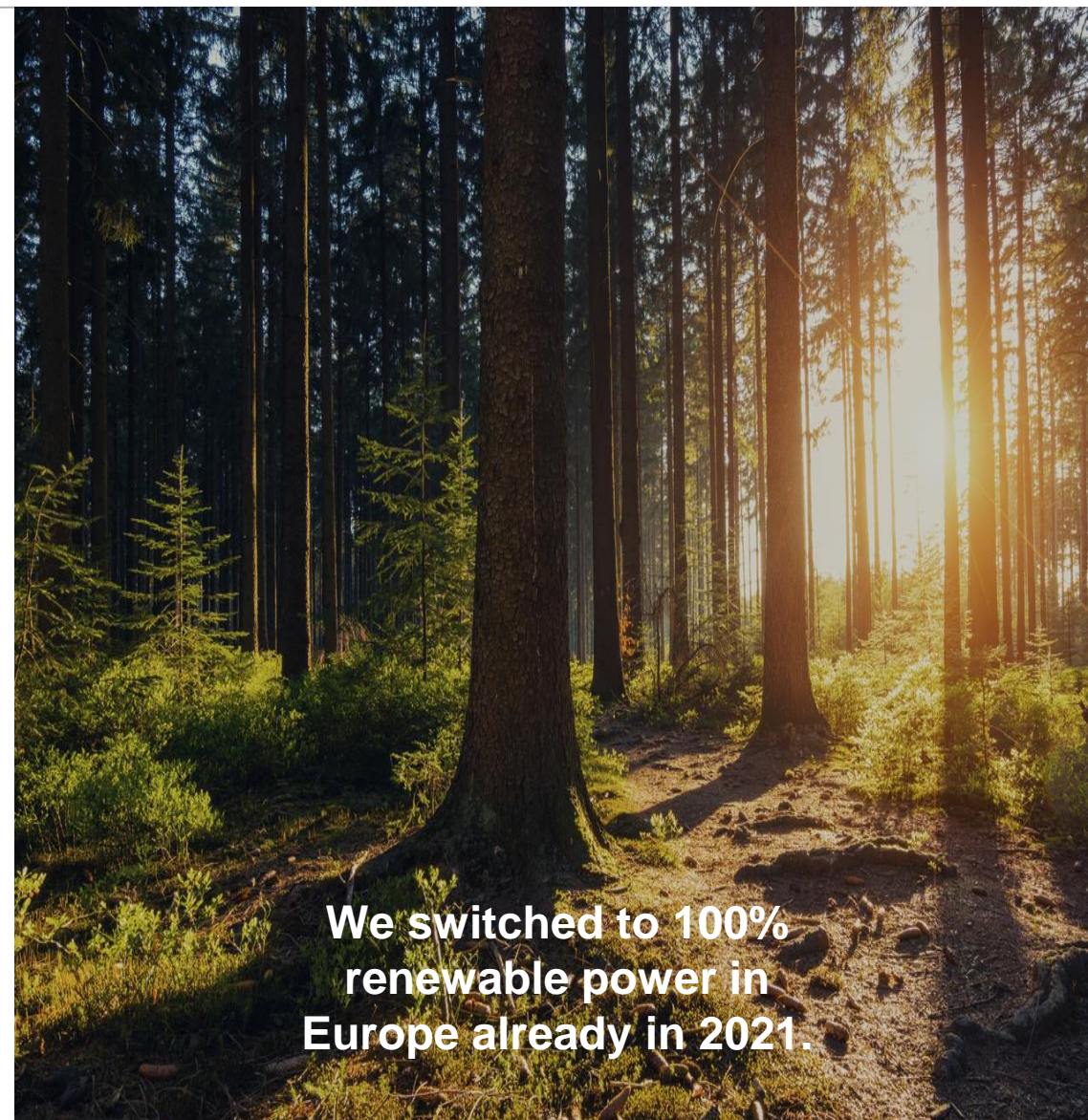
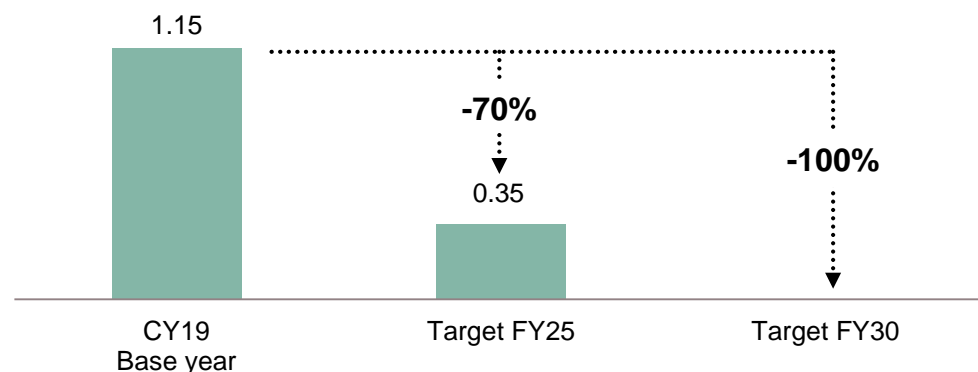
# Infineon will become carbon-neutral by 2030

## 70% CO<sub>2</sub> emissions reduction target in 2025 (Scope 1 and 2 emissions)

1. Avoiding direct emissions and further reducing energy consumption
2. Purchasing green electricity with guarantees of origin for unavoidable emissions
3. Compensate the smallest part by certificates that combine development support and CO<sub>2</sub> abatement

## Infineon's CO<sub>2</sub> target by 2025 and 2030 (Scope 1 and 2 )

Net CO<sub>2</sub> emissions in million tons of CO<sub>2</sub> equivalents



# In order to become carbon neutral by 2030, reducing perfluorinated compounds (PFCs)<sup>1</sup> is one key element

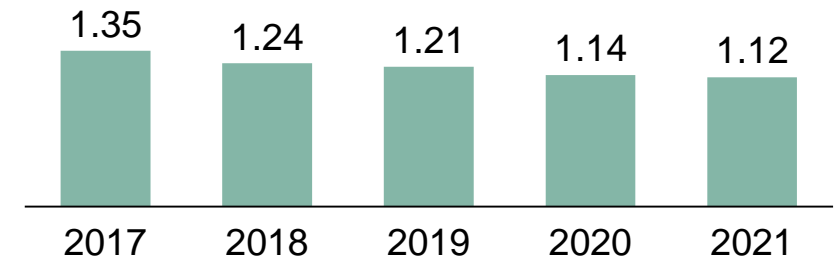
## Perfluorinated compounds (PFCs)

- › During wafer-etching processes to structure wafers and for cleaning equipment, semiconductor companies use PFCs
- › The increasing complexity of products has led to a rise in demand
- › We mitigate this by using more efficient manufacturing techniques and intelligent abatement methods
- › Our PFC exhaust air abatement avoids around three quarters of our potential direct scope 1 emissions (682,500 tons of CO<sub>2</sub> per year)
- › Where possible, we use alternative gases with higher utilization rates and lower global warming potential

## The use of PFCs is continuously reduced

- › We report a Normalized Emission Rate (NER) which normalizes the emissions per manufactured wafer surface as defined by WSC.
- › WSC has set objective to achieve an average NER of 2.2 tons of CO<sub>2</sub> per square meter by 2020. With 1.12 we have once again achieved this target this fiscal year.

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



<sup>1</sup> | Namely perfluorinated and polyfluorinated carbon compounds, sulfur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>). Semiconductor industry uses PFC for dry etching processes to structure wafers as well as for cleaning production equipment.

# Infineon established a global management system in order to ensure efficient resources management



- › **Infineon Integrated Management Program for Environment, Energy, Safety and Health (IMPRES)** is an internally developed management system which aims to fulfill the legal requirements and ensure:

- Efficient resources management
- High safety and health standards
- Environmental protection
- Efficient energy management

- › It is structured and certified in accordance to:



**ISO 14001<sup>1</sup>**



**ISO 45001<sup>1</sup>**



**ISO 50001<sup>2</sup>**

- › It regulates the following activities:

- Identification, assessment and minimization of potential hazards
- Determination of the essential aspects in ESH&E<sup>3</sup>
- Establishment and prioritization of ESH&E objectives
- Establishment of ESH&E programs at site-level to convert related objectives into targets
- Conduction of internal audits and implementation of corrective procedures
- Adaptation to changing conditions, circumstances and innovations as well as continuous improvements of the ESH&E management system.

<sup>1</sup> Since 2005 Infineon has a worldwide certification at all major manufacturing sites and corporate headquarters.

<sup>2</sup> Since 2012 Infineon is certified at the largest European manufacturing sites and corporate headquarters

<sup>3</sup> Environment, Safety, Health & Energy

# As a company, the prevention of health and safety risks for our employees has always been a top priority

## Our approach to ensuring a safe working environment is preventative

- › Occupational Safety and Health Management System has been certified in accordance with **ISO 45001**
- › Workplace-related risk assessments carried out worldwide
- › 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
- › Behavior-based safety program
- › Regular occupational safety audits
- › Regular safety training sessions and evacuation drills

**28,000** hours in training for our specialized experts worldwide in the areas of occupational safety and health as well as in fire prevention

<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



# Water management is a crucial element to ensure sustainable use of resources and safeguard business continuity

## Water Strategy

We strive to improve water efficiency and to use water in a sustainable way. Therefore, we take several actions to increase our water recycling rate. For example, cooling water can be used afterwards to produce ultrapure water for manufacturing that can again be used afterwards for other purposes like washing processes.

## We manage our water risks

Our risk analysis showed that our manufacturing sites in Mesa (USA), Temecula (USA) and Tijuana (Mexico) are located in high or extremely high risk of water stress. In order to reduce the demand for fresh water, the 3 sites implement effective water recycling measures using reverse osmosis systems.

## We use our resources in a sustainable way

We use water for cooling purposes in our manufacturing sites in order to avoid the use of electricity for that purpose. This allowed us to reduce our electricity consumption and therefore our scope 2 emissions. The used water is returned back to nature with equal or better quality than before.

## We take actions to our goals

In 2021, we supported the construction of a solar-powered desalination plant in Kenya that will produce around 10,000 L of clean drinking water a day (Sustainable Development Goal 6).

## We achieve our targets

Every year we achieve our long-term target of keeping our specific water consumption below 8.5 L per cm<sup>2</sup> manufactured wafer.

# Managing waste in a sustainable way to minimize our environmental impact

The manufacture of semiconductors requires the use of chemicals, which we handle with a great sense of responsibility. We commit to our responsibility in the supply chain by concentrating on the procurement of environmentally friendly materials for the manufacture of our products.

## Waste management strategy

- › Avoiding waste is the most important aspect of sustainable waste management
- › We use safe disposal methods for waste based on the separation and classification of waste
- › Our objective is to ensure our waste is disposed properly and efficiently by professional waste disposal companies
- › Infineon prefers recovery methods over landfill disposal - recycling is the most ecologically sound option
- › Infineon requires solvents in its manufacturing - if technically and economically feasible, they are purified by distillation so that they can be reused as solvent



## Our commitment is successful



In 2021, 66 % of the non-hazardous waste and 55 % of the hazardous waste was sent to recycling



In 2021, 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



Every year we achieve our long-term target of keeping our specific waste generation below 27.5 g per cm<sup>2</sup> manufactured wafer

# Human Resources Management focuses on social sustainability

Only contented and successful employees will ensure high performance in the long run. This conviction characterizes all our employee development measures as well as measures for attracting new employees.

## We focus on:

- › Development of employees and managers
- › Promoting talent
- › Encouraging diversity
- › Health management
- › Qualifications and trainings
- › Fringe benefits and compensation
- › Work-life balance



# As part of our corporate culture, we promote fair working conditions and respect for human rights

## Standards and principles

- › Compliance with internationally proclaimed human rights and labor standards
- › We support and respect international standards and principles, e.g.:
  - › **International Bill of Human Rights** and its **Universal Declaration of Human Rights**
  - › Fundamental Principles of the **International Labour Organization (ILO)**
  - › **UN Global Compact** and the **UN Guiding Principles on Business and Human Rights**
- › All of these apply to internal cooperation as well as external relationships

## Our operations and our supply chain

-  For fair compensation
-  For diversity
-  For the right to personal dignity and privacy
-  For labor rights
-  No forced / prison labor
-  No child labor
-  No discrimination and harassment
-  No bonded labor

# We are committed to the UN Charter of 'Human Rights' and reporting on them



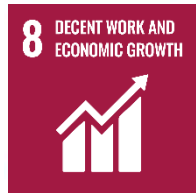
*Ensure healthy lives and promote well-being for all at all ages*

Training and continuing education in the area of environmental protection, occupational safety and health are available to employees including specialized experts. Infineon also offers projects in the area of ergonomics and health measures.



*Achieve gender equality*

No one should be personally attacked, discriminated against, harassed or excluded because of their gender, age, ethnic origin or nationality, physical or mental ability, religion or ideology, or sexual orientation and identity. Our Business Conduct Guidelines reflect this. We take decisive action against every form of discrimination, sexual harassment, physical violence, coercion or verbal abuse. Employment of women and equal opportunity for women in taking on management roles is an integral part of Infineon's Diversity & Inclusion policy and programs



*Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*

We respect and promote the fundamental principles defined by the International Labour Organization (ILO) conventions in our daily actions. Infineon also supports special activities that promote decent work opportunities for everyone. These include programs for the integration of refugees and asylum seekers.



*Promote just, peaceful and inclusive societies*

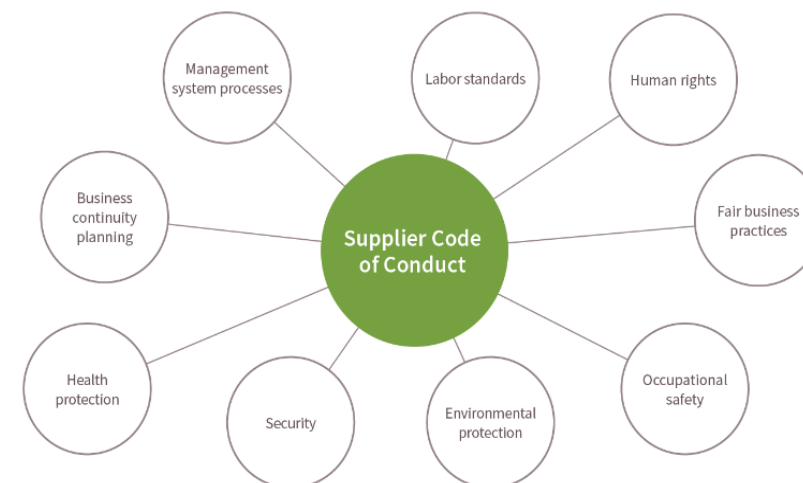
We promote a peaceful and equal society by complying with international standards and principles, such as the International Bill of Human Rights and the Principles of the UN Global Compact. We do not tolerate child labor and, with the Infineon Technologies Slavery and Human Trafficking Statement, we underline, for example, our complete rejection of any form of human trafficking or slavery. Our Business Conduct Guidelines set out a code of conduct which forms the essential foundation of our daily actions when dealing with one another and with our customers, investors, business partners and the general public. Our stakeholders also have opportunities, both internal and external, such as the anonymous Infineon Integrity Line, to report actual and suspected violations.

# We manage our supply chain by involving it

**We apply our values throughout the supply chain and support our customers in fulfilling their obligations**

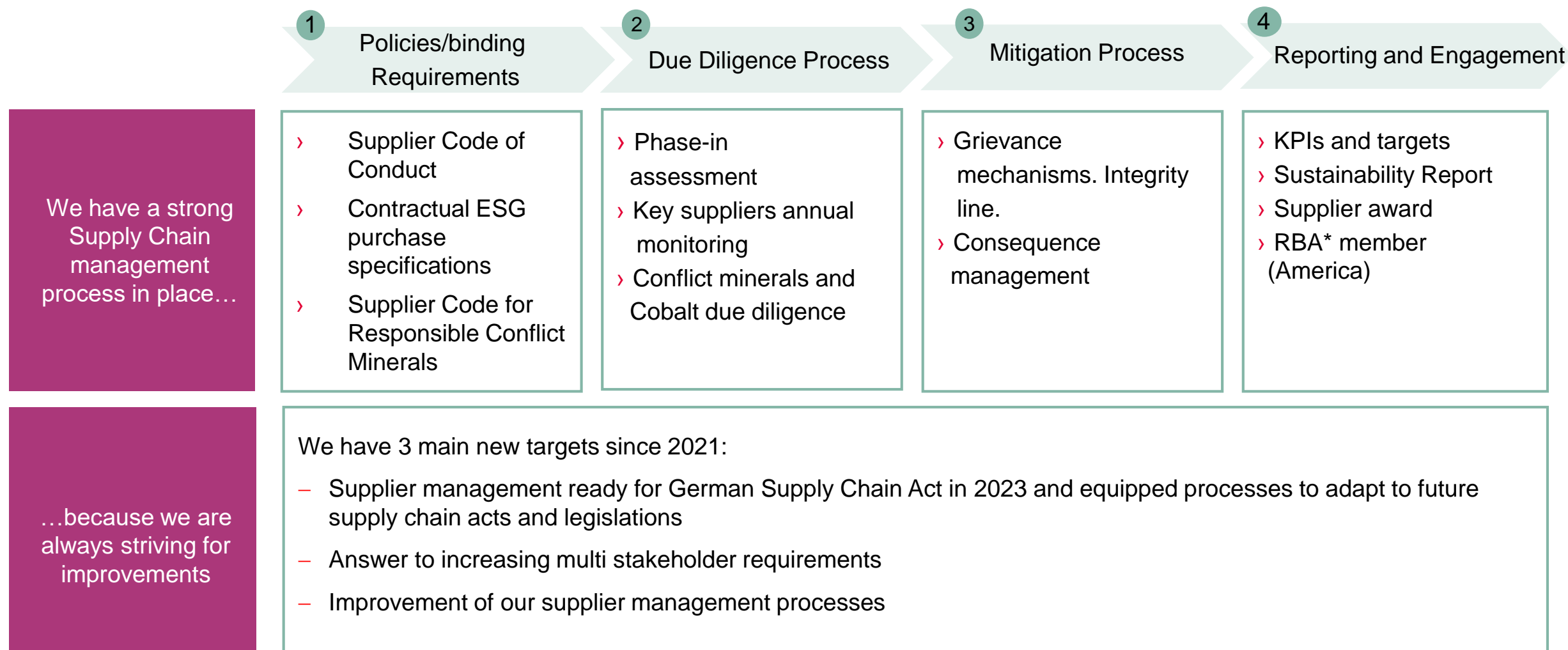
Infineon's Supplier Code of Conduct is based on internationally recognized guidelines:

- *UN Global Compact*
- Fundamental principles of the *International Labour Organization (ILO)*
- Infineon's Business Conduct Guidelines



Compliance with our Supplier Code of Conduct is assessed when selecting new suppliers, evaluating existing suppliers and also in future supplier development. Only suppliers who have committed themselves to our principles can enter into a business relationship with Infineon.

# Implementing best practices for sustainable supply chains



\*Responsible Business Alliance

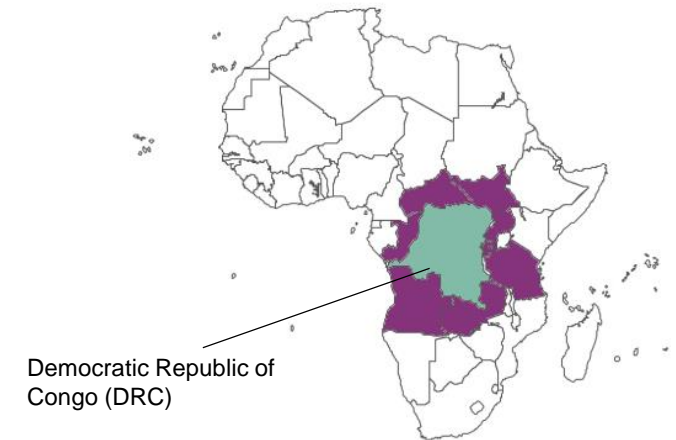
# Infineon is taking systematic steps for responsible sourcing to avoid the use of Conflict Minerals in its supply chain

## All Infineon products are DRC conflict-free according to the OECD Due Diligence Guidance

- › As a member of the Responsible Member Initiative (RMI), we take action to avoid the use of conflict minerals<sup>1)</sup> in our supply chain according to the OECD Due Diligence Guidance
- › Processes regarding selection and change of materials are implemented to maintain the “DRC Conflict-Free” status of our products
- › Suppliers of 3TG containing materials were requested to conduct a due diligence
- › Cobalt due diligence was included in Infineon's responsible minerals sourcing program due to highlighted concerns over social and environmental impacts

*We believe that the avoidance of conflict minerals throughout the supply chain that directly or indirectly finance or benefit armed groups in the DRC or adjoining countries is a firm contribution towards the prevention of human rights abuses.*

|     |          |    |        |    |          |    |        |    |
|-----|----------|----|--------|----|----------|----|--------|----|
| 3TG | 180,95   | 73 | 118,71 | 50 | 183,34   | 74 | 196,97 | 79 |
|     | Ta       |    | Sn     |    | W        |    | Au     |    |
|     | Tantalum |    | Tin    |    | Tungsten |    | Gold   |    |



1) products that do not contain conflict minerals from DRC are considered as DRC Conflict-Free

# We conduct corporate citizenship activities in 19 countries

## Education for Future Generations



- › Donation of laptops to local schools in Indonesia to promote the learning environment
- › Sponsorship of education in STEM education (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-Labs Regensburg to promote education for young people in Science, Technology, Engineering and Mathematics (Germany)



Ensure inclusive and equitable quality education

## 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)

## Natural and Humanitarian Disasters



- › 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)

## Environmental Sustainability



- › 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)

Corporate citizenship expenditure 2021<sup>1</sup>

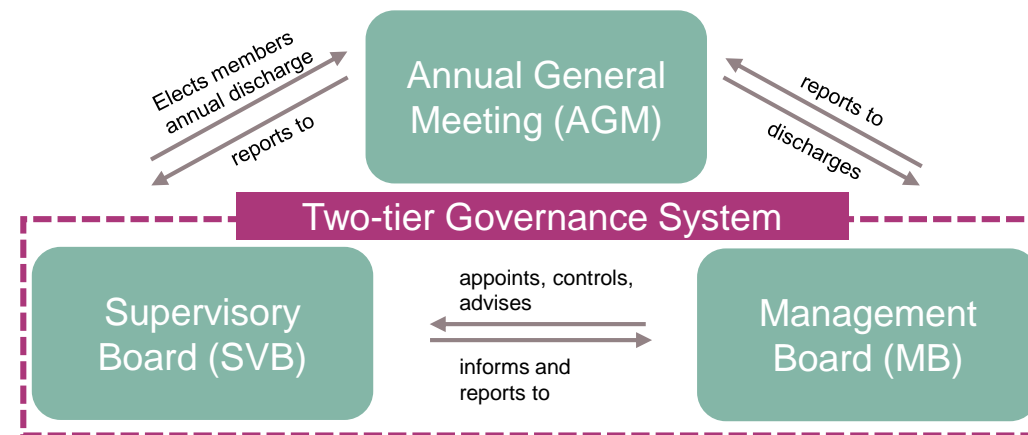


# Corporate governance – enhancing business value in a sustainable way

## Infineon is in full compliance with the German Corporate Governance Code

### Two-tier board structure

Infineon has a two-tier board structure. The management board is responsible for the company's management. The Supervisory Board is composed of independent, non-executive members who supervise and advise the members of the Management Board in their management duties.



### Supervisory Board

The Supervisory Board advises and monitors the Management Board in its management of the entity. The Supervisory Board is informed by the Management Board regularly, comprehensively, and in a timely manner on all matters of relevance and agrees upon Infineon's corporate strategy and its implementation with the Management Board.

### Board of Management

It is the responsibility of the Management to achieve Infineon's goals, to set the strategy, to define the associated risk profile, to develop results, and to address corporate social responsibility (CSR) issues. It consists of four members. The Management Board is responsible to the Supervisory Board and the General Meeting of Shareholders.

# Remuneration policy (1/4) – Guidelines of the compensation scheme of the Infineon Management Board

## Guidelines



Focus on **long-term corporate strategy** and **sustainable business success**



Conformity with the **regulatory requirements** of AktG and DCGK\*



Ambitious and at the same time realistic target level (**pay-for-performance**)



Consideration of **shareholder interests** and needs **of relevant stakeholders**



Implementation of **Malus & Clawback regulations** as well as **share ownership guidelines (SOG)**



Consideration of **environmental, social, governance (ESG)** criteria in Long-Term Incentive



**Transparent communication** internally and externally



**Synchronization** and **consistency** of company targets

\*German Stock Corporation Act (AktG), German Corporate Governance Code (DCGK).

# Remuneration policy (2/4) – Compensation Components Management Board

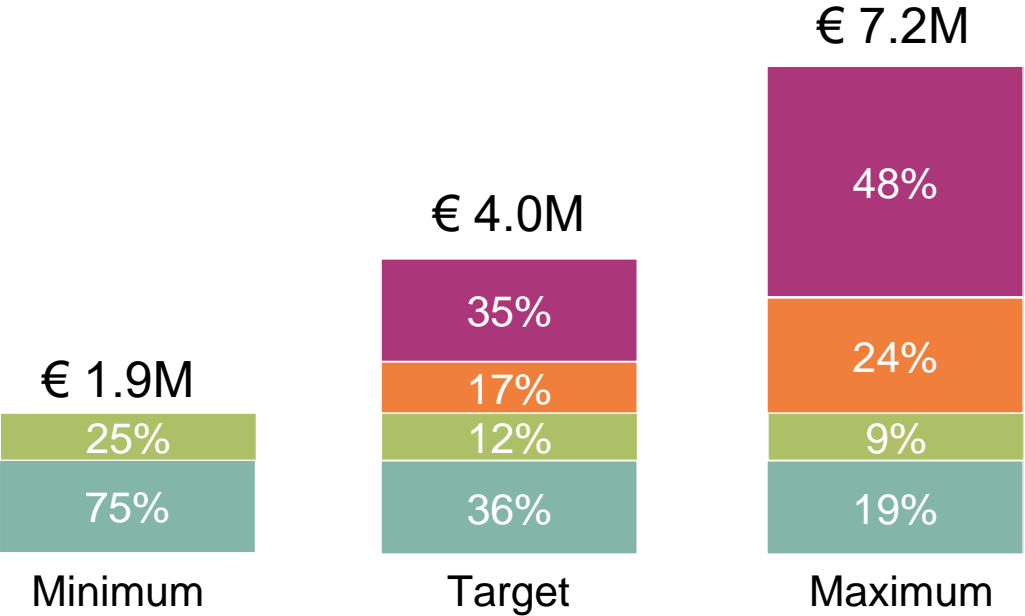
|                            |                             |                                                                                                                                                                                                                                                           |
|----------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fixed compensation         | Annual Base Pay             | Fixed contractually agreed compensation paid in twelve monthly instalments                                                                                                                                                                                |
|                            | Pension contribution        | Annual contribution of 30% of annual base pay                                                                                                                                                                                                             |
|                            | Fringe Benefits             | Mainly expenses for company car, insurance and general employee benefits                                                                                                                                                                                  |
| Short-term incentive (STI) | Plan design                 | Short Term Incentive (STI)                                                                                                                                                                                                                                |
|                            | Possible target achievement | 0% - 250%, adjustment via criteria-based modifier possible (up to $\pm 30\%$ ) only if ex-ante defined                                                                                                                                                    |
|                            | Limitation / Cap            | 250% of the allocation amount                                                                                                                                                                                                                             |
|                            | Performance period          | One year (fiscal year)                                                                                                                                                                                                                                    |
|                            | Payment                     | After the end of the annual performance period                                                                                                                                                                                                            |
|                            | Performance criteria        | <ul style="list-style-type: none"> <li>• 1/3 ROCE</li> <li>• 1/3 Free cash flow</li> <li>• 1/3 segment profit margin</li> </ul>                                                                                                                           |
| Long-term Incentive (LTI)  | Plan design                 | Long Term Incentive (LTI)/Performance Share Plan (PSP)                                                                                                                                                                                                    |
|                            | Possible target achievement | 0% – 150%                                                                                                                                                                                                                                                 |
|                            | Limitation / Cap            | 250% of the allocation amount                                                                                                                                                                                                                             |
|                            | Performance period          | Four years (reference to the fiscal year)                                                                                                                                                                                                                 |
|                            | Settlement                  | After expiry of the four-year waiting period                                                                                                                                                                                                              |
|                            | Performance criteria        | <ul style="list-style-type: none"> <li>• 80% Total shareholder return (TSR) relative to relevant peer group</li> <li>• 20% Environment, social and governance objectives (ESG)</li> </ul>                                                                 |
| Others                     | Malus / Clawback            | Partial or complete reduction or reclaim of short-term and/or long-term variable compensation possible                                                                                                                                                    |
|                            | Share Ownership Guideline   | <ul style="list-style-type: none"> <li>• The number of shares to be held is 100% of annual base pay for ordinary members of the Board and 150% for the Chairman of the Board</li> <li>• The necessary shares can be acquired within five years</li> </ul> |

# Remuneration policy (3/4) – Illustration of potential earnings per pay element



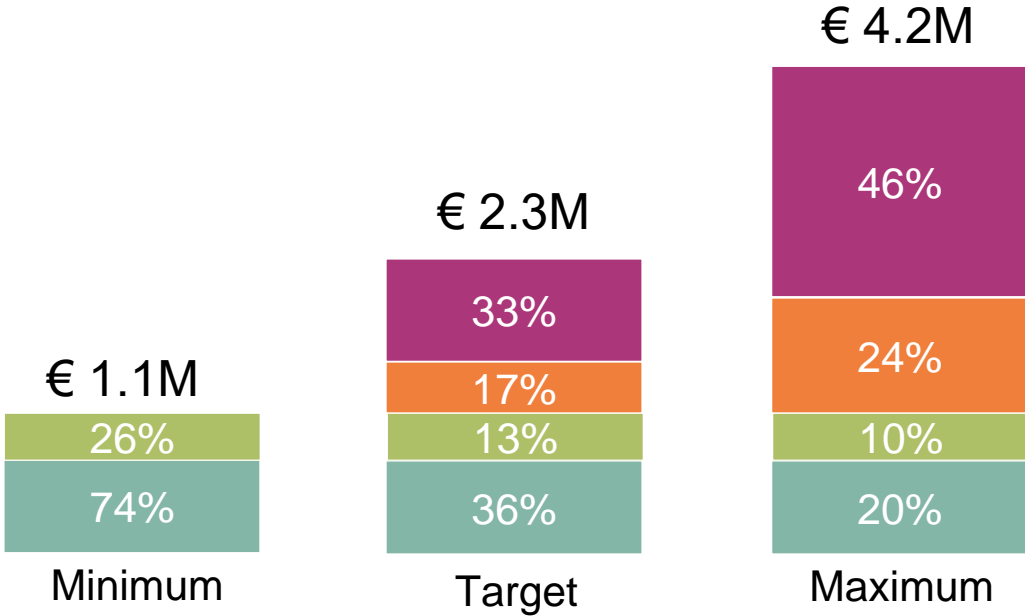
## CEO

Potential earnings per pay element\*



## Other board members

Potential earnings per pay element\*



The maximum compensation for STI and LTI is 250% of the respective target value. In relation to the base salary, this corresponds to 121% for STI for the CEO (120% for the other Management Board members) and 248% for LTI for the CEO (229% for the other Management Board members).

■ Annual Base Pay   ■ Pension & Fringe Benefits   ■ STI   ■ LTI

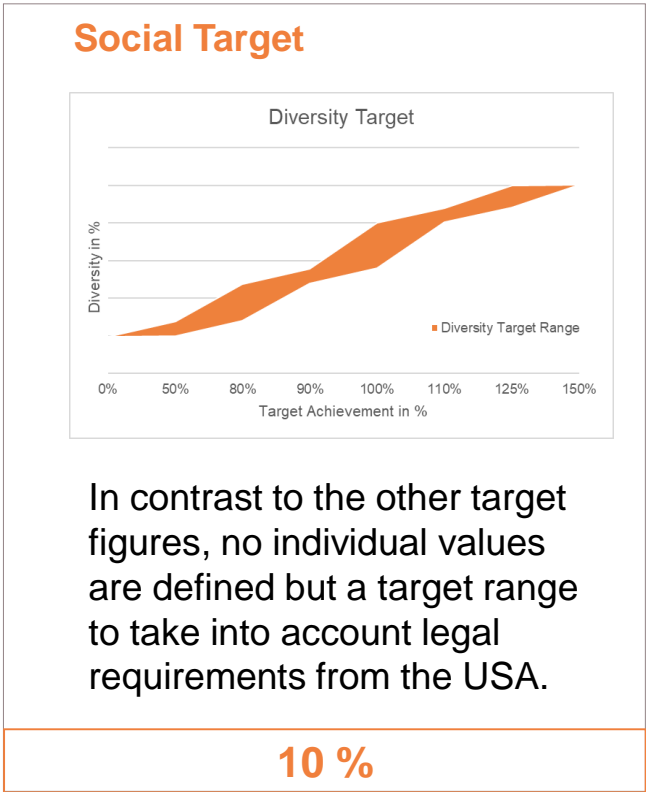
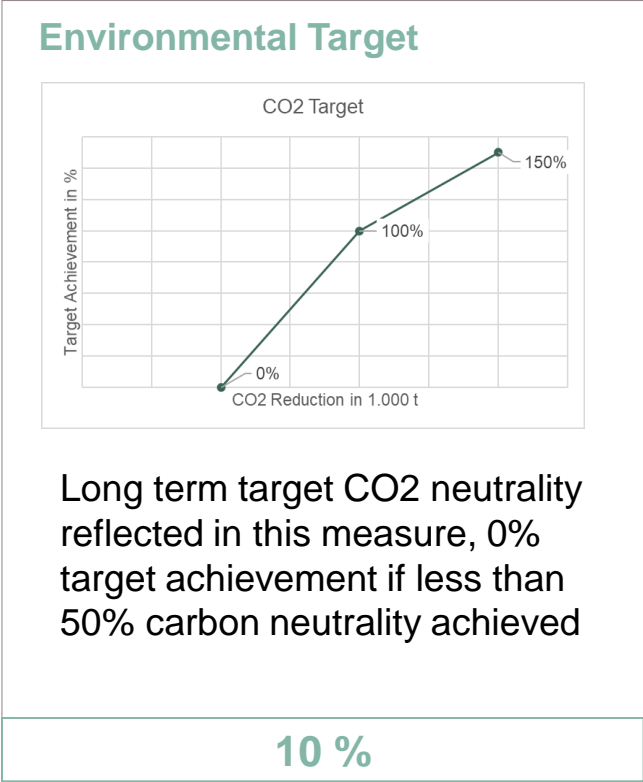
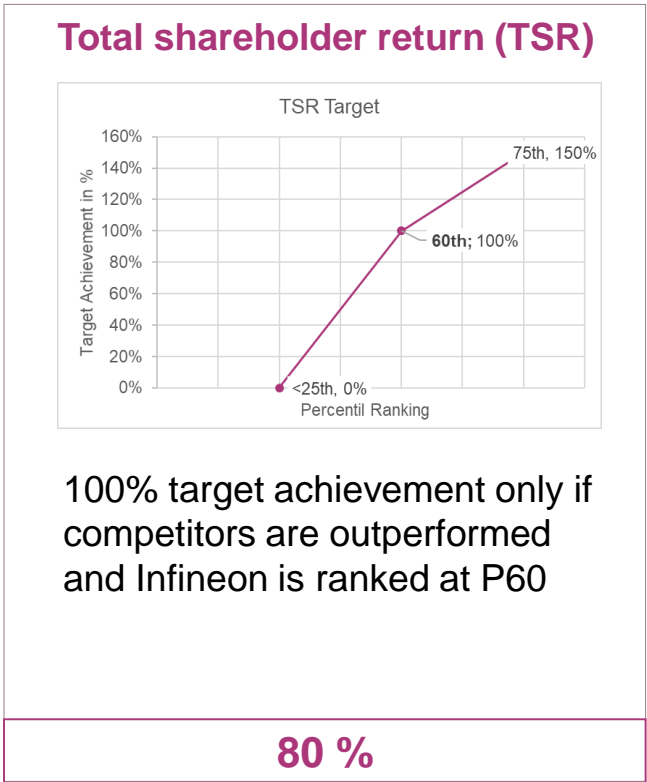
\* would also include any sign-on bonuses

# Remuneration policy (4/4) – Illustration of potential earnings per pay element, Long Term Incentive (PSP) Target Overview



Infineon's financial performance is reflected in the various targets in the STI (RoCE, FCF and SRM). In order to avoid duplicate incentives and to keep the overall compensation structure simple and comprehensible, we have not included similar targets in the LTI.

## Performance criteria





Part of your life. Part of tomorrow.

# Disclaimer

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## Disclaimer

This presentation contains forward-looking statements and/or assessments about the business, financial condition performance and strategy of the Infineon Group. These statements and/or assessments are based on assumptions and management expectation resting upon currently available information and present estimates. They are subject to a multitude of uncertainties and risks, many of which are partially or entirely beyond Infineon's control. Infineon's actual business development, financial condition, performance and strategy may therefore differ materially from what is discussed in this presentation. Beyond disclosure requirements stipulated by law, Infineon does not undertake any obligation to update forward-looking statements.

# Financial calendar

| Date                     | Event                                                              | Location      |
|--------------------------|--------------------------------------------------------------------|---------------|
| 17 Feb 2022              | Annual General Meeting                                             | virtual       |
| 22 Feb 2022              | Goldman Sachs Technology & Internet Conference                     | virtual       |
| 1 Mar 2022               | dbAccess ESG Conference                                            | virtual       |
| 8 Mar 2022               | Morgan Stanley Tech Conference                                     | San Francisco |
| 9 Mar 2022               | Bernstein Tech Tour 2022                                           | virtual       |
| 17 Mar 2022              | Kepler Cheuvreux One Stop Shop Conference                          | Madrid        |
| 24 Mar 2022              | Citi EMEA TMT Conference                                           | virtual       |
| 24 Mar 2022              | J.P. Morgan Fireside Chat                                          | virtual       |
| 31 Mar 2022              | Stifel German Corporate Conference                                 | Copenhagen    |
| 9 May 2022 <sup>1</sup>  | Q2 FY22 Results                                                    |               |
| 11 May 2022              | IPC Call along with PCIM trade show                                |               |
| 16 May 2022              | Equita 17th European Conference                                    | virtual       |
| 17 May 2022              | J.P. Morgan European Technology, Media and Telecoms Conference     | London        |
| 23 May 2022              | J.P. Morgan Global Technology, Media and Communications Conference | Boston        |
| 24 May 2022              | Berenberg Conference USA 2022                                      | Tarrytown     |
| 21 Jun 2022              | BofA TMT Conference                                                | London        |
| 3 Aug 2022 <sup>1</sup>  | Q3 FY22 Results                                                    |               |
| 15 Nov 2022 <sup>1</sup> | Q4 FY22 and FY 2022 Results                                        |               |

<sup>1</sup> preliminary

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