Dear Reader,

Here at Infineon, we are driving the digital transformation at extraordinary speed. Change is shaping both our markets and our work here in HR. Completely new opportunities in the areas of leadership, talent and workforce are opening up as a result. And we are capitalizing in full on these. In this report, you can read about the wide range of programs and initiatives that enriched our HR work in 2019, supporting our daily efforts to create an attractive working environment.

We empower our employees to develop their individual skills to the greatest possible extent so they can build on them to further their own careers and thus contribute to Infineon’s success.

At the heart of our HR philosophy is a mission to provide employees with creative space and the chance to engage in work that is both meaningful and enjoyable as these are the keys to the performance, motivation and satisfaction of everyone at the company.

I hope you enjoy reading our report.

Yours,

Thomas Marquardt,
Global Head of Human Resources
Infineon Technologies: Our year 2019
Infineon Technologies continued to grow during the 2019 fiscal year in a difficult environment. Revenue increased by 6 percent to € 8.029 billion. Segment Result slightly decreased to € 1.319 billion, corresponding to a margin of 16.4 percent. The revenue and profitability target, which we defined at the beginning of the fiscal year, has been reduced due to the economic downturn in the course of the 2019 fiscal year. Today, our traditional core competencies are in greater demand than ever. We make our customers more successful with leading technology and system understanding. We develop solutions that make life easier, safer and greener. We are focusing on structurally strongly growing markets.

At the same time, we continue to refine our growth strategy to prepare for the success of tomorrow. At Infineon, success is not only defined by the targets that we achieve but also by the way that brought us there: Sustainability is at the core of our thinking. Our listings in sustainability indices, including the Dow Jones Sustainability™ World Index are both our reward and motivation.
Infineon has a very good reputation in the capital markets. This helped us in 2019 for example when securing financing for the acquisition of Cypress Semiconductor and when organizing the first refinancing steps. Our investors appreciate the growth strategy and the corresponding future prospects of our company based on megatrends such as energy efficiency, mobility, the Internet of Things & Big Data as well as security. Equally important, however, is a sense of trust in the expertise, drive and reliability of our employees. In 2019, we again achieved a great performance in an economically challenging environment – clearly justifying the trust that our stakeholders place in us. This achievement is down to the hard work and dedication of all of our employees.”

Sven Schneider,
Chief Financial Officer

We are fully committed to empowering our employees with the support and tools they need to develop their full potential. We see ourselves as enablers, paving the way for employees to excel. We know that our people can only deliver outstanding results as part of the Infineon team if each and every one of them is successful in their own right.

Which is why – as members of the Human Resources (HR) team – we also expect nothing short of excellence from ourselves. Our commitment to excellence in human resources goes beyond delivering a seamless HR service. We continuously work on new programs and initiatives to help us evolve and rise to new challenges.

The HR organization

Thomas Marquardt is the Global Head of Human Resources at Infineon. The Human Resources department is divided into several functions, each one also supported by regional HR management teams.

HR business partners

HR business partners are the first point of contact for the various departments at Infineon. They help implement the HR and business strategy and assist with operational HR issues such as appointing staff, regulating salaries, developing talent, developing the organization and deciding on staff development matters.

HR services & people operations

HR services & people operations supports Infineon employees with standardized services and consulting offerings tailored to the needs of customers. This function is firmly committed to HR excellence in all of its undertakings. It develops and implements effective, efficient processes and systems that make a valuable contribution to the execution of key HR topics such as leadership, workforce and talent.

HR competence centers

We operate multiple HR competence centers, each one dedicated to a specialist area of HR: compensation & benefits, people and leadership development, organization design & development, organization transformation, labor relations, HR excellence & ‘connect’, and health management. These centers provide expert advice and support spanning concept development, direct consulting services and projects, and policy ownership.
Our HR strategy

Our Human Resources strategy makes an important contribution to ensuring that Infineon can achieve its growth and profitability targets and navigate smoothly through different economic phases. The strategy is therefore designed to enable our employees to be successful in the long term. Successful in the sense that they enjoy doing what they do and are motivated to take on even the most challenging tasks. And long-term in that we prepare together for the working conditions of tomorrow and thereby help safeguard each individual employee’s ability to work on a sustainable basis. Therefore, we need to ensure an attractive working environment, competitive talent management and high-performance HR processes.

In order to remain innovative, competitive and successful in the future, Infineon constantly searches for the most talented individuals. This is not an easy task, given the increasing scarcity of experts. Talent management also includes successfully integrating new colleagues. We do this with a combination of systematic and individually tailored onboarding measures. One of our great advantages is Infineon’s positive employer image, which helps win over and retain talents. The fact that we make future-oriented products and create value for society makes our company very attractive to potential employees.

“Human resources here at Infineon has a clear focus. Our HR strategy aligns with our corporate strategy. In other words, we aim to support Infineon on its growth path, actively shape digital transformation and ensure that the company continues to win the best talent. The work we do in HR is becoming more important than ever as market agility accelerates and digitalization increasingly shapes all aspects of working life. Why has HR moved center stage? Because employee satisfaction is key to the future success of our company. For me, job satisfaction is what you experience if your work is meaningful, enjoyable and enriching – through collaboration and teamwork with your colleagues. Getting the work-life balance right is equally important. We can only give the company our very best if we are living a healthy, balanced lifestyle, engaged in a meaningful occupation and – it goes without saying – do not neglect the fun factor. I firmly believe in this holistic approach and do everything I can to deliver on it.”

Thomas Marquardt,
Global Head of HR
We also define ourselves by the way we work together, for instance with a well-developed culture of feedback, which is actively practiced at our company. One example: our “Leadership Dialog” – a format in which employees provide their managers with feedback. The new Infineon Leadership Principles underpin our commitment to continuously improving our leadership qualities. Introduced by top management in spring 2019, these principles encourage both feedback and self-reflection. This approach not only helps strengthen efficiency within the organization, it also fosters a strong team spirit across our international working environment with colleagues from over 100 nations. We are proud of this diversity. In 2019, Infineon celebrated its first global Diversity Day, in all respects a highly successful event. Furthermore, we have already achieved our interim target of 15 percent women in leadership positions, which we set ourselves for 2020 (long-term target: 20 percent).

The most recent Great Place to Work® survey confirmed the satisfaction of our workforce – not only in Germany, but also worldwide. More than 80 percent of the employees surveyed at Infineon gave their employer an excellent evaluation: “Taking everything into account, I would say this is a great place to work.” This is yet another reason for us to continue preparing the Company for the working environment of the future – also in order to remain attractive to new generations of employees. This entails the flexible design of working conditions (for example work hours, mobile working, sabbatical) as well as the ongoing development of workstations in manufacturing (“Industry 4.0”). Here we highly value constructive dialog and trust-based collaboration with Workers’ Councils. We also orient our learning formats to take account of digitalization and future working environments. With LinkedIn Learning for example, our employees have on-demand access to a wide range of high-quality training courses in various languages.

We continue to work on designing an HR infrastructure that allows the organization to react flexibly to growth and changing requirements. In order to achieve this, we constantly improve core processes in HR, for example performance management, the process of succession planning and compensation planning. We use the new user-oriented processes and tools to strengthen the employees in the self-directed performance of their responsibilities for their personal development. People are the focus of our actions: The highest level of long-term entrepreneurial performance can only be achieved by happy, healthy and successful employees.

Alongside its core functions, the planned acquisition of the US company Cypress is of high priority for HR. In the preparations to integrate the Cypress workforce of nearly 6,000 employees worldwide, HR makes a significant contribution to the successful implementation of the acquisition – in strategic, financial and cultural terms.
HR ‘connect’: Shaping the future of Infineon

Our markets and the way we work are changing rapidly. Disruptive digital technologies are shaping an increasingly connected and dynamic business world. Infineon is helping to drive this transformation with its products and technologies, and our employees play a crucial role in contributing to the success of this transition. To ensure we continue to thrive in an accelerating marketplace, we have to prepare our employees and our entire work environment for the coming changes. In 2017, we launched our HR ‘connect’ project to make our HR capabilities and organization also fit for the future. The opportunities offered by digitalization play an important role here as they enable us to offer innovative HR services. At the same time, we also have to provide the right training programs to ensure employees can learn and develop the precise skills they will need in future to succeed in a changing and, above all, digital work environment.

To provide maximum impact for employees, customers and the company, we have defined seven interlinked goals for our HR ‘connect’ project.

**Increase HR efficiency:** We look beyond process and tool improvements. Other innovations, including the opportunities offered by digitalization, are set to grow in importance moving forward. They enable us to improve the level of service we provide to employees and leaders, both now and in the future, and to ensure our service always delivers a positive experience.

Our strong focus on **customer satisfaction**, also reflected in our **basic ‘connect’ principles**, is making our HR capabilities and organization fit for the future and the accelerating pace of change.

Transforming our global HR function in this way means that our solutions will be able to support employees and their leaders more effectively in future.
Since the launch of HR ‘connect’ in 2017, we have taken major steps to align our activities even more closely with our corporate strategy. Our HR organization is stronger than ever thanks to our many successes to date. HR ‘connect’ allows all employees to transparently map out their own career paths. We then take these plans into consideration when choosing candidates for open positions. We use a new agile process for setting, managing and assessing goals and behavioral targets. This allows targets to be managed dynamically and with flexibility throughout the year so we can better reflect changing business needs.

Our digital learning portfolio has now been integrated into the SuccessFactors mobile app launched as part of the HR ‘connect’ project. Following a successful test phase, on-demand formats such as virtual classrooms and LinkedIn Learning are now available as a first step. This digital platform promotes pragmatic, easy-to-use learning formats, giving users an effective learning experience in a digital environment plus the chance to gain the skills that they will need in future.

In addition to this, we have defined leadership roles and responsibilities more clearly at functional and legal levels in our global organization matrix, and have visualized roles to illustrate them more transparently in the functional organization. Furthermore, we now use an innovative, cloud-based HR solution to support succession planning for key roles in the company.

We successfully concluded the pilot project for a new, globally harmonized and streamlined salary planning process and are now working on the first steps towards a global solution. We are preparing ourselves for future growth here and securing our global reach.

We have set ourselves ambitious goals for the coming years to ensure we remain on the path to success. With HR ‘connect’, we are positioning HR globally as a strategic enabler of change in our company. We have rolled-out twelve offerings since the start of HR ‘connect’ and more go-lives are planned for 2020. It is a personal highlight for me to see how the solutions come together to one big picture.”

Markus Fink,
Vice President HR Business Consulting & Services
Leadership excellence is one of the cornerstones of Infineon’s success as it helps us achieve our operational and strategic goals. Good managers are therefore extremely important for us. Human Resources offers rich programs and tools that foster and support our leaders.

Every manager is responsible for entrusting their staff with the right tasks – so that each employee can contribute to the realization of the company’s business objectives. Equally important is the ability to create an attractive work environment and build long-term bonds of loyalty to the company. This combination of skills is what we call “leadership excellence” at Infineon.

Digital megatrends: Challenges and Opportunities in a VUCA world

We live and work in a world that keeps getting faster, more connected, more digital and more uncertain. It is becoming increasingly difficult to predict technology trends and progress. Our workplace is in a constant state of flux – in short, we are living in a VUCA world. VUCA stands for volatility, uncertainty, complexity and ambiguity. For our company to be successful, we have to continuously evolve. At Infineon, we face three core leadership and subsequent implementation challenges in organizational development:

Management is becoming more complex: This rising complexity is pushing the conventional one-to-one management style to its limits. Many issues can no longer be resolved by a single manager based solely on their expert knowledge. This is why, at Infineon, we embrace the many different facets of management. This approach gives us agility. Through the introduction of functional organizations, we have strengthened our organizational matrix and defined interfaces between roles and responsibilities at legal and functional levels. Leadership is always geared towards achieving goals – at both line and project levels. Moving forward, employee autonomy will become increasingly important.

Expectations on leadership, be it in line management – or project management positions, are continuously increasing. Leadership excellence is a key success factor for Infineon. Which is why our HR department offers strategic approaches, methods, processes, advice and (development) programs for managers and employees. We have a broad portfolio in place, spanning from strategic organizational development to individual development opportunities. These tools equip managers with the holistic skillsets they need to lead effectively in a complex environment.”

Martin Stöckl,
Global Head of People & Organization Effectiveness
Over this past year, Infineon’s human resources and management teams focused on the concept of leadership and implemented a number of initiatives in this area. As part of our work here, we created and rolled out the Infineon Leadership Principles. These establish a common understanding of how leadership is brought to life at Infineon (see section on “Leadership framework: Our new Infineon Leadership Principles” for more information on this). All organization design projects will continue to focus in particular on the leadership aspects of our organization. Alongside disciplinary managers, project managers also have important leadership roles. We looked closely at these roles last year and will soon be supplementing our extensive training portfolio, adding a leadership training course specifically for project managers to the modules already available for other target groups.

**Embracing change as key success factor:** Organizations have to continually implement change initiatives in order to adapt to evolving market conditions and remain successful. These can range from new processes and tools that may impact just a small part of an organization to far-reaching changes rolled out as part of integration projects or organization-wide transformation projects that affect the entire company. Today, the medium- and long-term success of an organization increasingly depends on its ability to embrace and valorize these kinds of small- and large-scale changes.

Over the past year, we focused on strengthening our ability to embrace change across the entire organization. In major projects and management teams, for example, we used the Change Simulation Game as a playful tool to raise awareness around the needs and requirements of an organization in times of change. We selected and trained HR business partners from across the world, who then actively champion the game. The Change Management Framework, which builds on this game, and the accompanying offers provide a uniform structure aimed at supporting change. Practical toolboxes for planning and managing change interventions together with a range of workshops round off our portfolio in this area.

The Change Simulation Game has already been successfully rolled out to our Design Enabling and Services (DES) division and “played” by an extended group of managers. “I personally think this is an extremely effective approach, especially today, where change is the only real constant in the workplace,” explains Hartmut Hiller (Head of DES). During the event, participants were able to transfer the knowledge they had gained from the game to concrete DES projects. This initiative has created an extremely long-lasting learning effect due to the upbeat mood of the game setting. The feedback was overwhelmingly positive.
Retaining a shared identity: When an international corporation such as ours experiences a lot of changes and adaptations – whether large or small, local or global – it is vital that we retain our shared identity. If we do not, there is a risk that parts of the company will develop in different directions, eroding the foundations of trust that enable us to collaborate successfully across organizational and geographical boundaries.

The importance of global exchange in establishing a common understanding of leadership and managing change transcends our various integration projects. Many global, cross-regional initiatives such as OneSAP, Remote Frontend Technology Development (RFTD) and ‘Next-Level-of’ already reflected the importance of a common understanding. To strengthen our sense of shared identity, we believe it is particularly important to apply uniform frameworks and models at global level. Examples here include our 5 Star Model, the Change Management Framework, the Change Simulation Game and our Leadership Principles. This approach ensures that individual initiatives build on each other, provides a uniform reference framework for mutual exchange and fosters a company-wide identity that bridges regional variations.

Challenges our leader face in volatile times

More than ever, leaders are called on to balance the challenging task of developing the operative business with the need to navigate the many changes in staff management. The teams they have to lead, for example, are becoming increasingly international. Today, Infineon already employs people from 111 countries. In addition to intercultural skills, managers also have to increasingly collaborate successfully in the virtual world. Furthermore, our workforce is becoming much more diverse. Managers are responsible for employees from different generations, each with their own set of expectations. The understanding of what constitutes “good leadership” at Infineon is as diverse as our workforce. We launched our High Performance Behavior Model to provide concrete orientation for each employee, outlining how individual behaviors can contribute to the success of our company. We have now further developed this framework by defining the “Infineon Leadership Principles” for managers at Infineon. These principles complement the behavior model by providing more concrete leadership guidance.
Leadership excellence is one of Infineon’s basic pillars and the key to our future success. Our new Leadership Principles complement our High Performance Behavior Model, provide leaders with concrete guidance and round off our leadership model.

Eight leadership principles have been developed and operationalized to guide our managers.

They are aimed at multiple target groups, but all have the same overarching goal: To provide a framework for success for Infineon as a company and for each individual employee. They are designed to make all leaders think about how they want to lead and succeed in their role. This forms an important basis for continuous self-reflection and personal development.

The Leadership Principles inspire and support various diagnostic procedures and training opportunities. They also form a basis for dialog, encouraging employees to work together to identify good practices and areas offering scope for improvement. These interactions could take place as part of the daily business or during STEPS talks or the leadership dialog.

We have defined the following goals for our Leadership Principles:

- **Develop leadership skills:**
  Our success depends on our leadership abilities, and the Leadership Principles help us to develop our leadership skills further.

- **Provide orientation:**
  Speak with one voice when articulating the leadership expectations at Infineon globally and thus provide clear orientation for employees.

- **Foster reflection:**
  Foster reflection on how leaders at Infineon lead and become successful.

- **Ensure sustainability:**
  Ensure sustainability through continuous improvement and personal development.

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**Reinhard Ploss,**
Chief Executive Officer

Our success depends largely on our leadership skills and our ability to effectively apply those skills. Our leadership principles are designed to help us further develop our capabilities in this area. They provide a common framework to drive the continuation of our success moving forward.”
An overview of the leadership principles:

- Desire to grow and motivate others to do so, too
- Integrity, trust, and consistency are the basis for your actions
- Take ownership
- Create a framework of action for success to achieve results
- Leadership starts with leading yourself and acting as a role model
- Begin with the big picture and set motivating targets
- Our leadership model: Our people are the key for success
- Team success is a priority: Empower and coach your people, provide a framework for success and focus on results
Leading by example: Infineon Leadership Dialog

We presented our Leadership Principles at the Infineon High Performance Forum and are now rapidly incorporating them into existing management tools such as the leadership dialog. Leadership excellence is one of the key pillars of our future success; and leadership dialogs are an integral part of a feedback culture enabling high-quality leadership and highly effective teamwork. Integrating our Leadership Principles into leadership dialogs in this way creates another important opportunity for our employees to reflect on their performance.

At the start of the new fiscal year, our facilitators will complete training on how to deploy the Leadership Principles, thus ensuring that the new feedback tool is effectively integrated into leadership dialogs. The principles will provide a basis for employees to reflect more effectively on the leadership qualities they have experienced and the behaviors they would like to see, paving the way for concrete improvement suggestions around each principle.

Future in focus: Succession management for top executives at Infineon

In today’s world, demographic change and a lack of skilled workers are key challenges facing more and more companies. In many cases, companies struggle to fill job vacancies in time or are unable to find the right person for a position. Business continuity depends on the ability to act with speed and agility. Equally important is the ability to identify successors at an early stage, and to offer employees attractive development opportunities so key positions can be filled as quickly as possible.

In fiscal 2019, Infineon implemented another future-fit solution throughout the company as part of ‘connect’; namely a dedicated succession planning program for top executive positions. Building on the SuccessFactors app, this solution supports a transparent, organization- and site-wide search process so potential talent to succeed top executives can be identified in good time. This system-based tool brings significant value to succession management at Infineon by closely connecting succession planning with the necessary development measures and with the STEPS (Steps To Employees’ Personal Success) process with its corresponding career prospects. Employees are encouraged to take ownership here, expressing their personal aspirations through a career projection path so they can clearly state their willingness to be nominated as a successor for a key position. As such, every employee can individually shape their development path in the company and take the initiative for following up on agreed development measures.

Managers can give visibility to talents at Infineon and support an individual’s development as a potential successor by coaching them, providing feedback, clearly communicating the requirements of each position and offering them suitable development measures. Benefits of this tool-driven successor management process include the fact that it is available 365 days of the year, making it a crucial tool to support short-, medium- and long-term talent development efforts and rapidly fill key positions.
Talents – Developing your full potential
Talent management is extremely important to us. We are committed to recognizing, developing and unleashing the talent within our workforce. Four different career tracks are available to employees at Infineon. In addition to this, we invest in support programs, training opportunities and networks to propel each employee along the path best suited to their skills.

Career development at Infineon

Infineon offers four different career paths for employees looking to progress through the company – the Individual Contributor, Management, Project Management and Technical Ladder paths.

1. The Individual Contributor path is the standard career track at Infineon. It is ideal for employees who contribute to Infineon’s success through their expertise in specific business areas such as purchasing or sales.

2. The Management career track is aimed at leaders at Infineon. It focuses on managing employees, teams and lines of business.

3. The Project Management route is designed for employees whose roles require them to manage projects and project teams.

4. The Technical Ladder is aimed at employees who contribute to the company through their specialist technical know-how.

All four paths are equally valuable. They enable our employees to advance in their career based on their individual interests, skills and abilities and in line with the company’s strategic requirements. We offer both career-specific and general, cross-track training and learning resources to support them on their journey here.

“Our people are our most valuable asset. As leaders, our role is to help each employee develop their individual potential. Take one of our current projects, for example. Since the summer 2019, we have been offering an extensive online learning portfolio in collaboration with an external service provider. Infineon employees can access these courses whenever they want or need it.”

Jochen Hanebeck,
Chief Operations Officer
STEPs: A continuous dialog

STEPs is a global process that serves as a guiding framework for managers and employees at Infineon. Goals, expected behaviors and development steps are agreed in ongoing, open dialog between managers and employees with a clear focus on goal attainment and performance.

In September 2018, we launched a new philosophy, process and tool for STEPs. The name remains the same, but the content has changed:

› Instead of one major annual feedback meeting, managers now engage in regular dialog with employees
› Dynamic dialog means targets can be modified or ticked off, and new goals defined during the course of the year
› The process aims to bring more clarity to individual targets and expected behaviors
› Employees take more ownership for their personal development and drive results
› Managers act as coaches, empowering their employees to develop and succeed

This approach reflects Infineon’s response to changing demands caused by rapid growth and increasingly dynamic markets. The ability to define clear goals and expectations in good time and provide feedback has become all the more important to secure and expand the company’s future success.

Actively developing our talent is at the heart of our talent management efforts. Our employees can prove themselves in challenging situations and gain valuable experience. As managers, we rely on new systems and processes that are being continuously refined and optimized to identify these talents.”

Andreas Urschitz,
Division President Power Management & Multimarket
Steps To Employees’ Personal Success

**Employees’ ownership**
Employees own their development, career and drive results.

**Managers’ responsibilities**
Managers act as coaches and empower employees to develop and succeed.

**Future-driven**
Attractive career journeys to grow talent and build competencies for future success.

**Clarity**
Managers and employees are transparent on expectations and development supported by meaningful feedback.

**Agility**
Managers and employees manage targets and development continuously in line with a dynamic environment.
In March 2019, we carried out an employee survey over two weeks to gather initial feedback on the implementation of STEPS. More than two thirds of the respondents said that they were familiar with the STEPS philosophy. Overall, greater employee ownership and managers’ responsibility to coach resonated positively.

HR now aims to further anchor the STEPS philosophy with employees and support the change process. After all, STEPS simply provides a framework and guidance. It is ultimately down to each individual to get the most out of it – over the entire year.

Facts from the survey:

- **Purpose of the survey:** Collecting feedback on Traget & Behaviors & Career Projection Process, Tool and Philosophy, and the introduction of STEPS
- **Target Group:** 40% of the STEPS target group were randomly selected (about 8,600 persons) and HR globally
- **Feedback received:** 2140 responses
- **Timeframe:** Duration 14 days (28.2. – 14.3.2019)

For me, STEPS is about open, honest dialog with my line manager in a framework that enables me to succeed in my daily work while constantly developing through continued learning.”

Laura Heilrath, Global Policy Owner für STEPS
Redefine learning: LinkedIn Learning @ Infineon

Personal development and learning are top priorities at Infineon. As such, we continually reassess the learning opportunities and formats we offer. After all, the company also benefits from a workforce dedicated to continually expanding its knowledge and skills. As of July 31, 2019, our employees have been able to access the extensive library at the LinkedIn Learning website. LinkedIn Learning allows Infineon employees to learn on demand, accessing knowledge when they need it without having to attend day-long workshops. LinkedIn Learning offers an extensive portfolio of learning resources, including over 14,000 online courses in seven languages. Short videos covering everything from MS Office and Tableau to time management and negotiation strategies can be accessed twenty-four-seven. The platform enables users to expand their knowledge and personal skills at any time and place. To date, over 9,300 courses and 43,000 videos have been completed by Infineon learners.

Employees like Fabrizio Frittoli, engineer in the division Power Management & Multimarket (PMM), are enthusiastic about the new opportunities offered by LinkedIn Learning: “LinkedIn Learning is a really interesting idea. The platform offers loads of different courses and content. I was recently tasked with designing PCBs for our team without support from an external supplier. I had to use a tool called ‘Eagle’ that I’d never heard of before. Thanks to LinkedIn Learning, I quickly familiarized myself with the tool. In just a few hours, I was able to design the circuit diagrams I needed and start the layout work. I think that the entire organization can benefit from LinkedIn Learning. It’s definitely one of the best self-learning platforms ever offered by Infineon.”

We want to offer our employees and leaders a broad range of learning resources and formats that they can access on demand. This enables everyone at Infineon to create a learning and development plan tailored to his or her personal needs.

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2018 2019
Alex von Glasow, Director R&D Excellence, uses LinkedIn Learning primarily to develop his skills as a project manager. It’s something he also recommends to the wider project management community. “This resource offers courses on an amazing range of topics. There are sessions focused on the efficient implementation of methods and tools in project workflows, leadership topics for project managers, assertive body language and confident behavior, negotiation techniques and stakeholder communications. There are lots of important and interesting training opportunities to help project managers expand both technical knowledge and social skills.”

**Training hours per employee**
(Infineon worldwide 2019*)

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<th>Sales and Marketing</th>
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</table>

* Calculated on basis of monthly number of employees in the fiscal year 2019
** Infineon defines a management function as both employee management and management on the basis of technical expertise according to the internal job assessment system.
New leadership training landscape for our career tracks

Our increased focus on the development of key leadership skills is by no means limited to top executives at Infineon. In 2019, the people development team at Infineon collaborated closely with relevant business stakeholders, selected external training partners and experts from different areas to design and deliver a completely new training landscape for developing leadership and management skills across all four career paths. The new leading and learning portfolio comprises a total of six training programs tailored to Infineon’s needs and designed to develop leadership skills according to the role and seniority of the employee in question.

› “Leading Essentials @ Infineon” is a basic training program that lasts several days. It is aimed at employees with management responsibilities – regardless of their discipline – and covers the basics of self-leadership and team leadership. The program also ensures that all leaders at Infineon speak with one voice – also in relation to all relevant methods and tools – and act as role models. Alongside traditional management training content such as giving and receiving feedback and setting goals, the program includes new elements such as communicating effectively in virtual teams.

› “Learning Nuggets” is an innovative take on self-learning. These small nuggets of information provide a compact overview of a specific topic along with recommendations for more in-depth learning resources in different formats on the same subject. For example, managers are increasingly leading and managing teams made up of employees from different generations. The “Managing Multi-Generational Teams” Learning Nugget provides five practical, actionable tips plus a curated summary of more in-depth learning resources such as books, recommended LinkedIn Learning courses, articles and TED (Technology, Entertainment, Design) talks. Users can choose the formats they prefer to deepen their knowledge. The people development team receives the topics to be covered in Learning Nuggets from the business and implements these accordingly.

› “Leading as an Expert” and “Leading as an Expert Advanced” are training programs for technical experts at Infineon. The courses prepare these specialists for the management aspects of their roles. Participants are introduced to tools and methods that can help them lead and manage their own teams and successfully collaborate with relevant stakeholders.

› “Leading as a Project Manager” and “Leading as a Project Manager Advanced” are completely new training courses created specifically for project managers at Infineon. Infineon has applied a very strict qualification logic to the identification of project managers for several years. We are now expanding this qualification landscape with the addition of these dedicated leadership courses for project managers.
Talents – Diversity counts
Everyone is different – and that’s a good thing. As an international company, the diversity of our workforce is particularly important to us. We are committed to creating a work environment that is free of prejudice and offers equal opportunities to everyone – regardless of age, disability, ethnic and cultural origin, gender, religion, belief or sexual orientation.

Diversity management fosters a culture in which we can consciously build on the benefits of our diverse workforce and give all employees the space to unfold their full potential. This produces a working environment where we respect each other and enjoy working together.

Infineon is a great employer for all kinds of talent. It goes without saying that we integrate every individual into our community and give them the space to grow. We want to show employees that we support them and that they can be themselves at our company. Talent attraction is an important lever in our diversity management strategy. It means that our talent network team also has a role to play in shaping diversity at Infineon through targeted talent attraction measures.”

Severine Fiegler, Senior Director Talent Network
Diversity management

We maintain a global network of diversity managers based at all major Infineon sites. This ensures that we foster the diversity of our employees at these locations and maximize their value. We have defined three main focus areas here:

› A good work-life balance
› A corporate culture that embraces equal opportunities
› Demographic change

Infineon committed to the Charta der Vielfalt back in 2007. This initiative encourages the recognition, appreciation and inclusion of diversity in German corporate culture.

Diversity Day has been a firm fixture in the corporate calendar in Germany since 2013. In 2019, we celebrated Diversity Day internationally for the first time.

Friedrich Tragauer, Maintenance Workcenter Expert: “For me, diversity starts in the mind. At Infineon, we value the rich tapestry of mindsets, ideas and skills that comes with a globally connected pool of employees. This diversity provides us with huge potential for innovation and strengthens our international competitiveness. The fact that our company has been on a steady growth path for decades is proof positive that we are on the right track.”
Infineon Americas started its Be.Different.Together initiative on our global Diversity Day. “Our Be.Different. Program in the US provides a framework for us to embed diversity into everyday business in our region. We employ a lot of people who contribute to our success. Our top priority is to embrace different ideas, opinions and approaches,” explains Inka Tews, Regional Head of HR Americas.

In return for a donation, cooking enthusiasts received a copy of the Infineon Diversity Cookbook with its internationally themed recipes. The online diversity community also held an online photo competition where our employees were encouraged to upload their own diversity pictures. The winning photos were chosen based on the number of likes from colleagues from around the world. One of the winning photos was taken by Janukusumo Andyo from Batam, Indonesia.

Nationalities
(Infineon worldwide 2019)

- 27.6% Malaysia
- 26.4% Germany
- 8.4% Austria
- 5.7% China
- 5.4% Indonesia
- Others (103)
**Female/male employees**  
(Infineon worldwide, 2019 in percent)

<table>
<thead>
<tr>
<th>Category</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle and senior level</td>
<td>7,009</td>
<td>84.5</td>
<td>15.5</td>
</tr>
<tr>
<td>management*</td>
<td>8,087</td>
<td>72.1</td>
<td>27.9</td>
</tr>
<tr>
<td>Entry level management*</td>
<td>26,322</td>
<td>55.6</td>
<td>44.4</td>
</tr>
<tr>
<td>Non-management staff</td>
<td>41,418</td>
<td>63.7</td>
<td>36.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>44,424</td>
<td>51.2</td>
<td>48.8</td>
</tr>
</tbody>
</table>

* At Infineon, the management function includes not only the leadership of employees but also leadership through specialist expertise as defined in the internal job evaluation system.

**Age profile**  
(Infineon worldwide 2019, in percent)

<table>
<thead>
<tr>
<th>Category</th>
<th>Under 30 years</th>
<th>From 30 to 50 years</th>
<th>Over 50 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle and senior level</td>
<td>0.1</td>
<td>14.7</td>
<td>61.1</td>
</tr>
<tr>
<td>management*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry level management*</td>
<td>3.6</td>
<td>33.4</td>
<td>53.9</td>
</tr>
<tr>
<td>Non-management staff</td>
<td>21.9</td>
<td>12.7</td>
<td>60.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>17.5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Infineon defines a management function as both employee management and management on the basis of technical expertise according to the internal job evaluation system.
Establishing a good work-life balance is a diversity management priority for us, inspiring us to give employees flexibility in the way they organize their work. Flexible working models such as part-time work, telework, sabbaticals and partial retirement mean that Infineon employees can align their work with their current situation and stage in life. For further information on this, refer to the section on “Workforce – We want everyone to be well and happy.”

In Singapore at the end of March 2019, employees aged 55 and over got together with the HR department and our two partners Center for Senior Age and ProAge to discuss the challenging subject of active aging. The meeting focused on ways of turning the “silver years” into “golden years”. As emphasized by Dr. Laurent Filipozzi, the head of the test segment, rising life expectancy means our workforce will increasingly include people from multiple generations. Our backend site in Singapore uses modern technology to enable older employees to continue working. The discussions also looked at effective ways to prepare for retirement.

At Infineon, we enthusiastically “fly the flag” – literally – for tolerance and inclusiveness in relation to sexual orientation. Infineon once again took part in the Christopher Street Day parade during this year’s Pride week in Munich. A number of Infineon employees are also members of the Rainbow Sound Orchestra. Together with the Munich Philharmonic Orchestra, they played at the opening ceremony for Pride week.
Woman power

Although the proportion of women in tech jobs is increasing, they are still under-represented, particularly in management roles. We want to change this and provide a working environment that is equally attractive to women and men. Infineon has therefore set itself the ambitious goal of increasing the proportion of women in management positions to 15 percent by 2020. In the long term, we want this figure to rise to over 20 percent. All areas of the company are helping us achieve this goal with individual initiatives and performance indicators. Thanks to our efforts here, we were able to pass the 15-percent mark by the close of fiscal 2019.

Back in 2011, managers at Infineon founded a “Gender Diversity Network” (GDN) to help create an attractive working environment for women and men, and to further increase the percentage of women working at Infineon. Since then, many sites across the company have set up their own gender diversity networks to actively support local activities in this area.

To mark International Women’s Day on March 8, 2019, members of the Gender Diversity Network (GDN) in Munich launched a postcard campaign to raise awareness around unconscious bias. The GDN regularly holds breakfast and lunch events for women, in particular for new employees. These provide an effective platform for networking and sharing experiences. The GDN also interfaces with other company networks to exchange ideas and experiences.

In Wuxi, diversity is an integral part of the company, leadership and working culture. On Global Diversity Day, employees celebrated the launch of its MAGIC program. MAGIC stands for “Make a Gender Inclusive Community” and the program provides an independent platform for organizing gender diversity activities that promote a diverse and inclusive culture at Infineon.
Women in the tech industry have every chance of a highly promising career path at Infineon. Take Alina Absmeier, for example. Originally from Munich, this chemistry graduate was voted expert of the month in May 2019 by “FEMtech”, an initiative run by Austria’s Federal Ministry for Transport, Innovation and Technology (BMVIT).

Alina discovered her love of chemistry at school. She started her career at Infineon in Austria, joining the company after studying technical chemistry at university. Back then, she started as a trainee in Villach. Since then, Alina has worked in a wide range of areas at Infineon and is now head of the furnace and wet chemistry manufacturing module, where she is responsible for around 300 employees. What she particularly likes about Infineon is the products because “they play a certain role in shaping our world.” Alina appreciates Infineon as an employer because of all the opportunities she has throughout the company as an engineer. Infineon gives her the freedom to try out new things and turn her ideas into reality.

“What more could you want from your career?” For her, the key to success is turning your passion into your job. To get girls and women passionate about tech careers, she believes that we have to awaken their interest in technology at pre-school age and break down conventional role models – ideally in a playful, fun way. In addition to her work, Alina is strongly committed to promoting diversity. “For me, diversity means looking at the bigger picture. When different cultures come together, it enriches all of us and allows us to evolve and grow as people.”
Talents – Working abroad with Infineon
Many people dream about the chance to work in a different country. Just another good reason to work for Infineon! The company offers plenty of opportunities to work at a different location for a certain period of time.

Infineon offers three types of international assignments:
› Long-term assignments lasting from 13 to 36 months
› Short-term assignments lasting from three to twelve months
› On-the-job training for up to twelve months (for example as part of the International Graduate Program (IGP), which is explained in more detail in the section on “Talents – We want the right people”)

It goes without saying that moving to another country and temporarily immersing yourself in what can be a totally different culture also comes with its own challenges. That’s why HR provides all international assignees and their managers with support before, during and after a stay abroad. The HR Employee Mobility Team handles a lot of organizational tasks related to the move, sometimes in collaboration with local specialist partners. This allows employees to focus on getting used to their new work environment and the local culture.

It’s really important that employees working abroad can quickly integrate into new cultures and feel at home in their new location. So I really appreciate the huge efforts our HR department puts into supporting employees on foreign placements and helping them to settle into their new surroundings. The help I received in finding an apartment and understanding the local culture in particular helped me and my family to transition smoothly to a completely new environment.”

Inka Tews,
Regional Head of HR Americas
In the fiscal year 2019, 324 employees were placed on a total of 336 international assignments in 20 countries. Germany, Malaysia, Singapore, Austria and the US are the five most important destination countries here.

Participants in the International Graduate Program (IGP) have to complete a broad range of assignments or stations at Infineon. Alexander Gülüoglu, for example, spent three months in Shanghai. During his stay, he got to know the culture, people and mentality of the city – and appreciate the public transport that runs like clockwork every two minutes. “There are so many things that I liked. Paying without cash, for example, was really easy and quick. The Maglev (magnetic levitation) trains take just eight minutes to get from the airport to the city. Travelling on these at speeds of up to 431 kilometers an hour was a great experience! And, of course, I really loved the fact that people in Shanghai are so friendly and helpful.” Working as an application engineer in the Automotive Division in China allowed Alexander to broaden his specialist expertise and share experiences with colleagues, giving him valuable insights into how things are done in China, especially with regard to Asian customers. “I was able to build up a large network, both professionally and in my private life. I experienced a whole new world and culture in Shanghai – it’s been really inspiring for me.” He also learnt how to write his new nickname, The Shanghai Kid, in Chinese: 上海小子.
The PowerGrowth@Villach project was launched at the start of October 2018. Since then, a total of 31 employees from the production site in Villach have been successfully placed on short-term assignments in Dresden to support know-how sharing through international secondments. As a subproject of ‘Grow Power 300’, this initiative aims to implement the system proven in Dresden at the new 300-millimeter fab in Villach. The four-month learning experience in Dresden gave our colleagues from Villach a great opportunity to advance their careers and enrich their private lives. The assignments were organized and supported by a hands-on, professional cross-site HR team. Key success factors included an onboarding workshop to share methods and frame the basic requirements, designed to appeal to and engage the participants as effectively as possible and thus actively support knowledge sharing and “learning-by-doing” at the Dresden 300-millimeter line.

From Porto to Munich: Andreia Figueiredo has been sent to Neubiberg on a short-term assignment. For the duration of her stay, she has taken on a management role in the Talent Attraction Team based at Campeon in Munich alongside her role for the team in Porto. “This was perfect time in my career for me to step outside my comfort zone and take on new challenges in my job. I love the city and people of Munich, and of course the Campeon site – everyday there’s something new that impresses and inspires me. It’s so easy to network with colleagues and build relationships. I can get to know other colleagues from different areas over coffee or at lunch and find out more about what they’re doing. This exchange gives me valuable insight into the way things are done at Infineon’s headquarters. Networking opportunities create a fantastic platform for dialog between all great thinkers at our different sites. For me, Munich is a location that brings together people from all regions. It proves beyond doubt that Infineon is a great place to work, regardless of where you are based in the company.”
Talents – We want the right people
Talents – We want the right people

One thing is clear. We can only execute our business strategy if we have the right talents – in the right positions. But even a renowned company like Infineon can’t simply rely on the right candidates applying for vacant positions. The job market is highly competitive. We have to adapt to trends such as digitalization and demographic change while technology continues to evolve at lightning speed.

Only companies that adapt early to changes in the job market will be able to fill open positions successfully in the long term.

Recruiting: Targeted search for talent

Infineon adopts a proactive approach to identifying and attracting the right candidates at all its locations around the world. We are constantly working to raise awareness around our name and reinforce our image as a popular and innovative employer through employer branding. Our strategy involves cooperating with universities, schools and state institutions, attending trade fairs and organizing special events. We seek out talent via all the usual channels, post videos online, and make it easy to search for jobs and submit applications on our careers website. At the same time, our Talent Attraction Management (TAM) team proactively approaches suitable candidates.
Our engagement with the higher education sector reaches beyond presence-building activities to embrace partnerships focused on the joint exploration of new paths – hence the hosting of additional collaboration avenues in Singapore.

Examples include tours of the 3D printing laboratory at Singapore University of Technology and Design (SUTD) as part of the Industry Night event, or a tour of the research lab of the School of Materials Science & Engineering at NTU. Such events build connections with the university network and provide opportunities to identify potential talent at an early stage. In November 2018, Infineon Singapore signed a general cooperation agreement with Singapore Polytechnic (SP) with a focus on the IoT and robotics. Innovations are expected to emerge rapidly in these dynamic sectors in the near future. At the end of the day, everyone benefits from cooperative alliances such as these – Infineon, the universities and their students.
At the German Opportunities Day 2018, potential employees were able to explore the many job, internship and dual study/apprenticeship opportunities available at Infineon. The chance to experience the fully automated production facilities in Villach in Austria through virtual reality headsets always proves to be a real highlight among visitors to campus events in both Singapore and Germany. Chee Seong Chua, President and Managing Director of Infineon Asia-Pacific, also tested a virtual reality headset.

On October 31, 2018, Infineon Porto (IFSSC) opened its doors to around 40 guests. The purpose of this first event of its kind was to give a small group of talented job-seekers the opportunity to learn more about Infineon as an employer before applying for a position. This open-door concept quickly turned into a dynamic afternoon of interaction between the visitors and IFSSC colleagues. Every IFSSC department had its own promotional stand at the recruitment event, and each group of four to five participants listened to a twelve-minute presentation on the speakers’ personal experiences at Infineon. The event proved to be a successful format for sharing and acquiring knowledge and insights – vacant positions were offered and candidates were able to get a solid idea of what their job would potentially entail.

At the start of January, twenty students from the TUMfast program were invited to the first fireside chat with Infineon’s former Chief Financial Officer Dominik Asam in the recently opened “Look Out” in building 15 at Campeon. The TUM School of Management’s TUMfast program promotes outstanding students who have been identified as “finance and accounting selected talents” (fast). They specialize in Finance & Accounting in the Management & Technology program (TUM BWL), and are ranked in the top ten percent of students for performance. Infineon is supporting the program as corporate partner. “Academic talent programs like TUMfast are an important pillar in our university alliance program, supporting efforts to attract the most talented students to come and work for Infineon,” says Rainer Schmidt-Rudloff, HR University Relations Manager.
Welcome on board!

For external candidates, there are countless ways to join Infineon. High school graduates can complete an internship, an apprenticeship or a dual degree course. Students on the other hand can opt for an internship or work placement, or a position that enables them to complete their Bachelor’s or Master’s thesis. Other great paths into Infineon include a doctoral post or the International Graduate Program (IGP).

Regardless of age and position, all new hires at Infineon are given tasks that involve responsibility right from the start, as well as an interesting insight into a dynamic work environment.

In the fiscal year 2019, 4,698 new employees took up positions at one of our locations worldwide. The onboarding process needs to be well managed to ensure that new colleagues adapt quickly to their working environment and feel happy with their decision to join Infineon. This is primarily the individual department’s responsibility, but HR also plays an important role, whether in direct contact with the new employees or indirectly via their line managers.

Onboarding has already become established in many locations. In order to ensure a consistent minimum level of quality but also to share good ideas and support smaller locations, HR issued a worldwide Onboarding Guideline in the fiscal year 2018. Deliverables include a global welcome email, welcome pages on the intranet, a blueprint for an orientation plan, and a checklist to help line managers undertake all necessary preparations. In addition, the guideline outlines the “buddy system,” which is explained in more detail in a flyer.

All locations are expected to host welcome and information events for new employees. Designed to build motivation and support networking, they also facilitate information and knowledge sharing.

A variety of measures are used to fast-track the social and professional integration of new company employees. Taking Infineon Greater China as an example, the Greater China New Hire Orientation concept was adapted this year and a few onboarding activities were added to the previous process and tool training program. In June 2019, Su Hua, President of Infineon Greater China, welcomed fifty new employees who had joined the locations in Shanghai, Beijing, Shenzhen, Wuxi, Taiwan and Hong Kong. This onboarding event for multiple locations gives newbies an early opportunity to network and engage with each other so they can learn more about Infineon’s culture, vision and mission. The participants also gained valuable insights into day-to-day business through the expert product and application presentations from the divisions, and they also heard personal career stories from longer-serving employees. This successful one-day event provided a good platform for the participants to springboard their career at Infineon.
Training and dual study program

High-school pupils who are approaching graduation and looking for a new adventure may find exactly what they are looking for at Infineon. Graduates can choose from a wide spectrum of conventional technical and commercial apprenticeships programs or opt for dedicated dual courses of study. A total of 394 apprentices and students on work-study courses were employed by Infineon during the fiscal year 2019.

The commercial apprentices at our Munich, Regensburg and Warstein sites can avail of a very special opportunity; namely the chance to spend four weeks of their training in another European country as part of the EU Erasmus+ funding program. In 2019, a total of seven apprentices traveled to Porto to brush up their language skills and work on the accounting strand of their commercial training.

At Infineon, the process of fostering next-generation talent begins way before we start training our skilled employees. We know that if you want to be good at something, it’s never too early to start. Which is why we want to get the youngest members of our society excited about technology. This means explaining our complex products and technology in an understandable yet fun way. Kids thus learn early on how microelectronics can contribute to a better future and more sustainable management of natural resources.

Rebecca Wisbacher (center) was one of the apprentices who availed of the chance to travel to Porto. The to-be industrial business manager welcomed the invaluable opportunity to engage with a different culture, experience an international working environment and improve her language skills. “Not all employers give you an opportunity like that,” explains Rebecca. “I am so glad that Infineon gave me this chance to experience Porto. Spending time abroad has greatly improved my self-confidence, and I find things like switching to different departments much easier now.”
Infineon launched the Chips@School competition in 2012 in Germany. Now it has grown and is held worldwide, including in countries such as Singapore and Ireland. Pupils from the 8th grade onwards are called on to develop new solutions and applications based around chip technology. The aim is to answer a series of interesting questions like: What should the chips of the future be able to do? What will the future be like?

MINT is the German abbreviation for Mathematics, Informatics, Natural Sciences and Technology (also referred to in English as the STEM subjects). Demand has never been higher for graduates in these fields. This is why Human Resources started the MINT Minis project in the fall of 2017. The new homepage on the Intranet features age-appropriate material and slide decks suitable for kids on technical topics in general and semiconductor technologies in particular. To promote interest among young people, cleanroom suits in various children’s sizes and experiment kits can be borrowed at all Infineon training sites in Germany. MINT Minis aims to motivate Infineon colleagues around the world to go to kindergartens and schools and to share enthusiasm for the MINT subjects among children aged three through ten. The first projects have already taken place in Europe, the US and Asia.

Girls’ Day 2019 at Campeon in Munich was a special day out for a total of thirty girls aged between 13 and 17 with an interest in technology. Through a discovery tour across the campus, the schoolgirls were able to gain initial impressions of Infineon’s structures before testing their skills in a variety of technical workshops and interesting experiments. The objective of Girls’ Day is to help the participants choose their future profession and encourage them to take up careers or courses in MINT disciplines.
Infineon Germany also offers high school graduates and former apprentices who completed their training the chance to undertake a dual study program. No other degree program contains such an extensive practical experience component as the students alternate between theoretical and practical training. Depending on the study model, the dual study program lasts three, three and a half or four years, ending with a Bachelor’s degree. Successful Bachelor graduates can then expand their knowledge with a dual Master’s degree program.

A dual degree course provides an ideal opportunity to earn a monthly income while studying and learning about some of the company’s activities at the same time. Afterwards, the graduates have an excellent idea about their preferred starting point on the career ladder.

In 2019, pupils from Lappersdorf Gymnasium in Bavaria won the top prize of EUR 500 in this competition open to high schools all over Germany. Their winning idea was a “Safety Bus” system that causes the window-pane of a bus to be released and ejected automatically if the bus is involved in an accident. The same high school in Lappersdorf won the second prize worth EUR 300. They came up with the idea of a “Holo-Watch” – a smart watch with a special film on the display which inflates during a holographic call and shows the caller as a hologram between the display and curved film. Third place went to Goethe-Gymnasium in Regensburg for their idea of a device that explores the deep sea with a camera and positioning chip but is also able to collect (plastic) rubbish along the way.

At this year’s graduation ceremony held in September 2019, a total of eight apprentices and four students celebrated the completion of their programs at Infineon. The best IHK graduate is Anna Birnthaler. As part of her dual study program, she combined a course in microsystems technology with integrated training as an electronics engineer at Infineon.
One of this year’s successful graduates was Anna Birnthaler. She is a combined degree student at Infineon, which means that she is completing a dual degree course with integrated training as an electronics engineer for industrial engineering. She passed the final exam of the German Chamber of Industry and Commerce in the summer 2019, achieving 97 out of 100 points, and followed this up with a period abroad in Malaysia sponsored by Infineon. “My main motivation for undertaking a dual degree course was the opportunity to complement theory with the practical skills and knowledge that an electronics engineer needs and to apply those directly in the training workshop. The optional period abroad gives you many more avenues to put what you have learned into practice. Another positive is that you can always turn to HR for support whenever you have questions or issues,” says Anna.
Cooperation with universities

Close cooperation with universities is very important for many different reasons. First and foremost, to attract successful graduates looking to get their careers off to a successful start. We offer a variety of dual degree courses to increase our appeal as an employer. Equally important, however, is the exchange of knowledge and joint innovation projects to ensure we stay at the cutting edge.

Many Infineon engineers have taken guest lecturing positions at renowned universities in Germany and abroad to foster good communication and close ties at local level. We support universities with endowed professorships or research laboratories. In addition, we visit university recruitment fairs, give presentations at conferences and invite students to take tours of our company.

The future of our company lies in the hands of the talented young people we are training today. This makes it all the more important to support continued learning among ambitious graduates through attractive initiatives and collaborative options, while giving them the opportunity to establish a social network across the company. As an innovative global technology leader, we attach great importance to a recruitment process that reaches out to talent of all nationalities; and to supporting the onboarding process with a wide range of integration measures.

Sabine Herlitschka,
CEO and Technology Director
Infineon Technologies Austria AG
The Infineon Korea office was packed full of guest students for two weeks in January. The visit was prompted by a government-funded automotive semiconductor training course that was jointly organized by Infineon Korea and the Korean Semiconductor Industry Association (KSIA). Held this year for the fourth time, this two-week event saw experts from the automotive industry share their expertise and knowledge with the visiting students, give practical insights into the semiconductor industry and underscore Infineon’s role as a key player in this space.

Infineon Austria and the University of Innsbruck established the Innsbruck Power Electronics Lab (i-PEL) this year and are now jointly getting ready for the future. Under the direction of Prof. Dr. Petar Grbović, the lab will provide expert training for young talent interested in a career in the semiconductor industry. This win-win collaboration between Infineon and the University of Innsbruck connects the worlds of industry and research. Research activities will help to unlock totally new opportunities but also to quickly transition new products and applications in power electronics that reflect Infineon’s requirements and global technology trends from the lab to the real work. They also create a competitive edge for Infineon. “For me, the biggest benefit to come out of this collaboration is talent recruitment. Students gain an early impression of Infineon as a leading and innovative semiconductor manufacturer and as an exciting place to work,” according to Petar Grbović. This cooperation should bring huge benefits to both sides.
Interns und working students

Across the entire company, students and university graduates have a number of attractive openings to become part of the Infineon team. We offer internships, working student jobs and supervision of Bachelor’s or Master’s theses. Whatever option they choose, all newbies can look forward to a creative space offering practical experience with the latest technologies and an opportunity to get their careers off to a successful start.

Every year, Trendence, an independent market research and consulting firm specializing in employer branding, identifies the most attractive employers. Infineon Germany is repeatedly voted one of the top 100 employers by engineering students. Over 50,000 participants in the study evaluated Infineon this year based on the criteria of attractiveness, market awareness and the reasons prompting them to apply for a job at Infineon.

Over 7,500 interns took part in a survey conducted by the CLEVIS Group on the working conditions in a number of companies. The study categorizes companies in four areas: Stars, Pretenders, Hidden Champions and Challengers. Infineon’s categorization as a “Star” is a tribute to its quality as an employer as well as its brand image. Interns at these companies are very satisfied with their employer and their internship. Infineon continuously improves the quality of its internships to enhance its attractiveness as an employer for the up-and-coming generation of talent. The Student Attraction Managers use various channels such as trade fairs and workshops to identify the best talent in schools and universities.

Internships with Infineon Singapore (IFAP) are highly prized among high school students. The three lunch workshops organized by the Singapore location every year provide an early networking opportunity for interns and a platform for sharing information about their experiences with Infineon. In the first half of the year, around 50 interns took part in the lunch talk at Infineon Singapore. In a joint career planning session, a psychometric assessment helped to give participants an understanding of the basic personality profiles and work environments so they could reflect on the path to which they are best suited.
Talent programs

Our world is changing at an increasingly rapid pace. Infineon has developed a broad range of initiatives to successfully position itself for the changes that are also shaping the job market. At the heart of these activities is the International Graduate Program (IGP), which is designed to attract highly qualified graduates. The program is global in reach, which means that the participants can build their networks across both divisional and national borders. At least one of the program’s three to four assignments is completed abroad. The IGP participants exchange ideas and experiences in regular conference calls and virtual meetings. They also have face-to-face meetings at global conferences every six months.

International Graduate Program (IGP) – key facts at a glance:

› Duration: 18 months
› Candidates: University graduates with Bachelor’s or Master’s degrees
› Three to four assignments, at least one of which involves a four- to six-month foreign placement
› Roles and responsibilities spanning different divisions and functions
› Individual support through buddy and mentoring programs
› International networking opportunities with regular meetings as well as virtual, regional and international IGP meetings

Trade fairs remain an attractive platform in the search for talent and an effective vehicle to spread the word about career opportunities at Infineon. At the electronica 2018 trade fair in Munich, the stand concept was a magnet not only for trade visitors but also for potential candidates. A shuttle bus service was also laid on to bring fifty selected students to the event. Three guided tours gave these visitors an opportunity to discover the different exhibits around the world’s leading electronics trade fair and at the Infineon stand in particular. Michael Schinke, Senior Director Marketing Communications, communicates with the humanoid robot Roboy, which is featuring sensors from the Infineon’s XENSIV™ portfolio.
From 5 through 9 November 2018, 45 of the International Graduate Program (IGP) participants from around the world gathered in Neubiberg for a full-on week of training and networking. CEO Reinhard Ploss kicked off the event with the motto: “Never stop learning”. Reinhard Ploss was joined by CMO Helmut Gassel and PMM Division President Andreas Urschultz to discuss topics around leadership philosophies and the challenges of digitalization. Intercultural exchange was the main focus of this conference. The diverse group of participants completed two full days of training under the motto "Empower Yourself for Effective Collaboration". The event gave them an opportunity to fine-tune their interpersonal skills, raise cultural awareness and reflect on their own strengths. The conference was rounded off with an evening event where the graduates had a chance to immerse themselves in German culture and cook some local culinary specialties.

“The opportunity to establish a global network across several different functions, to explore Infineon’s locations around the world first hand and learn from different mentors make these 18 months a truly inspiring experience,” says Christiane Durner, Automotive (ATV) Neubiberg and participant of the International Graduate Program. “I have gained rich insights into the company and the world of semiconductors – the benefits of the International Graduate Program extend far beyond the post I am aiming for.”

The talented young participants in the International Graduate Program gathered for a conference in Villach again in March 2019, where the focus was on exchanging information across functions and international networking. The two days of back-to-back training also looked at how to improve project management skills through both traditional and agile methods. A further highlight was the management talk with Infineon Austria CEO Sabine Herlitschka and Infineon Austria CFO Oliver Heinrich. The IGP community seized the opportunity to discuss topics such as work-life balance, visions for the future and challenges along the career path. The session was beneficial to all participants, with the executives sharing many useful tips so Infineon’s up-and-coming experts were able to gather plenty of knowledge and experience at this early stage in their career paths.
# International Graduate Program | 18 months

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Assignment</td>
<td>3-4 months</td>
</tr>
<tr>
<td>2nd Assignment</td>
<td>4-8 months</td>
</tr>
<tr>
<td>3rd Assignment</td>
<td>3-6 months</td>
</tr>
<tr>
<td>4th Assignment</td>
<td>optional</td>
</tr>
</tbody>
</table>

- **Daily Business Tasks**
- **Training**
- **Networking Events**
- **International Assignment**
- **Project Assignment**
- **Clean Room Visit/Site Visits**
- **Mentoring**
- **Buddy (i.e. Alumni)**
- **Regular Feedback Sessions**
- **IGP Project**
Getting ready for the job market with Infineon

For years, we have been helping young people prepare for today’s job market challenges. On 17 June 2019, the province of Carinthia in Austria presented the integration award “Apprenticeships for Asylum Seekers” to Infineon Technologies Austria AG. The award aims to highlight and publicize communities and companies that are actively promoting greater integration in society. Infineon won first place for its “Apprenticeships for Asylum Seekers” project in the “Working. Together” category.

The project reflects Infineon’s commitment to integrating young refugees in the job market, developing their potential and – in so doing – tackling the current shortage of skilled workers. The panel of judges was impressed by the sustainability of this initiative. Infineon has been offering young asylum seekers the option of doing a dual apprenticeship (mechatronics/electrical engineering or electrical engineering/metal technology) since 2016. The apprentices receive high-quality, in-depth technical training, flanked by coaching to develop personal, professional and social skills. After initial interviews with potential candidates, those who were selected went on to complete one to two weeks of practical training at the St. Andrä Technical Academy. After this, they had to pass an admission test. Support is provided if there are any communication problems, but otherwise the test is the same for everyone.

The ultimate decision to offer an apprenticeship placement is based on a final interview with the qualified candidates. This year, eight young men from Afghanistan, Iran and Syria are in the apprenticeship program. They are sharing accommodation with their Austrian counterparts in the town of St. Andrä.

The Physics Summer Camp at the University of Paderborn gives future high school graduates insights into what it’s like to study or work in physics. The topics discussed this fiscal year 2019 included applied physics, scientific papers and career prospects. A highlight of the camp was a visit to the research labs of Infineon in Warstein, where the Talent Attraction Management team gave a presentation on Infineon including information on available career options and prospects. The thirty school-goers also attended an interesting lecture on solid-state physics, followed by a “speed interview” lineup enabling them to chat briefly with physicists at Infineon Warstein. This highly productive event gave high school students with an interest in science a realistic picture of what physics studies entail and what it takes to succeed in the job market.

Already in its fifth year, the Physics Summer Camp at the University of Paderborn gives future high school graduates insights into what it’s like to study or work in physics. The topics discussed this fiscal year 2019 included applied physics, scientific papers and career prospects. A highlight of the camp was a visit to the research labs of Infineon in Warstein, where the Talent Attraction Management team gave a presentation on Infineon including information on available career options and prospects. The thirty school-goers also attended an interesting lecture on solid-state physics, followed by a “speed interview” lineup enabling them to chat briefly with physicists at Infineon Warstein. This highly productive event gave high school students with an interest in science a realistic picture of what physics studies entail and what it takes to succeed in the job market.
Workforce – Good cooperation instilled into our culture
We want to offer our employees a great place to work. We know that satisfied, happy employees are the only way to sustain excellent performance over time. That’s why we prioritize fair working conditions and a corporate culture where everyone feels welcome. Just like in the world of sport, we are committed to recognizing performance, commitment and achievements and to rewarding them accordingly. We are proactive on a number of levels to retain our status as an attractive and competitive employer in the global job market.

External workers
(Infineon worldwide 2019)

<table>
<thead>
<tr>
<th></th>
<th>Female external employees</th>
<th>Male external employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>997</td>
<td>1,207</td>
<td>2,204</td>
</tr>
<tr>
<td>73% employed in production</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Workforce
(Infineon worldwide 2019)

<table>
<thead>
<tr>
<th></th>
<th>Permanent employees</th>
<th>Temporary employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>13,586 (12,927)*</td>
<td>24,617 (23,300)*</td>
</tr>
<tr>
<td>845 Part-time work included</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,455 (1,390)*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Part-time work included</td>
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<td></td>
</tr>
<tr>
<td>1,760 (1,740)*</td>
<td></td>
<td></td>
</tr>
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</table>

Employees by region

<table>
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<tr>
<th>Region</th>
<th>Permanent employees</th>
<th>Temporary employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>America</td>
<td>1,963</td>
<td>2,300</td>
</tr>
<tr>
<td>Europe</td>
<td>18,622</td>
<td>2,051</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>16,674</td>
<td>208</td>
</tr>
<tr>
<td>Japan</td>
<td>1,008</td>
<td>167</td>
</tr>
<tr>
<td>1,418 (USA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3,357 (GER)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3,863 (9,014)*</td>
<td></td>
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</tr>
<tr>
<td>4,813</td>
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<td></td>
</tr>
<tr>
<td>7,616</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9,058</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10,434 (16,494)*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13,809</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13,809 (16,494)*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>208 (194)*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td></td>
<td></td>
</tr>
<tr>
<td>167</td>
<td></td>
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<td>41</td>
<td></td>
<td></td>
</tr>
<tr>
<td>167</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Fiscal year 2018
Employee representation: Working together

A strong culture of trust built on open and honest communication is also extremely important to us in our dealings with employee representatives. Co-determination is an essential aspect of our HR work. Working together, we create a solid basis for the successful execution of our core topics through the various bodies, in particular the Central Works Council and the Executive Staff Representation Committee.

Automation and the accompanying digitalization of the workplace at our locations was a key talking point in the collaboration between company management and the central works council again this year. The main priority as always is to engage all employees in the process and to secure their future roles and employment at our locations in the context of emerging challenges. A project group with representatives from company management and the central works council was set up to examine this topic with the support of jointly appointed experts. Three production locations (Warstein, Villach, Regensburg) have already been visited by members of the project group, who came away with valuable information on the current level of automation. Next in line for a fact-finding mission are the Neubiberg and Dresden sites. Once the findings have been analyzed, measures will be drawn up to support and promote the qualification and further training of our employees on a central, company-wide basis. A good example of the success of this joint approach is a forward-looking agreement on the automation of frontend manufacturing in Regensburg concluded between plant management and the works council – with the clear objective of safeguarding jobs. This agreement would not have been possible without close collaboration built on trust but also constructive criticism between the employer and employee representatives.”

Ronald Künemund, chairman of the central works council
Compensation: Sharing in the company’s success

Attractive, fair and competitive compensation is essential in the war to gain and retain excellent talent. Since we want to give employees an additional incentive to perform at their best and to act in a results-driven manner, they are also entitled to a suitable share in the company’s success. The annual success bonus, which is directly linked to our business performance, is paid in addition to a fixed salary.

In addition, both full- and part-time employees are entitled to various company benefits. The type and extent of these benefits are determined by local laws and regulations, and by conventional market practice. We pay our staff on the basis of work-related criteria, such as job description and performance, and in accordance with the respective local market requirements. Men and women are paid equally at Infineon. Each employee receives appropriate, transparent remuneration for their work, in compliance with all legal standards.

Global HR costs for active internal employees came to 2,533 million euros in the 2019 fiscal year. These costs include wages and salaries, plus overtime, bonuses and social security costs.

Personnel expenses in € million
(Infineon worldwide)

<table>
<thead>
<tr>
<th>Year</th>
<th>Wages and salaries</th>
<th>Bonuses</th>
<th>Social security costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2,206</td>
<td>338</td>
<td>365</td>
<td>2,533</td>
</tr>
<tr>
<td>2018</td>
<td>2,347</td>
<td>365</td>
<td>365</td>
<td>2,533</td>
</tr>
<tr>
<td>2019</td>
<td>2,533</td>
<td>365</td>
<td>399</td>
<td>2,533</td>
</tr>
</tbody>
</table>

Personnel expenses per FTE in EUR K
(Infineon worldwide)

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>59</td>
<td>62</td>
</tr>
<tr>
<td>2019</td>
<td>62</td>
<td>62</td>
</tr>
</tbody>
</table>
YIP – Your Idea Pays

Ideas management is a cornerstone of Infineon’s culture of ideas and innovation. It also gives employees another avenue to share directly in the company’s success.

YIP, which stands for Your Idea Pays, is one component of our ideas management program. For decades, we have been encouraging our workforce to share their ideas, and they can form interdepartmental, regional or even international teams in order to participate in this scheme. The more innovative the idea, the greater the contribution to the company.

The successful implementation of process, product and quality improvement ideas can make a valuable contribution to cost efficiency and to our business success overall. A global total of 10,993 improvement proposals were received in fiscal 2019, representing an overall cost benefit of 52 million euros. Infineon has paid out 1.8 million euros in bonuses to the idea generators.

The continuous improvement process (CIP) is another facet of ideas management. Here we focus on proactive quality management and – as the name suggests – getting better all the time. In keeping with the spirit of continuous improvement, this initiative applies to all employee groups and lines of business.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Benefit (€ million)</th>
<th>Premium Pay (€ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/16</td>
<td>1.5</td>
<td>37.1</td>
</tr>
<tr>
<td>16/17</td>
<td>1.7</td>
<td>44.6</td>
</tr>
<tr>
<td>17/18</td>
<td>1.7</td>
<td>56.5</td>
</tr>
<tr>
<td>18/19</td>
<td>1.8</td>
<td>51.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Submitted Proposals</th>
<th>Implemented Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/16</td>
<td>6,094</td>
<td>10,918</td>
</tr>
<tr>
<td>16/17</td>
<td>10,862</td>
<td>10,862</td>
</tr>
<tr>
<td>17/18</td>
<td>11,918</td>
<td>10,993</td>
</tr>
<tr>
<td>18/19</td>
<td>10,993</td>
<td>10,993</td>
</tr>
</tbody>
</table>
Outstanding ideas celebrated at High Performance Award 2019

The High Performance Award was introduced to shine a spotlight on innovative ideas. The individual prizes are presented in the categories Gold, Silver and Bronze in what has evolved into Infineon’s own “Oscars”. The awards recognize outstanding projects and initiatives which are helping the company achieve its strategic goals.

Held this year for the sixth time, the awards ceremony was hosted on the eve of the 2019 High Performance Forum in Salzburg, which was attended by over 400 of Infineon’s senior managers and executives. CEO Reinhard Ploss was clearly impressed with the quality and number of entries received this year – in all there were 100 submissions, all exploring different facets of “Digitalization and new ways of working”. “The huge interest in the competition and the performance of the winning teams show that we are making great progress on our digital transformation journey. Our people truly are the foundation of our success here at Infineon,” commented Ploss. The three best teams were recognized with Gold, Silver and Bronze awards.

This year’s Gold award went to the “Next Level of Sales & Marketing Cross-Selling 1.0 project aka Sherlock Holmes”. The idea behind it is simple. Similar to an online shopping portal, Sherlock Holmes gives buyers recommendations from Infineon’s wider portfolio for other products that match their purchase. The “Remote Frontend Technology Development” (RFTD) project took the Silver award. This technology allows research and development engineers to work together effectively no matter where they are in the world. The cost savings resulting from fewer updates and product change notifications are helping the company advance its digital transformation process.

The Bronze award went to the international project “Robotic Process Automation” (RPA). The team behind this submission was convinced that the automation and digitalization of repetitive software-based business processes has the potential to free up resources, leading to time and cost savings in the daily running of the business.

In honor of all 100 teams and their innovative ideas, a rap song accompanied by a music video was produced this year. The lyrics referenced all project names and the song was a huge hit.
The judging panel also handed out special awards to two additional applicants this year. One was awarded to the BEAR project – a holistic, globally managed flagship project with over 1,000 team members. The idea behind it is to digitalize manual activities and harmonize working methods across all backend locations. The “Data to our people” initiative was the other recipient of a special award. Its objective is to make Infineon a data-driven enterprise that unleashes the huge value inherent in that data to keep fabrication activities competitive. This initiative is enabling many employees to see visualized data, understand it and act accordingly.

Social engagement

As in previous years, the winning teams in this year’s High Performance Award were able to donate the prize money to the charities of their choice. In total, the teams donated 40,000 euros, much to the delight of relieved volunteers, grateful parents and above all some very happy children.

From natural disasters through education initiatives to community involvement projects like helping the daycare center next door, Infineon employees at all locations have shown their commitment to assisting others in a variety of ways. They help to make the world a little better – not just by donating money, but also by giving their time. Community volunteering and social engagement – we call it corporate citizenship – is an integral part of our corporate culture and is supported by Infineon.

In total, Infineon contributed to corporate citizenship in fiscal 2019 with sponsoring, volunteer work, donations in-kind and more than one million euros in cash donations.

Link to sustainability report: www.infineon.com/nachhaltigkeit_reporting
Feedback from our employees

A Every second year, Infineon takes part in the “Great Place to Work®” employee survey, which helps to gauge the overall level of trust and quality in relationships between employees as well as between employees and management. The aim is to continuously improve our working conditions and promote our corporate and trust culture – in line with our strategic objectives “Have the right competencies in place” and “Foster leadership excellence and build a strong, high performance culture”.

A “Great Place to Work®” is a workplace where you can
› trust those you work for
› be proud of what you do and
› enjoy working with others.

After conducting the “Great Place to Work®” survey in spring 2018, the Great Place to Work® Institute in Berlin announced the awards for the best employers in Germany in March 2019. Infineon was placed third among all companies with more than 5,000 employees. A total of 650 companies took part in the 2019 “Best Employers” competition.

Our high ranking in the Great Place to Work® competition was attributed in particular to the excellent balance between our high-performance values and a company culture that supports employees and develops their potential. The panel also commended our extensive and highly committed health management program. In addition, Infineon has an exemplary approach to sustainability, equality and the promotion of young talent.

The long-term success of our company is attributable to a lot more than a great business model. Successful and engaged employees are the only way to sustain excellent performance over time. Which makes employee satisfaction and motivation a key enabler for us. So it gives me great pleasure to read the reviews from the online recruiting platform Glassdoor, which show just how highly our employees rate Infineon as an employer. We are also very proud of our “Great Place to Work” accolade, because it shows that our efforts to create an attractive and inspiring working environment are paying off. And I’m happy to say that all this positive feedback has motivated us to become even better.”

Helmut Gassel,
Chief Marketing Officer
Workforce – We want everyone to be well and happy
As the saying goes, “Your health is your wealth.” For us, health at work not only means protecting our employees against hazards and creating a safe workplace for everyone. We also support them with a wide range of measures for a healthy lifestyle and healthy work habits. Covering everything from a company physician, social counselling and professional reintegration management through health checks and sports activities to innovative health promotion measures – all Infineon locations across the world offer and continuously improve a wide variety of programs and initiatives.

Our focus lies not only on promoting individual health and encouraging employees to be proactive about their health, but also on the working environment and the wellbeing of the entire organization. This is a multifaceted task with many local and global interfaces. The main aim of Infineon Health&Care is to raise general awareness around the many dimensions of occupational health among employees and to advance efforts in this area.

25 minutes of mindfulness
The “25 minutes of mindfulness” sessions offered on a regular basis by Stephan Tente give participants an opportunity to focus on their breathing, and be aware of themselves and their surroundings so they can live in the moment without judging it. The goal is to reach a state of inner harmony that will allow them to take a more relaxed approach to their day-to-day responsibilities and work demands. Stephan is quality manager at Campeon and a trained yoga instructor. He has a lot of experience in leading mindfulness groups and his sessions are very popular – not just with his colleagues in Neubiberg, but also with participants from as far afield as Austria, America and Portugal, who regularly take part via Skype.

One of the key prerequisites for a happy life is health. For this reason, we attach great importance to promoting the well-being of our employees. We support them with various initiatives for a healthy lifestyle and working habits, and we always strive to make health-promoting activities more accessible at the workplace. The topic of health encompasses not only physical vitality but also mental health. Therefore, a seamless work-life integration is very important for preventing emotional stress and overwork.”

Chee Seong Chua,
President and Managing Director
of Infineon Asia-Pacific
Ergonomics week
The Villach location staged an event to show that even small changes can make a big difference to health during a regular working day. During the four days of the Ergonomics Week organized by the local health team at the start of June 2019, employees learned all about ergonomics at a demo workstation. They were shown how to adjust their desk and office chair correctly, where the mouse and keyboard should be placed in relation to their elbow and hand, and the optimum distance between their eyes and the computer screen.

A shiatsu chair provided a relaxing introduction to this form of massage therapy, which was followed by an opportunity to receive treatment from a trained shiatsu practitioner. A physiotherapist rounded off the event with some exercises for the participants to try themselves. These were designed for easy incorporation into daily work routines and, if practiced regularly, can prevent back, neck and shoulder problems.

Mental wellness
The World Health Organization (WHO) defines health as “a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”. The mental wellbeing of a person is therefore an essential part of being healthy. With this in mind, Infineon Singapore has been running its Employee Assistance Program for a number of years. It offers professional support and advice to employees facing difficult challenges, whether in their professional or personal lives.
2019 World Adventurer Challenge: Seven Wonders of the World

Over 260 million steps were walked during this year’s Get Active Walking Challenge as part of the Infineon Cares program run by Infineon Americas. Following the success of last year’s Walk to the Moon Challenge, this year’s target was to take in the seven wonders of the world. Over six weeks, 624 Infineon employees – many of whom were part of the 89 participating teams – walked a virtual tour of all seven ancient wonders of the world plus one of the modern wonders: the Rose City of Petra in Jordan. The challenge was as much about health, wellbeing, team spirit and mutual motivation as it was about the 4,500 US dollars that it raised in donations for a charitable cause.

CITY CYCLING

CITY CYCLING, a campaign by the Climate Alliance, Europe’s largest network dedicated to climate protection, was set up to help mitigate climate change and to promote cycling as a healthy mode of transport. Over 1,700 cities, districts and municipalities have joined the network to date. Designed as a competition between municipalities across Germany, the CITY CYCLING campaign challenges cyclists to complete as many of their daily trips as possible with zero CO₂ emissions. On 29 July 2019, 134 cyclists from the Infineon team representing Neubiberg took to the saddle for a three-week campaign. The total distance finally entered in the CITY CYCLING app was 44,097 kilometers – which translates to almost 6.3 tons of CO₂ that would otherwise have been emitted. An impressive figure when you consider that an average Bavarian citizen emits around 6.1 tons of CO₂ every year. A healthy challenge in more ways than one, and a success for Team Infineon which finished first in its own municipality as well as beating all the other municipalities in the wider Munich area. This event is also a great way to inspire other cyclists and expand the cycling community.

This fiscal year’s Singapore Health Award Symposium on Sustainability of Health recognized 169 companies, institutions and organizations for their efforts to promote health over the past two years. We are very proud to rank among the 21 companies (representing the top 15% of all participating companies) that joined the many government and health institutions to be singled out for the Excellence Award. Through programs covering everything from exercise to nutrition, we firmly believe that healthy employees performing at their best can make the biggest contribution to Infineon’s success. Our thanks to everyone who made this award for Infineon possible!
Leadership & Health: Prevention program

Ensuring that our employees retain their ability to perform well at work is not just a core element of our corporate philosophy; it is also a key leadership task. There is a direct link between the way managers interact with their teams and the health and wellbeing of those teams. In order to make managers more aware of their role and equip them with the skills needed for health leadership, Infineon offers the Leadership & Health prevention program. As well as providing valuable background information on how to maintain health and prevent illness, the program develops skills that encourage managers to take responsibility for their own health and for that of their employees.

Flexible working models

In today’s world, it’s becoming increasingly important to balance professional challenges with adequate time and space for family and private life. At different stages in life, employees may require models with flexible working hours for a variety of reasons – they may be caring for children or a relative or taking a long-awaited break from work. We aim to create attractive working environments at Infineon because we want our workforce to be satisfied, motivated and always performing at its best. Part-time work, job sharing, home office, teleworking, sabbaticals and flexitime – all of these models give our employees the flexibility to balance professional demands with their private lives.

“Disability is one of the six facets of diversity management at Infineon Technologies. High performance means valuing each individual talent. Every investment in the needs of disabled people is potentially an investment in one’s own future when you consider that anyone’s circumstances can change overnight and inclusive measures usually benefit the able-bodied as well.”

Johann Wein, general disabled employees representative
All German and Austrian Infineon locations are considered to be particularly family-friendly and were awarded the “audit berufundfamilie” (work-life balance) certificate.

Another important priority at Infineon is to create an inclusive working environment where everyone fits it – regardless of ability or disability.

Infineon Japan is proud to welcome paracanoe athlete Yuta Takagi to the company. Yuta injured his spine in a motorbike accident at university and has been in a wheelchair ever since. His injury, however, doesn’t stop him from training every day and leading an active, independent life. He started canoeing in 2017 after a friend suggested he give it a try. He now aims to take part in the 2020 Paralympics in Tokyo. Yuta drives himself hundreds of kilometers to take part in competitions in the sport he is so passionate about. Yuta joined Infineon Japan in 2017 under an athlete employment scheme. He currently lives 410 kilometers away from Tokyo in Gifu Prefecture as this is also home to a canoe training center. Yuta visits our Japanese headquarters in Osaki, Tokyo, once a month.

Infineon was also able to help Klaus Schmidt. A serious illness in 2004 changed his life, but after being recognized as having a disability rating of 50% and after receiving support from Infineon’s disabled employees representative Johann Wein, Klaus was successfully re-integrated into the workforce with a workplace adapted to his needs. He was also glad to accept a part-time work model allowing him sufficient time to rest. In the meantime, Klaus’ disability rating has risen to 70% and he is working three days a week – an arrangement that suits him very well.
On 3 October 2018, around thirty Infineon employees on parental leave, including three fathers, joined their managers for the fifth Infineon Austria parental leave breakfast at Naturel Hotel Village Schöenlein in Oberaichwald. This breakfast event has been a fixture since June 2014, and it is organized by Sigrun Alten, Diversity Manager, in cooperation with external partners and HR. The aim is to maintain contact between employees on parental leave and their managers during their time off work and to underline that the company holds parenthood in high esteem. Alongside presentations on childcare and getting healthy sleep with a young child, a colleague from the HR service center was also on hand to answer general questions.

### Age profile

<table>
<thead>
<tr>
<th>Age Range (years)</th>
<th>Proportion of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;=20</td>
<td>0.4%</td>
</tr>
<tr>
<td>21-25</td>
<td>5.3%</td>
</tr>
<tr>
<td>26-30</td>
<td>11.2%</td>
</tr>
<tr>
<td>31-35</td>
<td>13.1%</td>
</tr>
<tr>
<td>36-40</td>
<td>15.0%</td>
</tr>
<tr>
<td>41-45</td>
<td>15.7%</td>
</tr>
<tr>
<td>46-50</td>
<td>14.4%</td>
</tr>
<tr>
<td>51-55</td>
<td>13.0%</td>
</tr>
<tr>
<td>56-60</td>
<td>3.0%</td>
</tr>
<tr>
<td>61-65</td>
<td>8.5%</td>
</tr>
<tr>
<td>&gt;=66</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

In many cities, securing a daycare spot for your child is a stroke of luck. All major Infineon locations in Germany, Austria and Singapore either have their own company daycare centers or they cooperate with nearby childcare facilities to offer places, and we are continually increasing the options available.

The Campeon daycare center is, by total number of employees, one of the largest company day nurseries in Germany. Since 2013, it has been certified as a “Haus der kleinen Forscher” (Little Scientists’ House). The aim of this program is to encourage a spirit of discovery among little boys and girls, while providing professional supervision for their research projects. In this way, Infineon is making an important contribution to securing the next-generation MINT pipeline.
The International Daycare Center (IDC) in Villach opened a second facility in September 2019 and now offers a total of 190 childcare places for children aged from 11 months to school age. Highlights include a bilingual environment (thanks to German and English native speakers) and a learning concept focused on technology and science. The IDC has been awarded the Austrian MINT seal of quality.

For older children, we also offer a varied vacation program at various locations.

The popularity of our Infineon Vacation Camp in Warstein is growing every year. From 15 through 20 July 2019, 72 kids from first to seventh grade had great fun at a Harry Potter themed event. As well as a broomstick challenge, a Quidditch tournament and water games, the program also included a cinema evening, a night-time ramble and a barbecue party, all rounded off with a “magic potion” evening. The kids also went to a climbing center, built a raft on the Möhne river and visited the all-weather swimming pool in Warstein. And of course no summer camp would be complete without a camp-fire. Once again, members of the scouting organization Deutsche Pfadfinderschaft St. Georg (DPSG) from the Paderborn archdiocese supported the caregivers for this outing. On the Infineon activity day, a colleague from quality management gave the children the chance to use an electron microscope. They went out on a nature trail looking for specimens which they then examined under the microscope in ultra-fine detail.

At Infineon Bangalore in India, the children of our employees were able to get an impression of their parents’ workplace for the first time on May 24, 2019. “Bring Your Kids to Work Day” was an initiative introduced by the local gender diversity network Spoorthi. The intention was to give the youngsters the unique opportunity to spend an entire day at their parents’ workplace where they would learn more about the company and the industry in an interactive, entertaining and informative way. Over 130 kids took part in the event, during which they also learned about the importance of education, opportunities and responsibility – both for family and career. The ground floor was transformed into a play area for the day with popcorn, cotton candy and a bouncy castle. The little ones enjoyed themselves in other ways, too, whether sitting in their parents’ office chair or getting to see high-tech processes in action. The parents took great pride in presenting their offspring to colleagues around the workplace. With paper and crayons laid on for the smaller children, the older ones took part in a presentation about Infineon, which was conducted by work colleagues dressed in Harry Potter costumes. The kids put all their creativity, imagination and skills on show to build their own robot, and some even slipped into the role of boss – putting adults on the spot with some interview-like questions. The grand finale of the day was a relay obstacle race.
In Neubiberg, too, we organized a wide range of activities for our employees’ children during vacation time. A soccer camp took place over Easter and our annual English camps provide a fun way to learn English with a focus on discovery, science, art and sport. Moreover, Campeón was home not only to a tipi village, but also to Circus Rio. As part of the “Kids Do Circus” program, the children had a chance to experience the “circus life” as part of the corporate vacation camp service.

In Austria, meanwhile, CIC Summerkids (Carinthian International Club) provided a series of adventure-filled weeks for six to twelve year-olds at Auen elementary school in Villach under the slogan “Inventive Minds”. The program ran between 29 July and 6 September 2019. The highlight was a visit from Pepper – an interactive robot. Once Pepper had demonstrated a few of his skills, the kids were able to ask questions, play with the robot and even operate its touchpad. Pepper’s visit was organized by Kornelia Geiger, project manager at Infineon Austria, and Marcel Umele, Pepper’s programmer and operator. “It was great to see the kids react so enthusiastically to Pepper. Infineon is particularly keen to get youngsters interested in technology, and Pepper certainly played his part,” commented Kornelia.

Want to learn more about Infineon?
Then visit our website at www.infineon.de.

Here you will find information about our products and how they are used. You will also learn more about career opportunities and current jobs in the company.