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As a leading microelectronics corporation in worldwide competition, Infineon is subject not only to constant pressure concerning efficiency and cost, but naturally also to the high speed of innovation in the industry sector. At the same time we place highest priority on the top quality of our chips and systems for applications in the areas of energy efficiency, mobility and security.

Maintaining a constant balance in the rectangle "Quality - Cost - Innovation-Speed" makes it possible to win growing market shares with satisfied customers around the world. In this context, Infineon Austria has used the EFQM Model as a management method for more than ten years, with the objective of being a learning organisation that

constantly remains in motion and improves each year, e.g. through management assessments. We want our pursuit of excellence to embrace every potential and to make us the vanguard for EFQM in the Infineon Group.

Innovation management is an integral component of this approach and innovation culture is the core of our strategy. All business areas (Research and Development, Marketing and Sales, Production, as well as support functions) define and inspect their contribution to this joint innovation strategy. This has resulted in significantly more open and more interdisciplinary collaboration. Of course this philosophy is primarily lived out and called for by our leaders.





Whether in innovation workshops with customers aimed at jointly defined projects resulting in products, or with occasional input from outside the industry that helps us look “beyond the horizon”: Innovation lives on discontinuities and challenges from partners.

In this context, Infineon Austria has developed a well-conceived partner network linking research institutes with universities and corporations. The high degree of complexity and outsourcing in our industry makes our suppliers indispensable on the road to innovation. Our procurement experts provide our suppliers with information involve them and evaluate them in essential innovation topics. This also applies to the social environment, which we try to involve by raising enthusiasm for targeted innovation and the opportunity to shape the future, in order to overcome the fear of change.

It is, however, our highly dedicated leaders and employees who form the heart of our innovation success. Supported by the innovation manager, they not only contribute ideas, but also accept responsibility for their realisation. Whether in

the competition for the annual Innovation Award, at the internal Innovation Days idea fair, or through individual suggestions for improvement (known as YIPs: Your Idea Pays); the intent is always to provide a platform for successful technical and business-oriented innovations, as well as to recognize and reward our employees also financially.

These activities have been supported by the development of a new, more open learning and error management culture in the company. Supported and evaluated by university institutes, we can measure the tangible success of this cultural transformation.

By systematically applying the EFQM Model in the area of innovation, Infineon Austria has been able to emerge as the largest R&D company in Austria and has become one of the most significant sites within the highly successful Infineon Group.

In this context, we would like to offer our heartfelt congratulations on the occasion of EFQM’s 25th anniversary and wish you continued decades of success, to the benefit of the European industry as a whole!

## About Infineon

Infineon Technologies supplies semiconductor and system solutions for automotive, industrial electronics, chip card and security applications and, in so doing, rises to the three central challenges that face society today: energy efficiency, mobility and security. Infineon’s products stand out for their reliability, their quality excellence and their innovative and leading-edge technology in analog and mixed signal, RF and power as well as embedded control.

Headquartered in Villach, Infineon Technologies Austria AG belongs to the Infineon Technologies Group. In recent years, it has established itself as a key Austria-based company and is vested with global responsibilities. Infineon has expanded its activities in Austria in all the business segments: Automotive, Power Management & Multimarket, Industrial Power Control and Chipcard and Security.

An international team from some 60 nations is engaged in the research, development and production of microchips, and contributes to the company’s global success at the Villach, Klagenfurt, Graz, Linz and Vienna sites.