

Infineon Technologies Regensburg

Dr. Hermann Wendt

Senior Principal Material Science and Integration

### To Whom It May Concern

I am very happy to write this letter of recommendation for Dr. Frank Huebinger. I know Frank mainly from my time as Senior Principal Material Science and Integration for Infineon at the international semiconductor development alliance at IBM in East Fishkill (NY State, USA; 2004-2008). Frank has worked in several functions in the alliance with decisive impact.

Frank joined the alliance as a team member of the backend-of-line development in 65nm logic technology. He could quickly integrate into this team of senior experts from several large international semiconductor manufacturers. It were his deep analytical skills that let him propose and run the experiment showing the root cause of the problem (via yield degradation) that was blocking the module qualification for almost a year. This breakthrough made him a most wanted advisor for many problems in the backend-of-line modules of the alliance. His ability to listen, ask and understand problems deeply yielded in his nomination to take over the lead of the contact module of the development alliance, usually run by an IBM engineer. And again he could prove his outstanding capabilities of communication with other engineers and precision of analysis. Under his lead the contact yield volatility problem (existing for more than 6 months) was solved within a few weeks only. Franks contributions were crucial to enable the manufacturing qualification of 65nm technology in early 2006, by removing 2 of the 4 blocking points.

As a consequence of his successes he was appointed as the technological project manager of the alliance to develop the dual thin gate oxide branch of 45nm technology at the beginning of 2007. In this new position he demonstrated to be an excellent mediator between the involved companies and their various specification requests. Frank was able to convince and inspire colleagues from different countries and cultures. With his knowledge and empathy he established a trustful cooperation of all partners.

I'm very glad to give Frank my highest recommendation for any new development challenge or project management he might undertake. I wish him very well for the future.

Please feel free to contact me for further information.



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