

Craig R. Barrett

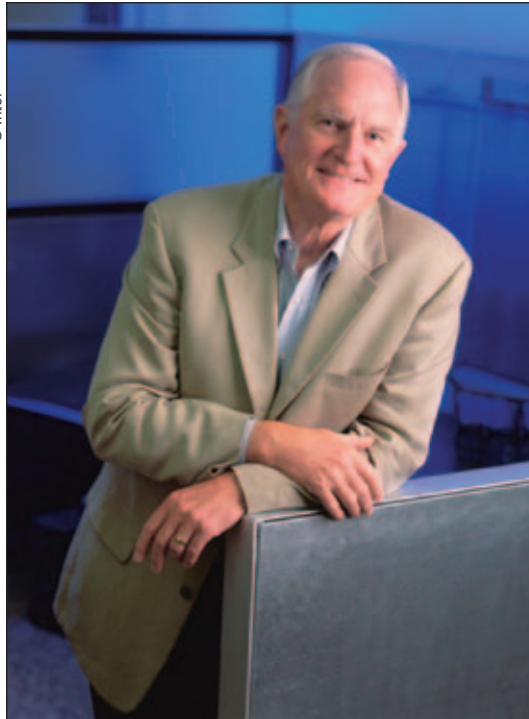
Craig R. Barrett is Intel's Chief Executive Officer.

On 10 November 2004 Barrett was elected to serve as chairman of the Intel Board of Directors, effective May 2005.

Craig Barrett, who received his Bachelor of Science, Master of Science and Ph D degrees in Materials Science from Stanford University, joined Intel Corporation in 1974 as a technology development manager. He was named a vice president of the corporation in 1984, promoted to senior vice president in 1987 and executive vice president in 1990. Dr. Barrett was elected to Intel Corporation's Board of Directors in 1992 and was named the company's Chief Operating Officer in 1993. He became Intel's fourth President in May 1997 and Chief Executive Officer in 1998.

Dr. Barrett is the author of more than 40 technical papers dealing with the influence of microstructure on the properties of materials, and a textbook on materials science, principles of engineering materials.

Dr. Barrett is a member of the Board of Trustees for the US Council for International Business. He is also a member of the boards of directors for Intel Corporation, the US Semiconductor Industry Association, the National Forest Foundation, Achieve, and the Silicon Valley Manufacturing Group. He was recently elected Chair of the National Academy of Engineering, where he will promote the academy and its policies to the engineering community and the public. He is also Co-Chairman of the Business Coalition for Excellence in Education and Chairman of the Computer Systems Policy Project.



“Intel seeks to conform to international standards to promote product harmonization and to facilitate trade.”

ISO Focus: How do you see the role of International Standards versus national, regional or industry standards as a key to competing in global markets?

Craig R. Barrett: Companies that embrace standards that have been globally adopted and reflect worldwide consensus are in the best position to succeed because they are able to create world-class products based on high quality standards. These products have the benefit of being developed with broad participation, incorporating global perspectives and requirements. When a company chooses to embrace a regional

standard that competes with an accepted global standard, they are headed down a path that makes it extremely hard for them to be successful and that often locks them into an incompatible direction.

Standards that have been adopted globally free companies to compete in various markets around the world without having to develop multiple versions of a product.

Finally, global standards bring a great many benefits to consumers. They lead to a higher number of product offerings for consumers, and introduce more competition and lower costs. Consumers are more willing to buy products when they are based on such standards because it is a safer choice.

ISO Focus: What concrete benefits have ISO International Standards brought Intel and does the company participate in their development?

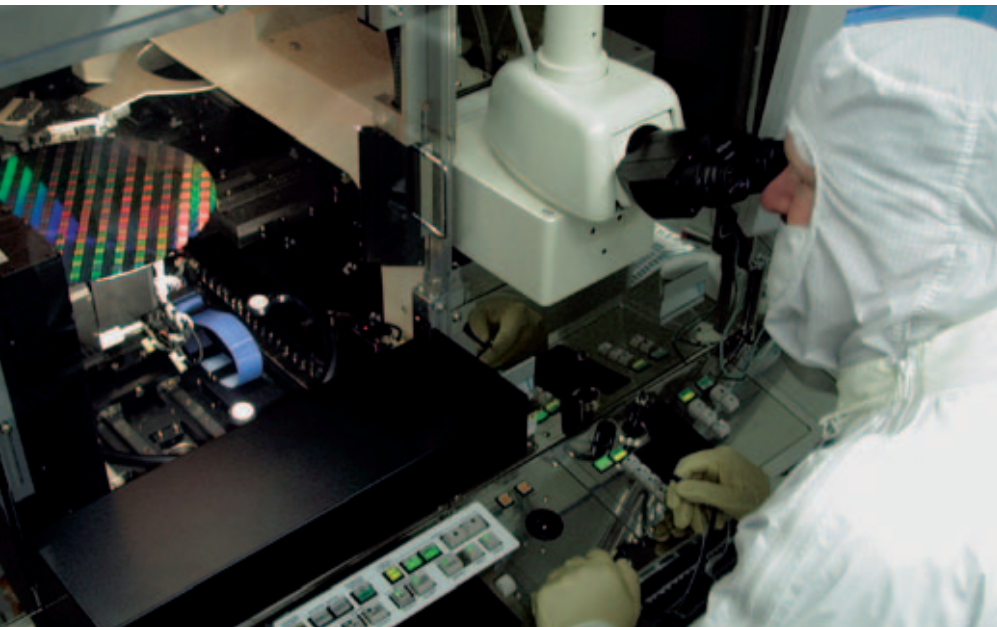
Craig R. Barrett: Intel is a leader in semiconductor fabrication and technology, so manufacturing excellence is important to us. Standards developed by internationally recognized organizations, such as ISO, are associated with worldwide consensus and world-class quality. Use of ISO standards in areas of management systems (ISO 9000 and ISO 14000) and supplier's declaration of conformity (ISO/IEC 17050) have helped us maintain our world-class manufacturing excellence. For example, we will likely use ISO/IEC 17050 for making our declarations of conformity for lead-free products in 2006 and beyond. Meeting these requirements will inspire high confidence among governments, regulatory bodies, and consumers because the standard represents a world-class

benchmark that can be applied globally across all businesses. Additionally, common approaches such as these have enabled wide acceptance of our products among our customers because they were developed based on world-class specifications.

Intel has also utilized ISO standards to help set electronics industry-specific standards in the area of design for environment (DfE). For example, ISO technical report ISO/TR 14062, which describes concepts and current practices relating to the integration of environmental aspects into product design and development, was used as a framework for establishing ECMA 341, the first international DfE standard for the electronics industry.

As a building blocks supplier, we use ISO standards in our own products as well. Intel seeks to conform to international standards to promote

A technician checks individual wafers, which can contain hundreds of individual chips, to make sure they are perfect.



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product harmonization and to facilitate trade, which in turn makes it easier for our adopters and customers to market their products and compete in more markets around the world.

In the consumer electronics arena, Intel participates in the development of audio/video and graphics ISO/IEC MPEG standards. All of our System-On-Chip (SOC) products for

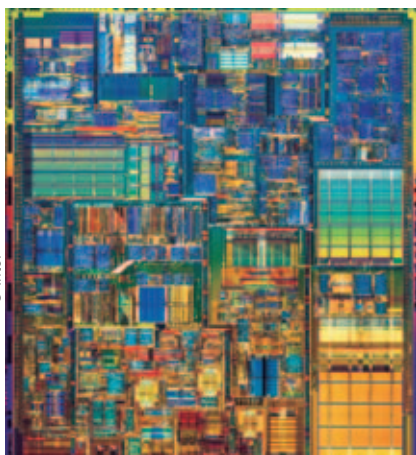


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Intel® TXN 13600 10 Gbps C-band tunable optical transceiver and Intel® TTX 11500 full C-band tunable laser.

Digital TV (SDTV/HDTV) and DVD (HD/SD) decoders will be based on the Audio/Video Codec standards that are being developed by the ISO/MPEG standardization process. Some of the standards to be implemented are MPEG-2 Transport Streams demux for Broadcasting, MPEG-2 Program Streams demux for SD-DVD/HD-DVD/Blu-ray Disc, MPEG-2 / MPEG-4 Video (Part 2 and Part 10) decoder, MPEG Audio decoder, MPEG-

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21 IPMP for Multimedia Content protection/distribution/consumption, MPEG-7 based Descriptor technology for Video/Audio/Multimedia Content browsing, etc.

Intel remains a committed contributor to the development of ISO specifications, whether developing ISO standards in its committees or transposing existing standards into ISO standards.

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Intel® Centrino™ mobile technology components.

ISO Focus: *In a company like Intel whose survival depends on developing next-generation products and services, how do International Standards allow the industry to move forward?*

Craig R. Barrett: As the computing and communications industries become more horizontal, there's an increased need for interoperability among vendors and for application flexibility. For these reasons, end-users are looking at standards even more critically than they have in the past. The result for us is great opportunity to move the platform forward for the industry, whether that be a PC or a cell phone or a personal digital assistant. By establishing standardized interfaces, we can deliver our building blocks underneath them, which allow others to innovate on top of them. We've done this for many generations now. So it is a benefit for end-users but also a unique opportunity for Intel.

Intel® Pentium® 4 processor die.



ISO Focus: What new International Standards would Intel like to see coming out of ISO? Are there areas for which Intel would like to see more or different standards?

Craig R. Barrett: The world is getting smaller as people and countries become more interconnected, so the need for global standards has grown. Intel provides building blocks to the computing, telecommunications and consumer electronics industries and the convergence of these industries brings new opportunities and requirements for standardization. We look forward to ISO's continued leadership, in cooperation with IEC and ITU as well as with other standards organizations and special interest groups that are developing global standards. ■

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Next-generation Intel® Centrino™ mobile technology launch photos.

ISO Focus: Can you describe the use made by Intel of ISO's management system standards – ISO 9001:2000 and ISO 14001:2004 – and what value they have added?

Craig R. Barrett: Both of these standards are fully integrated in our Corporate Quality Network and Environmental, Health and Safety organizations worldwide. Intel achieved company-wide ISO 14001 certification for all of our fabrication plant and assembly test operations in 2002. We had a solid world-class environmental management system in place prior to our certification; however, the ISO 14001 certification and ongoing audit requirements help ensure that our systems are thorough, up-to-date and meet customer requirements. ISO 9001, on the other hand, provides a framework for many business processes tied to our quality management systems. We have been able to use the standard and its revisions as a means of driving continuous improvement in many areas. In addition, we have leveraged the framework in our supplier selection, man-

agement and recognition processes, enabling us to keep pace with increasing expectations of supply chain performance. More recently, we have been able to reduce programme costs by combining ISO 14001 audits with those for ISO 9001.



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