

SINGAPORE SEMICONDUCTOR VOICE

 **SSIA**
Singapore Semiconductor Industry Association

Volume 38 • May 2025 • T05SS0291A

GLOBAL CURRENTS: NAVIGATING THE SEMICONDUCTOR LANDSCAPE

Singapore's International Partnerships :

SSIA advances global semiconductor partnerships across Slovakia, Malaysia, Costa Rica, India, and the Netherlands, reinforcing Singapore's role in driving international industry collaboration and innovation.

SSIA's Analysis on Global Impacts :

SSIA examines evolving global tariffs and their impact on Southeast Asia's semiconductor sector, offering our network's insights into strategies and positioning.

Policy FAQ :

A comprehensive FAQ explaining the U.S. "Liberation Day" tariffs, unpacking key implications for Southeast Asia's semiconductor industry and addressing urgent policy questions.

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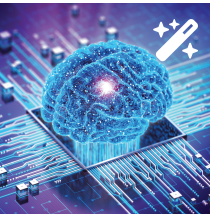
A comprehensive FAQ explaining the U.S. "Liberation Day" tariffs, unpacking key implications for Southeast Asia's semiconductor industry and addressing urgent policy questions.

Joining the Singapore Semiconductor Industry Association (SSIA) opens a world of business opportunities

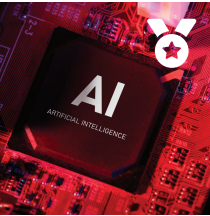
SSIA IS YOUR GATEWAY



Network Expansion:
Dive into a vast industry network through exclusive business networking and supplier development sessions, designed to forge valuable connections and partnerships.



Branding and Marketing Leverage:
Broaden your outreach and enhance your visibility through diverse marketing opportunities - such as in our top industry VOICE publication - and a complimentary listing on the SSIA website.



Exclusive Training Opportunities:
Enjoy priority enrolment in specialized semiconductor-focused training and courses, keeping your team at the forefront of industry advancements.



Insight and Influence:
Gain access to the latest developments and government policies affecting the sector, while also having a platform to voice your feedback directly to key industry and government leaders.



Advocacy and Growth:
Benefit from SSIA's proactive advocacy efforts, ensuring your business's interests are represented, while also contributing to the vibrancy and growth of Singapore's semiconductor ecosystem.

Blending unparalleled network access and strategic growth opportunities into a single membership

Why be an SSIA member?

For both SMEs and MNCs in the semiconductor sector, SSIA membership offers a dynamic platform for growth, influence, and strategic connections, accelerating your business's success in Singapore and beyond by fostering key industry partnerships, providing insights into policy and development, and enhancing visibility within the global semiconductor ecosystem.



SSIA WELCOMES NEW MEMBERS



FOREWORD

BY THE EXECUTIVE DIRECTOR

This May, Singapore takes center stage.

SEMICON Southeast Asia returns to our shores, coinciding with SEMI SEA's 30th anniversary—a major milestone for the region. As the global semiconductor ecosystem convenes, this platform offers unmatched opportunities to exchange insights, build partnerships, and shape the next phase of growth.

We are now at the halfway mark of 2025. While the industry pushes forward, uncertainty continues to cast a shadow. President Trump's sweeping announcement to impose tariffs on all countries has added fresh complexity to global trade. SSIA's latest Pulse Survey reveals rising concern - 70% of companies expect supply chain disruptions, and 60% anticipate cost hikes. SMEs, in particular, face growing compliance burdens and slower investments. While MNCs respond with diversification, many SMEs are focused on staying afloat. These findings will guide our continued dialogue with government agency partners to ensure timely and targeted support.

To help companies adapt, SSIA will host Semiconductor Business Connect on 10 July 2025. This platform, designed to strengthen local MNC-SME collaboration, has grown to draw interest across the region. At this year's edition, we'll present a comprehensive industry landscape study by Frost & Sullivan, outlining new opportunities for local players. If you're looking to connect, scale, or lead, this is your moment. Details are available, and I encourage you to reach out to our secretariat to get involved.

Looking ahead, mark your calendar for 24 September 2025. The SSIA Summit and Semiconductor Dinner will return to Resorts World Sentosa. This year's Summit explores inflection points—those critical shifts redefining our industry. The Dinner, held on the same evening, will be especially meaningful as SSIA celebrates our 20th anniversary, our Porcelain Year. Just like porcelain, our industry has shown strength through refinement, adapting with resilience over the years. We invite you to join us, not just to celebrate, but to shape what comes next. Sponsorship opportunities are open for Business Connect, the Summit, and the Dinner. Your support empowers our shared mission.

Finally, talent development and attraction remain our top priority. Despite growing interest from students in recent years to join our industry, we cannot afford complacency. We must keep hitting the iron while it's hot. This year's Semiconductor Awareness Day will continue to be the largest outreach effort ever undertaken by any sector in Singapore, reaching every polytechnic and university with over 30 companies involved. If your company hasn't joined, now is the time. Let's continue attracting the best and brightest into our industry.

Let's stay united, proactive, and bold as we shape the future of semiconductors, together.



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Executive Director
Singapore Semiconductor Industry Association (SSIA)

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UPCOMING EVENTS

Mark Your Calendars



10
JUL
2025

Semiconductor Business Connect 2025

Semiconductor Business Connect is a conference for MNCs and SMEs to unite as a collaborative powerhouse. Our goal: elevate SMEs through shared knowledge and networks, showcasing their innovations and emphasizing their essential role in driving the sector's global competitiveness and resilience. Together, we forge a path toward a unified and thriving semiconductor future.

29-31
JUL
2025

Leadership in Engineering 2025

Back by popular demand! This three-day, in-person immersive workshop, led by Lead Coach Dominic Siow, offers a dynamic and highly interactive experience. It blends contemporary best practices from leadership, neuroscience, and high performance. Designed to empower industry professionals, the workshop sharpens leadership mindsets, emotional intelligence, and provides practical tools to drive impactful change. Beyond the learning, it also presents a unique opportunity to network and collaborate with professionals across the entire value chain, fostering valuable connections.

24
SEPT
2025

SSIA Summit & Semiconductor Dinner 2025 (SSIA 20th Anniversary)

The Summit serves as a platform for sharing insights, discussing current trends, and charting the course for the technological integrations that will shape our future. It's not just another conference; it's the convergence of the brightest minds and most influential industry leaders in the semiconductor sector.

The Semiconductor Dinner offers a relaxed and celebratory atmosphere featuring the who's who of the industry – where participants can network, forge deeper connections, and celebrate the industry's achievements. With growing attendance, sponsorship, and support each year, the SSIA Dinner has solidified its status as a cornerstone of the semiconductor industry in Singapore and the region.



These event dates are subject to change. Please stay updated by visiting our website or following us on LinkedIn @SSIA for the latest news on these exciting events!

A collaboration between SSIA & EQ Strategist to support the development and evolution of Singapore's semiconductor industry

Leadership in Engineering 2025

29-31 JULY

"High energetic, well prepared contents, excellent coaching from EQ Strategist and SSIA"
- HP Inc Singapore

"If there was a leadership course that you want to attend, this would be the one."
- Vanguard International Semiconductor

"Despite how busy your work schedule is, this leadership programme is **truly mindset-changing, game-changing, life-changing** to future leaders"
- Applied Materials

**SOLD OUT
LAST 2 RUNS,
NEW SLOTS
OPEN NOW!**

"The sheer energy of the program is **amazing!** It takes a lot to conduct a program with so much energy to drive home the fundamentals of making a good leader, **AMAZING!**"
- KLA Corporation

A transformative 3-day course empowering high-potential professionals with the mindset, emotional intelligence, and tools to lead with impact.

Suitable Candidates

Up and rising, high-potential professionals with at least 3 years working experience

Course Details

Dates: 29-31 July 2025

Participants will receive a Certification upon completion.

Contact SSIA to book now!

✉ secretariat@ssia.org.sg

Program Overview

Pre-Course Work

- Participants will be guided through completing a DISC assessment. Each participant will receive a personalized DISC profile report, serving as a foundation for their leadership development plan and offering insights into their behavioral tendencies and communication preferences.

The 3-Day Workshop

- Delivered over three impactful days, the workshop integrates contemporary best practices from the fields of leadership, neuroscience, and high performance. Sessions will be facilitated by **Lead Coach Dominic Siow**, **Master Facilitator Andrew Davey**, and **two Semiconductor Industry Experts**, ensuring a balance of leadership principles and industry-specific applications.

Networking Opportunities

- The program includes dedicated networking sessions, enabling participants to connect with peers, industry leaders, and facilitators to foster long-term professional relationships and collaboration.

Virtual Post-Programme Recalibration Workshop

- Leadership is a journey, not a destination. This session is your chance to reflect, recharge, and refocus on your goals in a supportive and inspiring environment. It's also a valuable opportunity to strengthen the habits and strategies you've developed, ensuring they continue to drive meaningful results for you and your teams.



SEMICONDUCTOR BUSINESS CONNECT 2025

Strengthening Foundations, Building Resiliency

📅 **10 July 2025**

🕒 **9 am - 5 pm**

📍 **Grand Copthorne Waterfront Hotel Singapore**

Semiconductor Business Connect is a key initiative designed to strengthen and grow Singapore's local SMEs within the semiconductor industry.

Targeted at SMEs, MNCs, and industry leaders, the event provides a platform for fostering partnerships, sharing industry knowledge, and showcasing SME innovations. It also engages **foreign partners, encouraging cross-border collaboration** to drive growth and innovation.

Through keynote speeches, breakout sessions, and networking opportunities, Semiconductor Business Connect helps SMEs navigate challenges, leverage new technologies, and enhance their capabilities. By promoting collaboration and innovation, the event plays a crucial role in building a robust semiconductor ecosystem, supporting the growth of local SMEs, and driving Singapore's semiconductor industry forward.

Calling for sponsorships, contact us at
[**secretariat@ssia.org.sg**](mailto:secretariat@ssia.org.sg)

Organized by:



Programme Partner:





SSIA WOMEN'S FORUM

Accelerate Action and Enable Women

The SSIA Women's Forum, held recently, brought together industry leaders, professionals, and change-makers to discuss the evolving landscape of women's roles in the semiconductor industry. The event served as a dynamic platform for sharing insights and strategies to promote greater inclusion and empowerment of women in the sector.

The Importance of the Women's Forum The forum highlighted the critical need to address challenges faced by women in the semiconductor industry while exploring innovative solutions to accelerate progress. As the industry continues to evolve, equipping women with the necessary skills and opportunities remains vital to fostering a more inclusive future.



Key Highlights and Programme The forum began with a warm welcome from Mr. Brian Tan, SSIA Chairman and Regional President (South East Asia) at Applied Materials, who emphasized the importance of collective action to support women's growth in the semiconductor field.



Photo: Left to Right: Mr. Brian Tan, SSIA Chairman and Regional President (South East Asia) at Applied Materials; Ms. Gan Siow Huang, Minister of State for Education and Manpower; Ms. Jennifer Teong, Senior Director of Sales Operations and Strategy, Silicon Labs; Mr. Yew Kong, Vice President of Global Operations, GlobalFoundries



The Guest of Honour, Ms. Gan Siow Huang, Minister of State for Education and Manpower, delivered an inspiring opening speech, underscoring the significance of continuous efforts to support women in technology. She highlighted the need for building supportive communities and investing in professional development to bridge gender gaps in tech.



Dialogue Session Amy Ang, SSIA's Director for Business Development & Partnerships, led a dialogue session moderated by Paige Tueing. Amy shared her journey as a leader in the semiconductor sector and emphasized the importance of mentorship and allyship in fostering career growth for women.

Panel Discussions and Thought-Provoking Sessions The event featured a series of insightful discussions, including:



Accelerating Action, Enabling Women: Driving Change in the Semiconductor Industry by Ms. Emmanuelle Bely, Executive Vice President and General Secretary, Soitec. Emmanuelle spoke about the need for policy-driven changes and corporate initiatives that prioritize gender equality, highlighting Soitec's own programs designed to empower women engineers and leaders.



Finding Strength in the Challenge: Balancing Career Goals with A Mother's Passion by Ms. Ho Chui Ling, Director of Customer Engineering for Asia, GlobalFoundries. Chui Ling discussed how she balances her demanding career with motherhood, advocating for supportive parental policies and peer networks.



Building Bridges: Creating Supportive Infrastructures for Women in Semiconductor, moderated by Ms. Valerie Lee, Senior HR Director, ams OSRAM. The panellists discussed how to develop inclusive workplace cultures. Mr. Kenneth Tan shared his perspective on mentorship as a tool for skill-building, while Ms. Angela Yeh emphasized the importance of flexible work policies. Ms. Emmanuelle Bely highlighted initiatives that provide career visibility for women.



Bridging Borders: Navigating Cross-Cultural Leadership in the Global Semiconductor Arena by Ms. Selina Ooi, Senior Vice President, SAPAC Sales, NXP Semiconductors. Selina discussed the importance of cultural intelligence in leadership roles, especially in a globalized semiconductor landscape.

Resilience in Action: Balancing Career and Personal Demands by Ms. Angela Yeh, Senior Director, Realtek Semiconductor Corp. Angela shared practical strategies for time management and self-care to maintain productivity and well-being.



Resilience in Action: Conquering Challenges and Breaking Barriers in the Semiconductor Industry by Ms. Jing Yao, Head of Electronics Southeast Asia, Henkel Adhesive Technologies. Jing shared personal stories of overcoming biases and practical tips on building resilience amidst industry challenges.



Mentoring Matters: A Catalyst for Women's Growth by Ms. Chong Pei Fen, Director of Quality Engineering & Probe, Micron. Pei Fen emphasized the value of mentorship in breaking career barriers and the importance of women mentors who can relate to unique challenges.



Innovating with Impact: Women Leading in Technology and Innovation by Ms. Quek Pua San, Senior Director and Division Head for Quality & Product Engineering, SSMC. Pua San shared stories of leading innovative projects while fostering diversity in tech teams.



Amplifying Voices: The Power of Male Allies in Gender Equity by Mr. Albert Kok, Senior Manager, Program Management, AMD. Albert discussed his role as an advocate for gender equality in the workplace, highlighting how male allies can actively support women's career progression.



Encouraging Continued Efforts As we look to the future, SSIA encourages everyone to continue accelerating action and enabling women in the semiconductor industry. By working together, we can create a more equitable and empowered community for all.

Stay tuned for more updates and initiatives from SSIA aimed at driving positive change in the semiconductor landscape.

SSIA SUCCESSFULLY ENGAGES YOUTH AT WORLDSKILLS SINGAPORE 2025



From April 3rd to 5th, the Singapore Semiconductor Industry Association (SSIA) participated in WorldSkills Singapore 2025 at the Sands Expo & Convention Centre. The event brought together industry giants, passionate students, and the general public to explore the dynamic world of semiconductors.



WORLDSKILLS SINGAPORE 2025



Throughout the three days, SSIA, alongside key industry leaders, played a vital role in inspiring the next generation of semiconductor talent. We are incredibly grateful to the companies that participated, providing invaluable insights through talks, workshops, and hands-on experiences. Special thanks go out to Advanced Micro Devices (AMD), ams-OSRAM, GlobalFoundries, Micron Technology, Infineon Technologies, STMicroelectronics, Systems on Silicon Manufacturing Company (SSMC), Soitec Microelectronics, and United Microelectronics Corporation (UMC) for their commitment and support.

The event was a resounding success, with thousands of students and public visitors attending. Our company booths at the Semiconductor Cluster were filled with eager minds, participating in hands-on workshops,

interactive talks, and try-a-skill activities. It was truly inspiring to see the enthusiasm and curiosity of young learners as they explored the vast opportunities within the semiconductor industry.

In addition to student engagement, SSIA also participated in the Educators' Space - a dedicated area for teachers and ECG partners to explore school-industry collaborations. This space allowed educators to engage with SSIA to stay informed on emerging trends and discover new ways to enhance Student Development Experiences (SDEs) such as career talks, learning journeys, and fairs. Many educators expressed keen interest in strengthening these partnerships to provide relevant career guidance and better prepare students for the future world of work.



SSIA Workforce team proudly introduces The Honourable Shawn Huang PBM to our initiatives and academia partnerships



Across the three days, insightful talks and workshops led by participating companies captivated attendees. We were delighted by the overwhelming turnout and the vibrant energy brought by the visitors.

SSIA's involvement in WorldSkills Singapore 2025 underscores our dedication to nurturing talent and promoting awareness of the semiconductor sector. We are proud to have been part of such a meaningful event and look forward to continuing our efforts in guiding the next generation towards exciting semiconductor careers.



Thank you to everyone who participated and made this event an incredible success!



VIETNAM’S SEMICONDUCTOR AMBITIONS TAKE CENTER STAGE:

LEADERS DISCUSS REGIONAL GROWTH, INVESTMENT, AND TALENT IN EXCLUSIVE WEBINAR



Welcome address by Mr Ang Wee Seng, Executive Director, SSIA

As the global semiconductor industry undergoes massive transformation, Vietnam is fast emerging as a new strategic player. This was the central message at the **“Unlocking Vietnam’s Semiconductor Potential: Opportunities & Insights”** webinar, held on **March 24** organized by the Singapore Semiconductor Industry Association (SSIA) and co-organised by the International Semiconductor Industry Group (ISIG), Singapore

Polytechnic and Vietnam Trade Office in Singapore. Bringing together public and private sector leaders from Vietnam and Singapore, the session explored the partnership with Singapore, the opportunities this presents for cross-border investment, workforce development, and regional supply chain integration.



The event brought together over 150 virtual participants. On site at the National University of Singapore, the event was also broadcasted to a Mr Van Van Minh, Charge D'affairs, Vietnam Embassy in Singapore and notable key representatives from the Vietnam Embassy and companies. This reflects the growing interest in the partnership between Vietnam and Singapore.

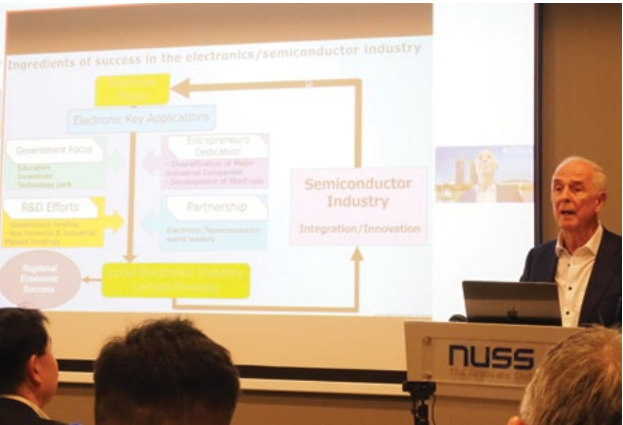
Mr Ang Wee Seng, Executive Director of SSIA in his opening remarks, emphasized that collaboration beyond borders will be key to unlocking the next frontier of growth, and Vietnam stands out as an emerging player in the global semiconductor landscape. “SSIA is committed to serving as a bridge between Singapore and Vietnam, facilitating deeper industry dialogue, new investments, and long-term partnerships.” Said M Ang. These same sentiments were also echoed by Mr Salah Nasri, CEO of ISIG.



A Rising Semiconductor Powerhouse

His Excellency Tran Phuoc Anh, Vietnam’s Ambassador to Singapore addressed the audience in his opening video, underscored the country’s commitment to fostering a competitive, innovation-driven semiconductor industry — backed by government incentives, infrastructure development, and international collaboration. He highlighted how the country’s skilled workforce and cost advantages are drawing increased interest from multinational players.

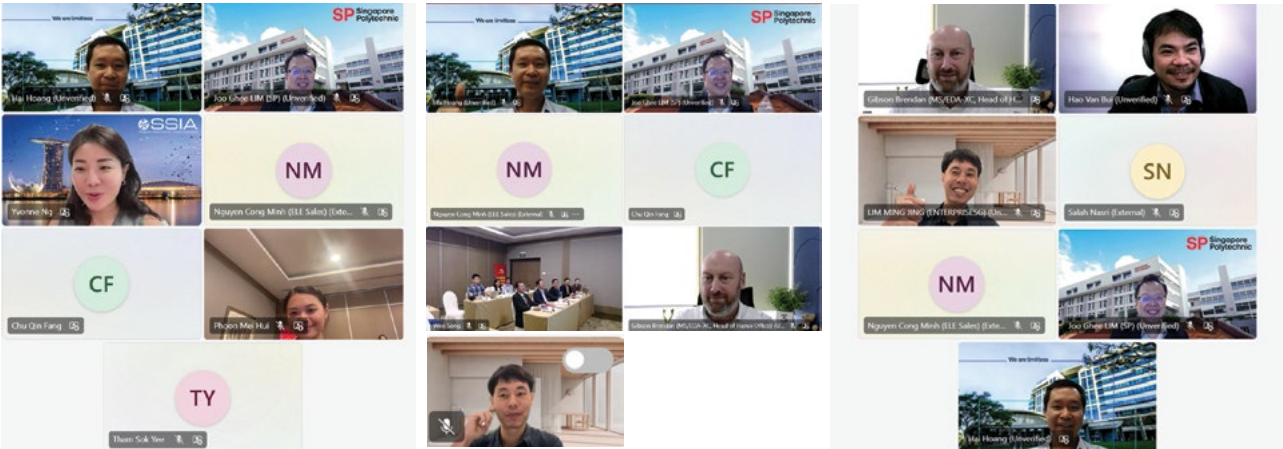
Enterprise Singapore also shared insights on Singapore’s own semiconductor positioning and how cross-border partnerships, particularly in workforce development and supply chain co-development — are creating win-win opportunities between the two countries.



Former SSIA Advisory Board Chairman Francois Guibert outlined the “key factors in building a successful semiconductor industry,” including the evolution and proliferation of the electronics and semiconductor industry from the 1950s to now.

HE Tran Phuoc Anh, Vietnam Ambassador to Singapore, underpinned the importance to strengthening regional collaboration in his opening remarks.

Industry Voices: Qualcomm, Marvell, and Bosch



Senior executives from **Qualcomm, Marvell, and Bosch Vietnam** offered candid perspectives on operating in Vietnam. From empowering tech digital ecosystems, IC design investing in Vietnam’s semiconductor strategy, they agreed that Vietnam is ready to move higher in the value chain — particularly in research and innovation.

Building the Future Workforce

The webinar concluded with a panel discussion on workforce development, featuring Dr Lim Joo Ghee, Singapore Polytechnic and Dr Hao Bui, Phenikaa University, Vietnam. “The future of semiconductors depends on people. By collaborating across borders, we can align training with real-world industry needs and create meaningful pathways for students and young engineers.

Singapore Polytechnic plans to collaborate more closely with partners in Vietnam on an exchange program, contributing to talent development and cross-border knowledge transfer.” said Dr Lim. Both speakers stressed the importance of bilateral collaboration to align training programs with industry needs and create cross-border career pathways for future engineers.

Dr Hao added that Vietnam’s academic institutions are eager to deepen industry links and participate in regional education frameworks.



Takeaway: Vietnam’s Time Is Now

As semiconductor supply chains diversify globally, Vietnam’s strategic positioning, regional partnerships, and growing talent base make it a compelling destination for investment and innovation. With continued collaboration between industry and government — and support from neighboring innovation hubs like Singapore — the future looks bright for Vietnam’s semiconductor ambitions.

SSIA HR ROUNDTABLE 2025:

BRINGING TOGETHER HR LEADERS TO SHAPE THE SEMICONDUCTOR TALENT LANDSCAPE



On 24 April 2025, the Singapore Semiconductor Industry Association (SSIA) hosted its Annual HR Roundtable 2025 at NTUC Clubhouse @ SingPost Centre. Attended by over 60 HR and workforce development professionals, the event brought together industry and academia to align on strategic initiatives that will strengthen Singapore's semiconductor talent pipeline.

The roundtable kicked off with opening remarks from Ang Voon Beng, Executive Director of SSIA, setting the tone for a forward-looking session focused on collaboration and capability building.

Key Highlights of the Day

SSIA 2025 Workforce Initiatives & Updates

Ivah Sugiarti, SSIA's Head of Workforce Development, presented updates on upcoming workforce strategies aimed at boosting talent attraction and retention in the semiconductor industry, especially amid the sector's rapid transformation and global competition.

NTUC Company Training Committee (CTC) Initiatives & Grants

The presentation by e2i provided an overview of their comprehensive support for companies in business and workforce transformation.

Building a Future-Ready Semiconductor Workforce Through Skills Development and Workplace Learning.

Education institutions like SIT and SP are introducing flexible, industry-relevant programmes—from competency-based micro-credentials to part-time diplomas—to equip both new and in-employment talent with critical technical and leadership skills. By combining cutting-edge knowledge in areas like AI, data analytics, and semiconductor technology with practical, workplace-based learning, these initiatives empower companies to attract, upskill, and retain a future-ready workforce while driving job redesign and transformation efforts.

Thank you for joining us!

The session wrapped up with a networking and tea break, giving participants the opportunity to build connections and explore collaboration opportunities to collectively address the talent needs of tomorrow.



A key highlight was the NTUC Company Training Committee (CTC) Grant, which enables enterprises to drive productivity, innovation, and improved worker outcomes through transformation projects. This grant supports up to 70% of qualifying costs - including training, consultancy, and equipment - when companies commit to initiatives such as wage increments, career development plans, or upskilling efforts.



SCALING NEW HEIGHTS:

SIN CHEW WOODPAQ'S NEXT LEAP FORWARD IN SUPPORTING THE SEMICONDUCTOR INDUSTRY



Oliver, Chief Investment Officer, Heliconia (left) / Calvin, Chief Executive Officer, Sin Chew Woodpaq (right with specs)

On **25 March 2025**, Sin Chew Woodpaq, through its holding company **M3 SG**, marked a significant milestone by signing a strategic investment agreement with **Heliconia Capital**. This partnership is more than a financial transaction—it is a strong endorsement of Sin Chew's track record, niche leadership, and future potential in **specialised logistics and precision packaging solutions**.



For decades, Sin Chew has been trusted by the world's leading semiconductor companies to deliver **engineered crating, precision packing, and sensitive machinery handling & movement**. Every project is mission-critical: whether it is ensuring advanced equipment arrives safely for a new fab installation or executing time-sensitive moves that directly impact production timelines.

With Heliconia's strategic support, Sin Chew is poised to deepen its contribution to the semiconductor sector in several ways:

Accelerating Capacity Expansion

By last quarter of 2025, the company target to expand its physical presence in Singapore with a new 300,000 sqft production facility featuring an **Advanced Manufacturing Consolidation & Specialised Logistics Hub**, to further streamline and scale operations.

The facility will complete with temperature and humidity-controlled environments for semiconductor equipment integration during both pre-shipment and post-shipment staging. This will help customers maximise turnaround, minimise downtime, and optimise their supply



All guests at the signing ceremony



Sin Chew Team & Heliconia Team

chains by ensuring their critical equipment is properly staged, tested, and protected before deployment. The facility will consolidate precision crating, heavy machinery handling, warehousing, and just-in-time delivery capabilities under one roof—bringing even greater reliability and control to customers managing critical production assets.



Driving Innovation and Resilience

The investment enables Sin Chew to enhance digitalisation, adopt smarter logistics technologies, and strengthen operational resilience—ensuring continuous support for semiconductor customers even in volatile market conditions.

Supporting Global Growth Ambitions

Singapore may be a small country, but Sin Chew's aspiration is regional. The company is actively expanding into Southeast Asia's emerging semiconductor markets, bringing its Singapore-honed expertise to support the growing demands of fabs and advanced manufacturers across the region.



Oliver present token of appreciation to Calvin

At Sin Chew, we see our role as more than just moving and packing equipment — we help move the semiconductor industry forward. With Heliconia's partnership, we are better equipped to support the next wave of industry growth, ensuring that our customers can scale with confidence, speed, and peace of mind.



Figure 1:
Cleanroom packing

Figure 2:
Cleanroom moving

Figure 3:
Engineering case

As the global semiconductor industry continues to evolve at breakneck speed, Sin Chew remains committed to its core promise: **Protecting and positioning businesses — with time, care, and precision.**

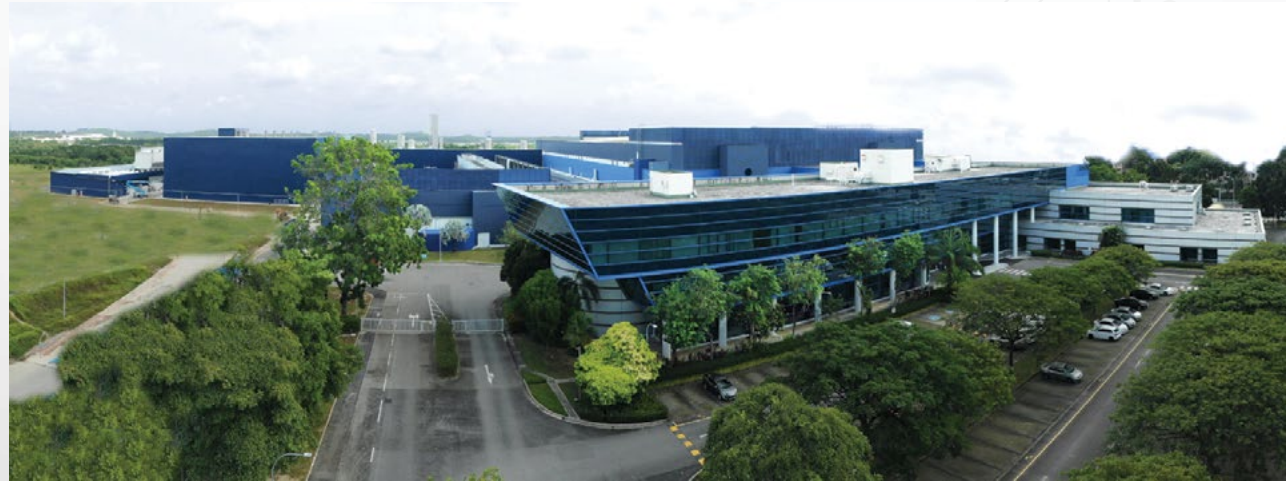
HELICONIA



SIN CHEW 星洲
Sin Chew Woodpaq Pte Ltd
Protecting & Positioning Businesses

BEHIND SSMC'S STRATEGIC GLOBALISATION APPROACH:

25 YEARS OF EVOLVING PARTNERSHIPS



In the dynamic world of semiconductors, success is often built on strong partnerships. For 25 years, Systems on Silicon Manufacturing Company (SSMC) has exemplified the power of strategic partnership in the semiconductor industry.

SSMC is a joint venture partnership between NXP Semiconductor and Taiwan Semiconductor Manufacturing Company (TSMC). Since its inception in 1998, SSMC has grown from a US\$1.2 billion enterprise to a US\$2.8 billion powerhouse, becoming a significant 8" fab in the semiconductor

industry in Singapore. The company's success stems from its strategic globalisation approach, combining knowledge transfer, self-innovation and best-in-class practices from its JV partners. In 2024, it celebrated its 25th anniversary and this milestone underscored an enduring, unique and successful partnership of two semiconductor giants, an IDM (NXP) and a pure-play foundry (TSMC), contributing to the growth, resilience and their strong presence here in SSMC.

SSMC's Customer-Centric approach has been pivotal in its growth. The

company celebrated the production of its 13 millionth wafer in 2024, a testament to its strong collaboration with customers and commitment to quality and service. SSMC specializes in producing wafers for connected



cars, mobile communication, secured connectivity, IoT, portable and wearable devices applications. Its technology portfolio has been aptly evolving with customers demand, resulted in the recent achievement of 1 million SOI wafers shipment to an automotive customer for in vehicle networking applications (an equivalent of > 7.5 billion SOI products in the market worldwide, eg. RFID transponder chips used in car keys worldwide for keyless car access and car-theft immobiliser protection), highlighting SSMC's strength in this critical sector.

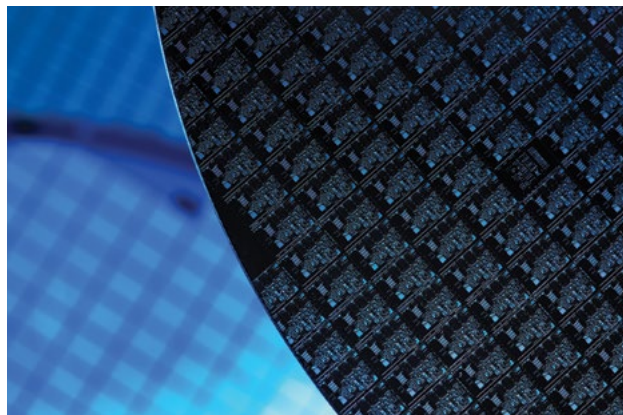
We value our employees as key stakeholders and partners. With over 18 nationalities under one roof, SSMC is a hub of global talent, driving innovation and growth. We believe our people are our greatest asset. We empower workforce transformation and foster a leadership culture that inspires a high-performing team. This dedication to a talent-focused strategy positions SSMC for continued growth and success in the global semiconductor landscape.

SSMC's 25-year journey showcases the enduring value of strategic partnerships with our customers,

suppliers and employees, our collective innovation and adaptability in achieving every milestone achievement. Its evolving partnerships and collaborations stand as a testament to the power of strategic alliances in driving success in the semiconductor industry.



CORNING REINFORCES COMMITMENT TO SOUTHEAST ASIA FOLLOWING 50TH ANNIVERSARY CELEBRATION



Corning Semiconductor Technologies & Solutions

Through our dedicated business unit focused on semiconductor materials, we apply Corning's long history of glass-science expertise and our deep customer relationships to support cutting-edge chip manufacturing. Corning's materials allow semiconductor industry leaders to produce increasingly tiny features on advanced chips, which are playing a more crucial role than ever as the industry experiences rapidly growing demand for advanced and intelligent technologies.

Local Expertise, Global Impact

SINGAPORE – Corning Incorporated, a global material science innovator, is strengthening its commitment to Southeast Asia. Renowned for its pioneering technology in glass, ceramics and glass ceramics, Corning supplies materials and components in the production systems that are central to nearly every step of the semiconductor chip manufacturing process.

Corning's Southeast Asia operations are vital to its global strategy, investing in local talent and capabilities to meet regional demands and contribute to global success. The Singapore-based team fosters partnerships and collaborations driving innovation and growth. "As shown in Fig. 1.0, our material and system solutions are designed to help semiconductor industry leaders mass-produce

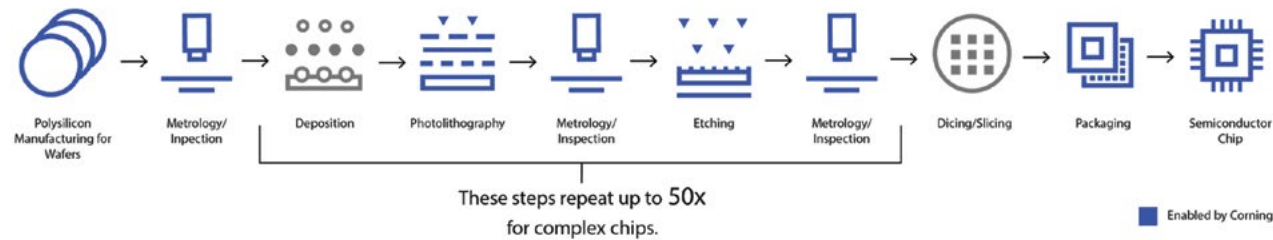


Fig. 1.0: Corning supplies vital materials, components and systems for front and back-end of the line semiconductor manufacturing processes including lithography, inspection & metrology, and glass materials for advanced packaging used in wafer thinning, fan-out packaging, advanced 2.5/3D packaging, and glass core of the future.



Adrian Chan (first on the left) and fellow Corning Leaders celebrated Corning's 50 years in Singapore.

leading-edge chips vital to advanced artificial intelligence technologies," said Adrian Chan, General Manager at Corning International, Southeast Asia. "We are proud to deliver products that support innovation and technological advancement."

Enabling Next-Gen Evolution in Semiconductors

Corning leads semiconductor innovation with advanced materials and optical technologies facilitating heterogeneous integration, chiplet architectures, and 2.5D/3D packaging. Key offerings include:

- Ultra-pure, performance-advantaged glass and crystalline materials suitable for EUV lithography systems
- Optical metrology systems for enhanced semiconductor manufacturing
- Strong understanding of metallization and interactions with Through Glass Via (TGV) metrology and glass composition for glass core of the future.

For more information about Corning's semiconductor products and its operations in Southeast Asia, please visit Semiconductor Solutions

- Ultra-flat glass materials as carriers with a wide range of CTEs for interposers and advanced packaging technologies
- Materials in wafer or panel form for advanced packaging such as Fan-out, High Bandwidth Memory (HBM), 2.5D/3D packaging, optical imaging, MEMS applications, etc.



CORNING

Corning Incorporated | www.corning.com

Technology Enabling Life

Design a dream-filled future powered by innovative semiconductor technology

Where would our world be today without semiconductors?

They are an integral part of our lives, our industries, and even our infrastructure.

TEL drives the innovative evolution of semiconductors with its skilled utilization of advanced nano-level technology.

We are TEL – Tokyo Electron: a manufacturing leader in the world of semiconductor production equipment.

TEL TOKYO ELECTRON



RF360'S PERSPECTIVE:

STAYING RELEVANT IN THE EVER-CHANGING TECHNOLOGICAL WORLD AS RFFE LEADERS



A Conversation with Mr. Goh Sim Cik, Vice President of Fab Operations at RF360 SIN (Qualcomm)

"The Trick is to Be Better Than You Were Yesterday"

Mr. Goh has had a distinguished career. Starting off as a Final Year Student Intern in EPCOS China, he later joined the company full time as a project engineer, he soon realized his passion for bridging the gap between technical engineers and customers. This led him to transition into a marketing role. Over the years, he has held significant positions across China, Europe, and Malaysia before eventually heading the RF360 Organization in Singapore.

"Workplace Goals and Culture"

Lack of Autonomy and Transparency are often the push factors that contributes to resignations while operating in silos results in poor communication and coordination.

To address this, I collaborated with the team to initiate change from the top. Fostering a culture that empowers our engineers and staffs. Our goal was to create an environment where everyone could take ownership, learn from their experiences and develop into innovative professionals and effective solution providers.

Additionally, we want our leadership decisions to be visible and accessible. Employees should be informed about what's happening, and it's our responsibility as leaders to consistently communicate and share this information. With clear goals and a solution-based work culture, tasks are naturally clear.

"Innovation and Cost: The Challenges and Strategies"

Cost reduction will constantly be a challenge as our technologies mature. We lead the market with innovative products, such as specific filters with unique bands, attenuation and insertion loss characteristics.

Performance-driven industry leadership is our hallmark. However, to every product release is always an equal and opposite reaction from our competitors, who will aim to manufacture the same or better product at a cheaper cost.

Having the best machines and expertise is crucial, with customers emphasizing that our state-of-the-art front-end technology is what sets us apart. By leveraging Qualcomm's resources and our extensive experience in SAW manufacturing, we can continue to innovate and maintain our relevance in the industry.

"Looking Forward in Excitement"

I'm excited about the ongoing efforts to upgrade and modernize our FE capabilities, giving the highly skilled team the right tools to bridge this challenging times.

Of course, change cannot happen overnight. It takes time to fully understand new equipment and push its limits to achieve real breakthroughs. But I'm looking forward to driving this progress and making a lasting impact in the years ahead.

RF360's Initiatives:

Empowering Our Workforce

We recognize the importance of staying ahead in the highly dynamic semiconductor industry, we are dedicated to advanced upskilling. One of our key initiatives is offering Six-Sigma training to our Engineers. This empowers them with data-driven problem-solving ability.

Additionally, the integration of machine learning and AI tools into our production making digital manufacturing the norm, pushing the boundaries and limitations of current fabrication plant functions and enabling out-of-the-box thinking to optimize daily productivity.

With proper training on relevant instruments, our employees are equipped with purposeful skills that elevate their efficiency and adaptability, enabling them to embrace change and contribute effectively.

Fostering Young Talent

RF360 partakes in fostering keen and young talents through initiatives such as Singapore-Industry Scholarship (SgIS) program and ITE Work-Study Diploma program. By investing in the development of young professionals, we are not only building a competent talent pool for the longevity of our company but also experiencing the profound fulfillment that comes from witnessing the growth of aspiring individuals.

Our commitment to these programs underscores our belief in the potential of young talent to drive innovation and success. Through structured training, mentorship, and real-world experience, we equip our young professionals

with the skills and knowledge they need to excel. This approach ensures that RF360 remains at the forefront of industry advancements while nurturing the next generation of leaders.



RF360 Holdings is a Qualcomm Incorporate subsidiary with R&D and manufacturing and/or sales locations in Europe and Asia and its headquarters in Munich, Germany (collectively, "RF360") driving innovation in Radio Frequency Front End (RFFE). With over 4,000 employees worldwide, RF360 develops and manufactures innovative RFFE filtering solutions for mobile devices and fast-growing business segments, such as IoT, drones, robotics, automotive applications and more.

RF360 offers a comprehensive portfolio of filters and filter technologies, including surface acoustic wave (SAW), temperature-compensated surface acoustic wave (TC-SAW) and bulk acoustic wave (BAW) solutions to support the wide range of frequency bands being deployed in networks across the globe.

Opportunity
is just a
nanometer away.

Follow your passion with KLA.



CROSS BORDER INNOVATION:

SINGAPORE'S POLYMERIZE BRINGS MATERIAL INFORMATICS TO JAPAN



Polymerize Pte. Ltd., a Singapore-based innovator in material informatics (MI) entered the Japanese market with the establishment of POLYMERIZE LLC in Tokyo in May 2023. The move marks a strategic milestone in the company's mission to accelerate materials R&D through AI and digital transformation.

Polymerize offers a cutting-edge MI platform tailored for the chemical and materials industries, enabling companies to replace traditional trial-and-error methods with data-driven, predictive development. Its platform combines centralized data management and AI-powered simulations, helping R&D teams reduce development time, streamline workflows, and cut costs — all while driving innovation toward more sustainable solutions.

To support its market entry, JETRO's Invest Japan Business Support Center (IBSC) provided Polymerize with temporary office space, information on subsidies and incentives, and incorporation services, helping the company quickly establish a local presence and connect with Japan's deep industrial ecosystem.

With Japan's rich legacy in advanced materials and Polymerize's AI-driven R&D tools, the collaboration opens new doors for cross-border innovation, particularly in high-performance materials for semiconductors, batteries, and sustainable packaging.

Contact us:

Website: <https://www.jetro.go.jp/en/invest/>

Email: spr_investjp@jetro.go.jp



Original published by:

JETRO

Japan External Trade Organization

INNOVATING THROUGH THE YEARS WITH GLOBAL EXPANSION



2025 marks BHS's 50th year in Singapore. Starting as a traditional logistics delivery company, we have grown alongside Singapore, now a vital global manufacturing hub. BHS has evolved to support Industry 4.0 with expanded service capabilities, including the moving and rigging of manufacturing equipment. We are honoured to be globally recognized as an appointed photolithography machine installer, investing in our people and engineering capabilities through continuous training.

Our Build-IT team in Singapore has delivered turnkey projects for semiconductor fabs across Asia, Europe, China, and the U.S., supporting manufacturing expansion in these regions.

Industry 4.0 Journey: Meet Your Fab's Digital Space

Listening to customer needs, we have innovated our services—from customized work gear for safety to advanced workplace protocols for people and cargo. Many manufacturers are pursuing 'smart factory' initiatives to automate processes, improve output, and optimize layouts. The challenge lies in minimizing disruption and planning time.

We developed TWIN-IT, our latest digital scanning service helping companies to kickstart their I4.0 transformation via digital space management.

Case Study: Smart Mapping for Smarter Planning

One semiconductor customer used Twin-IT to digitally map their production environment using advanced surveying methods. The result? A single source of truth for automation planning and collaboration across teams. This enabled users to design in 3D CAD, aiding utility planning—a key benefit in land-scarce Singapore.

From Port to Production: Seamless Integration

BHS bridges planning and execution by integrating trucking, warehousing, moving, and installation services. By enhancing physical operations with digital updates of production spaces, we ensure end-to-end service delivery.

Making the Physical World Virtual for Better Optimization

With Twin-IT, BHS supports space management and collaboration across logistics, engineering, and manufacturing. Potential integrations include IoT for visibility and Augmented Reality for training. Twin-IT enables seamless incorporation of a fab's physical space into Industry 4.0 frameworks.

Let BHS support your journey from space planning to delivery execution.



Enable higher efficiency and simplified designs

Infineon introduces CoolSiC™ Schottky diode 2000 V now available in TO-247-2 package

Imagine a world where high-power applications are not only possible but also efficient and reliable. Infineon's new Schottky diode in the TO-247-2 package is making that a reality. With its pin-compatible design, it seamlessly integrates with existing systems, and its current ratings of 10 to 80 A enable developers to push the boundaries of power levels while streamlining component counts.

This game-changing technology is particularly suited for applications that require DC link voltages up to 1500 V DC, such as solar and EV chargers.

By harnessing the power of Infineon's expanded portfolio, innovators can create more efficient and reliable systems that transform the way we live and work.



Scan the QR code to find out more



OKMETIC STRENGTHENS GLOBAL PRESENCE WITH STRATEGIC FOCUS ON SOUTHEAST ASIA



Okmetic Vantaa site in Finland produces 150-200 mm silicon wafers. New fab expansion focusing on 200 mm silicon wafers is set to be operational in Q2 2025.

As Okmetic marks its 40th anniversary in 2025, the company continues to strengthen its position as a leading supplier of advanced silicon wafers for MEMS, sensor, RF, and power devices. Over four decades, Okmetic has built a strong global sales network and established lasting relationships with customers and partners across Asia, Europe, and the Americas. The company’s portfolio includes advanced 150 mm and 200 mm silicon and bonded Silicon-On-Insulator wafers, offering solutions customized to meet the evolving needs of the semiconductor industry.

In Southeast Asia, Okmetic’s presence in Singapore is led by **Sales Director Kevin Tao**, who plays a key role in managing relationships with customers in both Singapore and Malaysia. With semiconductor demand in the region continuing to grow, Okmetic’s local footprint supports the company’s commitment to fast, responsive collaboration. Key sectors driving this demand include power electronics, automotive systems, and mobile communication technologies, all of which are rapidly evolving across Southeast Asia.

Chief Commercial Officer Anna-Riikka Vuorikari-Antikainen has had an integral role in advancing Okmetic’s strategic focus on Southeast Asia, emphasizing the importance of local engagement. *“Southeast Asia represents a dynamic and vital market in the global semiconductor supply chain,” says Vuorikari-Antikainen. “Our growing presence here reflects our long-term dedication to support local customers with innovative wafer solutions tailored to their unique technological needs.”*

Okmetic’s focus on growth and increased production is also clear with its upcoming fab expansion in Finland, set to be operational in Q2 2025. This expansion will more than double the company’s production capacity in the coming years, helping Okmetic meet growing global demand while ensuring a steady supply for its customers.

With Southeast Asia emerging as a key area in the evolving global semiconductor landscape, Okmetic remains focused on delivering advanced wafer solutions. Backed by strong technical expertise, deep regional engagement, and trusted partnerships, Okmetic is well-positioned to help drive the continued advancement of the semiconductor industry in Southeast Asia and beyond.



CCO Anna-Riikka Vuorikari-Antikainen has played a key role in advancing Okmetic’s global commercial strategy, with a strong focus on delivering exceptional customer experience and tailored wafer solutions. With sales operations in Singapore, China, Taiwan, Korea, and Japan, Okmetic maintains a strong presence in Asia, complemented by teams in Finland, Germany, France, and the USA to support customers globally.



Okmetic is the leading supplier of advanced silicon wafers for MEMS, sensor, RF and power devices.

Okmetic | Advanced silicon wafers customized for your needs

Contact us:
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sales.japan@okmetic.com, sales.usa@okmetic.com



Accelerate and simplify software development

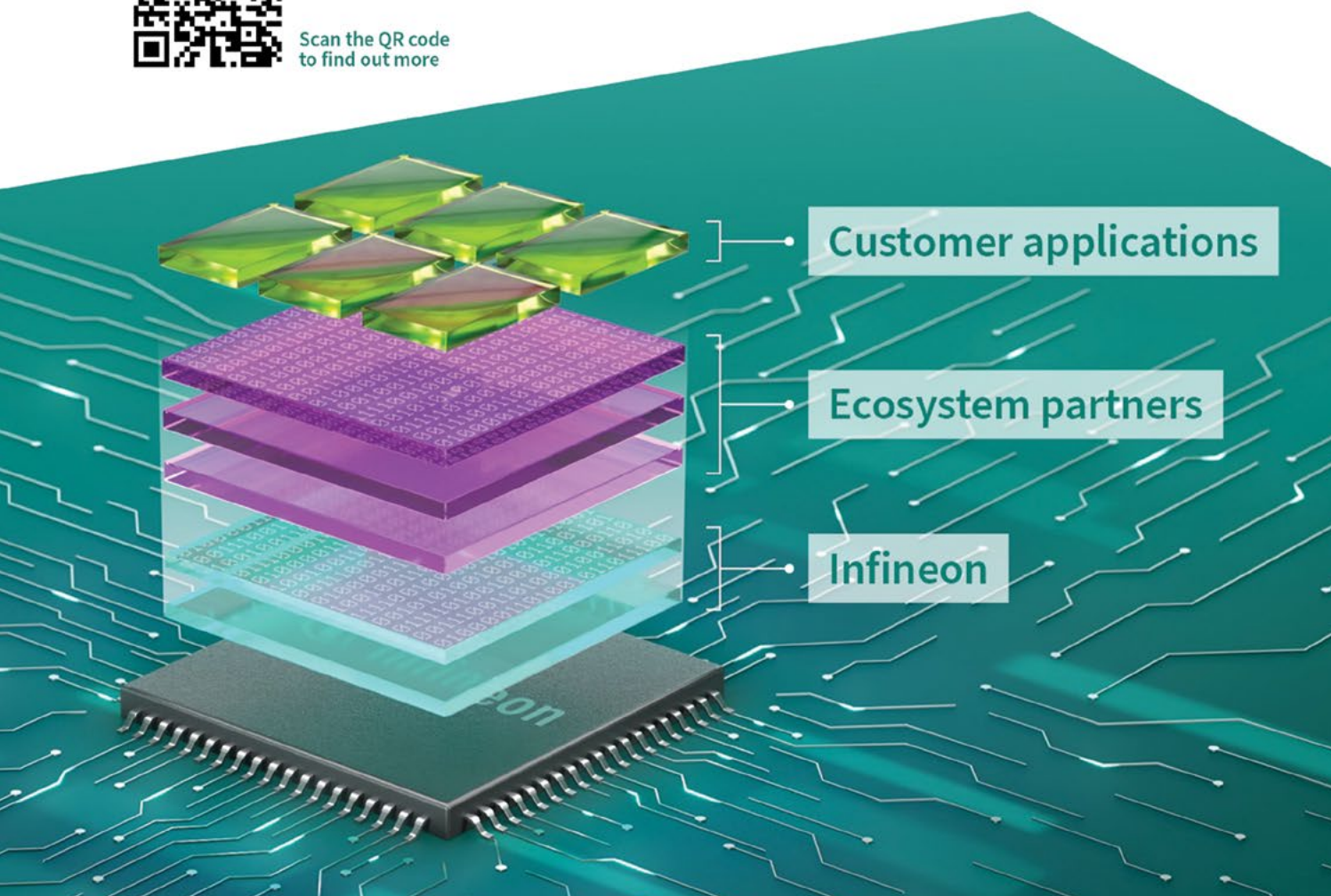
Infineon launches Drive Core for AURIX™, TRAVEO™ and PSOC™

Infineon is revolutionizing the way you develop automotive software with the launch of Drive Core! This scalable software bundle portfolio is designed to simplify and accelerate your development process, while reducing commercial complexity.

Infineon launches the first five software bundles for Embedded World 2025, spanning across AURIX, TRAVEO T2G and PSOC 4 HV.



Scan the QR code to find out more



LAB14 EXPANDING INNOVATION IN SINGAPORE

The LAB14 is a global Group of high-tech companies with more than 40 years of technological experience, driving innovation in nano- and microtechnology. With its subsidiaries specializing in nanofabrication, microfabrication, surface analysis and additive electronics, the company delivers advanced manufacturing solutions for industries that demand the highest precision and performance.



Martin Wynaendts van Resandt, CEO of LAB14:

"In the current global economic climate, Singapore and Southeast Asia stand out as regions of stability and growth. This expansion supports the semiconductor industry through both commercial and research-driven initiatives. LAB14 Singapore marks an important step in the long-term commitment to the region, with more to come."



Dr. Ferdinand Rudolph-Bartels, CTO of LAB14:

"We are proud to create markets with our new technologies. Direct-Write Lithography, Two-photon Lithography and advanced EHD inkjet printing are developed to support semiconductor front-end and advanced packaging solutions. Meanwhile, our AFM and XPS surface analysis tools are supporting semiconductor fabs and research institutions to enhance and stabilize their processes."

Strengthening the Global Footprint

Recognizing the rapid technological advancements and economic potential in Southeast Asia, LAB14 is currently expanding its presence in the region. Singapore, with its strong R&D landscape and stable economic outlook, serves as the ideal hub for continued growth. Many customers are increasing their business activities in the region and an exciting surge in semiconductor-focused research initiatives, particularly in Singapore, has been observed. By establishing LAB14 Singapore, the Group is strengthening its role as a key contributor to both industry and academic advancements in the semiconductor sector.

Since its foundation in 2022, LAB14 has unified leading technology providers to create a powerful ecosystem of expertise. The companies are organized into four Business Groups – Advanced Structuring, Surface Analysis & Metrology, Processing & Additive Electronics and Services – each dedicated to delivering breakthrough technologies for semiconductor manufacturing, materials science, life sciences and industrial applications.

By increasing its influence in key regions, LAB14 is underlining the

commitment to driving technological excellence and fostering innovation on a global scale. Through strategic growth and collaboration, the Group continues to develop cutting-edge solutions that empower industries, advance scientific progress and support the next generation of technological breakthroughs.



Combined structures: micro lens array (dia 20µm) & Fresnel Vortex Axicon; angles from 22° to 45°, Height 10 µm by Heidelberg Instruments, a member of the LAB14 Group

LAB¹⁴

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THRIVING AT THE BLEEDING EDGE:

WHY RESILIENT, EMOTIONALLY INTELLIGENT LEADERSHIP IS THE SEMICONDUCTOR INDUSTRY'S GREATEST IMPERATIVE



In a world where technological breakthroughs arrive at warp speed and geopolitical instability looms large, semiconductor companies find themselves operating at the very edge of progress—and peril. This is an industry where “adapt or perish” is not a cliché, but a daily reality.

Yet with the rapid pace of innovation comes a hidden cost: rising emotional and psychological strain. Employees are under pressure to deliver brilliance while navigating constant uncertainty and disruption.

Recent research by McKinsey highlights that over 60% of employees in tech-intensive sectors, including semiconductors, report high stress levels, with a growing number showing signs of burnout and disengagement. In parallel, Deloitte’s 2023 report on global semiconductor talent noted a marked rise in “quiet quitting” and attrition, especially among mid-career professionals.

This is not a personnel issue—it’s a leadership imperative.

In this climate, the organizations that will rise are those where culture is not left to chance. Where resilience is deliberately cultivated. Where innovation is not only expected, but enabled by emotionally intelligent leadership that models adaptability, clarity, and care.

In a sector where transformation is constant, success hinges on more than innovation—it demands inspirational leadership. Yet according to McKinsey, only 25% of employees say their leaders are truly engaged, passionate, and inspiring them to be their best. This leadership gap is driving attrition: nearly 4 in 10 employees across seven countries say they’re planning to leave their jobs within 3 to 6 months. And with the highest performers being up to 800% more productive than average peers in the same role, the cost of disengagement is staggering.

For many leaders in Asia, particularly in Singapore, this also requires a significant reconditioning of long-held mindsets. The innovative, purpose-driven, and psychologically safe cultures we speak of often contrast with traditional environments that have prioritized academic perfection, compliance over assertiveness, task completion over purpose, and competition over collaboration. These deeply embedded norms can make it difficult to embrace “fail fast” innovation or to lead with vulnerability and inspiration. Leaders must first awaken to

these inherited patterns—and then be courageous enough to model new ones. This is especially critical in attracting and retaining younger talent. Millennials and Gen Zs are not just looking for a job—they’re looking for meaning, inclusion, and the opportunity to contribute and grow in organizations that value their voice.

This calls for a new kind of partnership between Operations and People & Culture—one where talent attraction, retention, and growth are rooted in mindset and emotional intelligence. While technical competence will always be foundational, it is a person’s ability to adapt, collaborate, and lead through complexity that defines their real value.

The best leaders understand that mindsets are not fixed—they are shaped. And they commit to modelling the Growth Mindset within their teams. They intentionally create psychological safety—platforms where every voice matters, where team members are encouraged to challenge norms, speak truth to power, and bring fresh thinking to long-standing challenges.

But psychological safety isn’t just about speaking up. It’s also about having the courage to say, “I need help,” and being celebrated for it. It’s about building a culture where asking for support is seen as strength, not weakness. Where burnout prevention is a leadership responsibility, not a personal burden.

They must create space to breathe, realign, and reenergize. Meetings should inspire. Team development must be seen as essential, not optional.

Regular alignment retreats are no longer a luxury—they’re essential. They reconnect teams with purpose and one another, revitalizing commitment to a shared future.

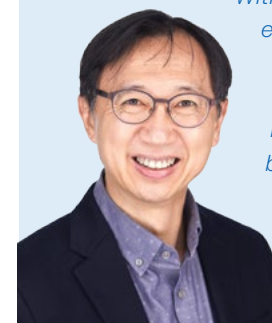
And above all, leaders must become coaches—guides who don’t just instruct but grow their people. Who understand that every KPI met is meaningless if their people are depleted. That true leadership lies not just in driving performance, but in stewarding well-being.

This is the path to resilience. And the companies that walk it will not just survive the turbulence of our times—they will define the future.

About the Author

Dominic Siow is the co-founder and Principal Consultant at EQ Strategist, a consultancy dedicated to helping leaders and organizations thrive through emotionally intelligent leadership, purposeful culture transformation, and resilience.

*With over 18 years of experience empowering teams across the semiconductor, engineering, and technology sectors, Dom is also the author of the bestselling book *What’s GREAT About This?** and host of *The Inspiring Leadership Podcast*.



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Footnotes:

1. McKinsey & Company, “The State of Burnout in Tech 2023”
2. Deloitte, “Talent Trends in the Semiconductor Industry 2023”

BRIDGING INNOVATION:

COSTA RICA AND SINGAPORE IN THE GLOBAL SEMICONDUCTOR VALUE CHAIN



As the global semiconductor industry continues to diversify its supply chain and deepen technological cooperation, Costa Rica is fast emerging as a strategic hub for advanced electronics manufacturing. With a strong foundation in precision manufacturing, a skilled bilingual workforce, and a growing base of high-tech investments, Costa Rica is positioning itself as a reliable and innovation-driven partner in the semiconductor ecosystem.

Global tech giants such as Intel have already recognized Costa Rica's strengths, reinvesting in local operations that cover everything from assembly and testing to R&D. The country's robust commitment to sustainability, political stability, and its reputation for quality manufacturing make it a natural complement to Singapore's strengths in R&D, advanced packaging, and talent pool.

Together, Costa Rica and Singapore present a highly complementary partnership. With shared values in innovation, sustainability, digitalization, and open trade, the two nations are well placed to collaborate across multiple dimensions of the semiconductor value chain to build a resilient forward-looking economy.

In a recent meeting with Foreign Minister of Costa Rica, Mr Manuel Tovar, together with Procomer and SSIA, he showcased the landscape of Costa Rica, the vision and direction in which Costa Rica is going into for the semiconductor industry and areas that Singapore and Costa Rica can collaborate in.

These are some of the several meaningful ways in which Costa Rica and Singapore can strengthen bilateral cooperation:

- **Workforce Development and Technical Training:** Cross-border partnerships between institutions can facilitate curriculum alignment, talent exchange, and upskilling initiatives in areas such as semiconductor design and packaging.

- **Smart Manufacturing and Sustainability Best Practices:** Singapore's expertise in Industry 4.0, combined with Costa Rica's strength in low carbon and sustainable manufacturing to create a natural platform for collaborative projects focused on green manufacturing, automation, and cleanroom innovation.

- **Joint R&D in Advanced Packaging:** As Costa Rica advances into higher-value semiconductor activities, it can benefit from Singapore's extensive know-how in advanced backend processes, including 2.5D/3D integration and SLT.

- **Building a more resilient, diversified global supply chain.**

- **SME and Startup Collaboration:** Facilitating partnerships between Singaporean and Costa Rica SMEs in fields such as robotics, AI, materials, and process innovation can drive new business opportunities and accelerate technology diffusion across regions.

This builds a strong foundation for both countries to partner more closely, especially in co-creating solutions for the future of the semiconductor industry.

SLOVAKIA'S SEMICONDUCTOR PUSH:

DRIVING INNOVATION IN POWER AND PACKAGING TECHNOLOGIES



Slovakia is accelerating its entry into the global semiconductor landscape, leveraging its well-established automotive base—to catalyse investments in electric vehicles (EVs) and power electronics. As the EV transition gathers pace across Europe, Slovakia is positioning itself as a regional hub for advanced packaging and SiC/GaN-based power devices.

SSIA's recent engagement with Slovak policymakers underscores a clear strategic ambition to anchor the country within Europe's evolving semiconductor value chain. This is driven by both industry demand for electrification technologies and geopolitical

considerations, such as new tariff regimes and supply chain regionalization.

At the centre of this effort is to grow national R&D capabilities in:

- **Assembly & Test (A&T)** – covering embedded packaging, encapsulation, and high-reliability test processes tailored to power semiconductor applications.

- **Compound Semiconductors** – particularly SiC and GaN technologies, where Slovakia aims to build competencies in device fabrication, thermal packaging, and application-specific performance optimisation.

- **System Integration** – with an emphasis on inverter production, power module design, and advanced inspection systems for EV and industrial systems.

To support this agenda, Slovakia established a national R&D lab - targeting innovation in power semiconductors and advanced packaging. In parallel, the SK Chips Competence Centre is playing a central role in coordinating local industrial development and fostering international collaboration.

Slovakia is actively seeking partnerships in areas such as:

- Chip design and process integration
- R&D in advanced packaging and power electronics
- Workforce development for semiconductor manufacturing

This presents a timely opportunity for Singapore-based research institutions and local companies to collaborate - particularly in applied R&D, ecosystem partnerships and workforce training.

As Slovakia moves to complement broader EU semiconductor strategies, its focus on power electronics and automotive integration will well-position the country as an important node in Europe's semiconductor value chain.

<https://www.skchips.sk/>

INDIA’S SEMICONDUCTOR RISE:

RECENT DEVELOPMENTS AND OPPORTUNITIES FOR REGIONAL COLLABORATION

A Quick Snapshot On Developments In India

India is fast emerging as a serious contender in the global semiconductor landscape. Underpinned by strong domestic demand, national security considerations, and a concerted industrial strategy, India has set an ambitious target: to grow its semiconductor market to US\$100 billion by 2030, representing approximately 10% of global market share. The pace of ecosystem development, both in terms of infrastructure and policy coordination, has been notably swift, with major projects now underway. Key anchor projects are concentrated in Gujarat, with additional momentum in States of Assam and Telangana.

SSIA, in close partnership with the Singapore government, is actively engaged in strengthening supply chain and talent linkages with the India semiconductor ecosystem.

India Semiconductor Mission (ISM): Institutional Backbone For India’s Semiconductor Ambitions

The epicentres of India’s semiconductor ambitions are taking shape in Sanand and Dholera in Gujarat, where significant anchor investments are progressing. These include the Tata-PSMC 12” wafer fabrication plant, Micron’s assembly and test facility, and supporting A&T projects led by Kaynes Technology and CG Power-Renesas. Collectively, these projects mark the first wave of India’s semiconductor ecosystem build-out. The India Semiconductor Mission (ISM) serves as the institutional backbone for these efforts. Backed by US\$10



billion in central government funding, ISM offers one of the most generous fiscal support frameworks globally. Approved projects can receive more than 70% support on qualifying capital expenditure, comprising a 50% federal contribution and additional state-level incentives of 20-25%. State governments have also committed long-term subsidies for land, utilities, and interest costs, coupled with tailored support for workforce development and ecosystem enablement. To date, five major projects amounting to US\$18 billion in investment have been approved under ISM. Notably, India is also actively supporting upstream design activities, with 50% cost support for EDA tools to encourage the growth of domestic IC design capabilities.

INDIA SEMICONDUCTOR MISSION (ISM) FISCAL INCENTIVES OVERVIEW



Total Allocation

US\$10 billion committed by Government of India



Workforce Development

- Support for skills training and reskilling
- Industry-academia partnerships encouraged



CAPEX Support

- Up to 70% of qualifying capital expenditure:
- 50% from federal government
 - 20-25% from state governments (via local incentives)



Ecosystem Enablement

- Incentives for supporting services, infrastructure, and supply chain localization



State-Level Incentives

- Subsidies for land, water, and power
- Interest subsidies on approved government loans

Emerging Growth Corridors in India's Semiconductor Industry

States of Assam and Telangana are emerging as important complementary nodes in India's semiconductor roadmap. Assam, anchored by Tata's back-end facility investments, is positioning itself as a rising A&T hub for the eastern corridor. Telangana, by contrast, has established itself as a leader in semiconductor software, IC design, and embedded systems development, while publicly expressing interest in hosting front-end fabrication projects in the coming years. Both states have demonstrated high-level political commitment, through recent engagements and bilateral roundtables. 50% cost support for EDA tools to encourage the growth of domestic IC design capabilities.



Talent Development As A Strategic Enabler

One of the most critical enablers of India's semiconductor ambitions is the availability of skilled talent. It is projected that the five anchor manufacturing facilities alone will create over 85,000 direct and indirect jobs when fully operational by end-2026. The talent requirement spans the full value chain—from IC design and process integration to packaging, automation, and quality assurance.

To meet this surge in demand, there is strong emphasis on industry-academia collaboration. These developments open opportunities for international partnerships in workforce development, particularly for countries like Singapore. Given Singapore's established strengths in technical education and semiconductor training, collaboration with Indian states and institutions offers a promising avenue - but will require clear mapping of critical skills gaps to ensure relevance and efficacy.



Strengthening Supply Chains Through Collaboration

As India scales its semiconductor manufacturing base, there is a corresponding need to develop a robust supply chain ecosystem. This includes localising capabilities in wafer substrates, specialty chemicals, process gases, cleanroom systems, and digital infrastructure for smart manufacturing. Indian policymakers increasingly recognise that semiconductor self-reliance must extend beyond fabrication to include the broader ecosystem of enabling services and technologies.

This presents a timely opportunity for Singapore-based SMEs, many of which serve as qualified suppliers to global fabs and OSAT players. With experience in managing complex manufacturing ecosystems, this positions Singapore-based SMEs as natural partners in India's semiconductor supply chain localisation. Collaborative models may include joint ventures, technology transfer, or capability extension.



Strengthening India-Singapore Semiconductor Partnership: Supply Chain and Talent

As India accelerates its semiconductor ambitions, Singapore can play a strong role in bridging ecosystem partnerships. At the Vision Summit held in Gujarat in February 2025, SSIA led a delegation of 10 Singapore-based SMEs, catalysing strong momentum around supply chain collaboration. Engagements with key Indian players, including Tata Electronics, Kaynes Technology, Micron India, and CG Power, have laid the foundation for ongoing dialogues between both semiconductor ecosystems.

Beyond supply chain, there is strong mutual interest in skilled talent development and cross-border training. Through the Trade Mission to Gujarat, there is clear

momentum to explore vocational training partnerships and curriculum development tailored to the semiconductor industry. A key focus is to establish a workforce training framework, grounded in a clear understanding of India's local capability gaps.

These initiatives are part of a broader effort to ensure that Singapore remains a relevant and valued partner to India as it builds its semiconductor base. By aligning strengths - Singapore's experience in industry development and India's scale and talent - both countries are well-positioned to shape a more resilient and diversified regional semiconductor value chain.



NLSG CELEBRATING 60 YEARS OF FRIENDSHIP:

SINGAPORE AND THE NETHERLANDS DEEPEN SEMICONDUCTOR COLLABORATION



This year marks a special celebration. Not only is Singapore turning 60, so are the bilateral relations between the Netherlands and Singapore. Our nations have enjoyed strong trade relations from the start. As two highly technological and innovative countries, we are home to world-class and high-value manufacturing hubs. Recognizing our shared values and goals, there is a lot of potential for our ecosystems to collaborate on.

Innovation starts with SMEs

Last year's theme for the SSIA Semiconductor Business Connect was the Innovation and collaboration with local SMEs in Singapore. It is exactly these companies that help overcome the design and engineering challenges across the whole Semicon value chain. In the Netherlands, these companies form the basis on which the current Semiconductor ecosystem is thriving. Their knowledge in system engineering, equipment manufacturing and specialized component development form the foundation of the strength of the unique Dutch ecosystem. These SME's help to maintain our competitiveness and actively collaborate with MNCs to drive forward innovation in the sector.

Strategic Gateways between Singapore and the Netherlands

This year the Netherlands is bringing over 25 companies to Singapore to be part of the Semicon Southeast Asia tradeshow. International collaboration is at the heart of this delegation, with Dutch companies actively exploring new business opportunities with Singaporean partners. With the current dynamics in the global Semicon industry, our two open economies are strategic gateways to Europe and Asia. This offers a unique opportunity to increase our collaboration and strengthen our ecosystems within the global sector.

Shaping the next 60 years

Come kick start the next 60 years of bilateral relations between the Netherlands and Singapore by participating in the events organized by the Brabant Development Agency (BOM) and Singapore Semiconductor Industry Association (SSIA). One of the highlights is a conference on innovation in Photonics and Semicon taking place at the MBS. This event will delve into the key areas of scaling, design, packaging, and emerging applications to understand the evolution of semiconductors and photonics. Furthermore, SSIA and BOM are helping companies explore international business partnerships through means of business matchmaking.

International collaboration is the only way to maintain robust and sustainable supply chains across the Semicon industry. Let us jointly embark on this journey of innovation, business opportunities and strategic partnerships.



By **Daan de Cloe**,
Managing Director Foreign Investments and International Trade

SEMICONDUCTOR TRADEWINDS APRIL 2025

As we progress into the second quarter of 2025, the semiconductor market so far has maintained its momentum from 2024, driven by the continued growth of the Artificial Intelligence (AI) and High Performance Computing (HPC) segments. Unfortunately, other segments have encountered more difficult market conditions.

As of February 2025, global semiconductor sales have experienced a 17% year-on-year (YoY) increase, reaching a total of US\$111 billion year-to-date (ytd). TSMC, the world's leading foundry, reported Q1 revenue of US\$25.5 billion, up 42% YoY, outgrowing the general market. This surge in revenue underscores TSMC's dominant position in the thriving AI and HPC markets.

How the growth of semiconductor market is impacted by the economic policies of President Trumps administration is yet to be seen. On Wednesday 2nd April, President Trump announced a new round of import tariffs on all U.S. trading partners. For now, semiconductor chips are amongst a few categories exempt from the tariffs but overseas-produced electronic goods such as smartphones, computers, servers and semiconductor manufacturing equipment will be subject to the tariffs as will many other materials essential for manufacturing semiconductor chips such as steel, aluminum, electrical components, lighting, and water treatment technology. The tariffs start with a baseline 10% tariff on all incoming goods into the United States, which came into effect on April 5. Subsequently, higher, customized rates were proposed to be applied to approximately 60 countries, with tariffs potentially increasing by nearly 50%, starting April 9, however at the last moment Trump paused the imposition of these additional tariffs for 90days to allow countries time to negotiate with the exception of China where the additional tariffs went ahead. The baseline 10% blanket tariffs are still being charged. A summary of

applicable new higher tariffs of major semiconductor and electronics manufacturing countries including the baseline 10%, are shown in table 1.

Table 1 (as April 10th)

Country	Tariff	Notes
China	145%	Inc prev 20% tariff
Taiwan	32%	Paused until early July
South Korea	25%	Paused until early July
Malaysia	24%	Paused until early July
Vietnam	42%	Paused until early July
Thailand	37%	Paused until early July
European Union (EU)	20%	Paused until early July
Singapore and UK	10%	

In response, China imposed 84% tariffs on US goods from April 10th as the two sides escalate a potentially damaging trade war. In addition, China imposed export controls on the U.S. on seven rare-earth minerals crucial for advanced technologies. At the time of press, how this trade war will unfold is unclear, but if there is not a solution soon, then world trade could be severely damaged.

President Trump has long been critical of the CHIPS Act, which was designed to boost semiconductor production in the U.S. by allocating a US\$52.7 billion fund for subsidies plus other tax incentives to companies building new semiconductor facilities in the U.S. On March 31st, President Trump signed an executive order to establish the United States Investment Accelerator Office. The office will oversee investments above \$1 billion in the United States and will also be responsible for administering the CHIPS Program Office. The White House said that the new office will be responsible for "negotiating much better CHIPS Act deals than the previous administration," without providing further details on what would be negotiated.

Industry Exec Movements..

In March Samsung Electronics Vice Chairman and co-CEO Han Jong-hee sadly died of a heart attack at the age of 63. The company has announced that Vice Chairman Jun Young-hyun will become the company's sole CEO.

In April, both America's Intel and India's Tata Electronics announced executive appointments. Intel appointed Lip-Bu Tan as its new CEO and he has subsequently outlined a comprehensive four-part turnaround strategy that emphasizes customer feedback, cultural transformation,



innovation, and talent retention for the company. He has also pledged to establish Intel as a world-class foundry. Meanwhile, rumors persist of a potential partnership between Intel and TSMC to manage Intel's fabrication facilities.

Tata Electronics has announced that KC Ang will assume the roles of President and Head of Tata Semiconductor, overseeing Tata Electronics advanced AI-enabled foundry operations. In this capacity, KC Ang will collaborate with strategic partners to position Tata Semiconductor Manufacturing as a global leader in chip manufacturing. KC Ang is a well-known figure in the Singapore semiconductor industry scene having previously held many executive positions at GlobalFoundries.

Other industry news..

In the last few months, a number of previously announced semiconductor investments opened in Asia.

Taiwanese foundry United Microelectronics Corporation (UMC) unveiled its new fab facility in Singapore in April.

The first phase starts volume production in 2026, doubling Singapore's total production capacity to over 1 million wafers annually.

Japan's new Foundry Rapidus officially launched its IIM-1 fab in Chitose City, Hokkaido in April after NEDO approved its plans and budget for fiscal year 2025. Pilot production of the 2nm logic chips starts in April 2025 with mass production expected to start in 2027.

SK Hynix has started construction on it 1st Fab in Yongin, South Korea. The Fab will cost US\$6.6billion and is expected to be completed by May 2027. It will be the first of 4 planned Fabs by the company in Yongin.

Outlook

Can the semiconductor market maintain its promising trajectory established in the first quarter of 2025 throughout the remainder of the year, or will geopolitical and economic policies pose significant challenges to the sector? The upcoming quarter will be pivotal in assessing the impact of these economic policies. Regardless of the economic outcome, the ongoing chip conflict between the United States and China is fostering a more diversified global semiconductor ecosystem and disrupting conventional supply chains. Consequently, companies will need to adopt a flexible approach to adapt to evolving market dynamics.

amun OSRAM



Contributed by, **Mark Dyson**,
Foundry Account Director

POLICY FAQ | UNDERSTANDING THE U.S. “LIBERATION DAY” TARIFFS:

IMPLICATIONS FOR SOUTHEAST ASIA’S SEMICONDUCTOR INDUSTRY

Q: What are the “Liberation Day” tariffs, and how do they impact Southeast Asia?

On April 2, 2025, the United States announced a significant change in its trade policy. This policy introduces a 10% universal tariff on all imported goods, effective April 5, followed by a set of country-specific “reciprocal tariffs” of up to 49% based on bilateral “trade imbalances”, which came into force on April 9. These measures represent the most comprehensive increase in US import duties in nearly a century. Southeast Asian economies, many of which are closely integrated into the global semiconductor supply chain, have been directly affected by these actions.

Within Southeast Asia, Vietnam, Malaysia, Indonesia, Thailand, and the Philippines have been designated for reciprocal tariffs ranging from 18 to 46%. Due to its relatively balanced trade position with the US, Singapore is not subject to reciprocal tariffs, although it remains exposed to the universal 10% tariff. This creates a tiered exposure profile across Southeast Asia’s semiconductor and electronics production bases, with countries facing differing levels of trade friction based on their export volumes and trade balances.

Q: What do the recent US tariff exemptions for semiconductors entail, and what should Southeast Asian businesses monitor going forward?

In the weeks following the initial announcement, the US administration introduced targeted exemptions for several strategic sectors, including semiconductors, advanced electronics, critical minerals, and pharmaceuticals. These exemptions reflect an acknowledgment of the integral role these sectors play in national security, supply chain resilience, and industrial competitiveness. As a result, many semiconductor devices, equipment, and subcomponents - particularly those used in automotive electronics, telecommunications infrastructure, and cloud

computing - have been excluded from the tariff schedule, pending ongoing review.

While these exemptions have provided temporary relief to semiconductor companies, the surrounding uncertainty - coupled with elevated input costs from upstream materials and partially exempted equipment categories - continues to pose challenges. The policy remains under a 90-day review window, with further revisions or sectoral adjustments possible. In the meantime, companies across Southeast Asia are reassessing sourcing strategies, production footprints, and consumer sentiments in response to the evolving US trade landscape.

Q: What might be the direct cost implications for semiconductor manufacturers?

The tariffs immediately increase the cost of critical imported components and materials used in semiconductor production. Inputs such as high-purity silicon, specialty gases, chemicals, and advanced manufacturing equipment are typically sourced from a globally distributed supplier base. The 10% universal tariff increases manufacturing costs. For companies reliant on inputs from countries subject to reciprocal tariffs—such as China, Japan, and the EU - cost increases are expected to elevate as well.

These cost pressures could potentially passed downstream, affecting price competitiveness across a range of market segments, including consumer electronics, automotive, industrial and communications.

Q: How might global semiconductor supply chains be disrupted?

The new tariff regime has prompted semiconductor companies to reassess their global manufacturing footprints. Many are accelerating “friendshoring” strategies and duplicating supply chains to mitigate geopolitical and cost

risks. This reassessment is particularly urgent for companies with supply chain exposure to high-tariff jurisdictions.

Southeast Asia, despite being affected by reciprocal tariffs, increasingly viewed as an viable alternative for production. Singapore has emerged as a particularly attractive site for high-value semiconductor activities due to its strong fundamentals: a robust intellectual property regime, a deep pool of skilled talent, and a well-established, transparent regulatory framework. Although other Southeast Asia countries such as Malaysia, Vietnam and Thailand are subject to higher tariffs, they continue to benefit from cost competitiveness and geographic proximity to major end-markets, making them appealing secondary options for supply diversification out of China.

The current tariff regime also reinforces the advantages of companies with vertically integrated supply chains and diversified geographic footprints. These companies are well-positioned to navigate disruption, with agility to cost shifts and policy changes – which are critical to preserve operational continuity.

Q: Will the job market in Southeast Asia be affected?

Implications to labour market will differ across the region. In countries facing reciprocal tariffs, near-term demand for labour may contract in export-oriented segments of the semiconductor industry.

Looking ahead, workforce development will need to align with market segments expected to see secular growth. Companies and governments alike will need to prioritize talent development in these areas to remain competitive.

However, facilitating workforce transitions will require stronger policy coordination. Reskilling programmes and regional training initiatives will be essential. The net employment impact will depend on how quickly companies adapt and the extent to which governments support workforce mobility, industry partnerships, and long-term talent development.

Q: What is the long-term outlook for the semiconductor industry in Southeast Asia?

Market outlook will be characterized by elevated uncertainty and structural changes. Companies operating within the region must now embed geopolitical risks into strategic decision-making, especially around sourcing, footprint strategies, and end-market dependencies.

Southeast Asia’s competitiveness will increasingly depend on its ability to offer reliable and scalable supply chain solutions. Countries such as Singapore, with established ecosystems and strong governance, are well-positioned to capture higher-value segments of the global semiconductor market. For others, the priority will be maintaining cost competitiveness while investing in talent, infrastructure and innovation to attract opportunities stemming from the need for supply chain diversification.

The transition will not be linear, but those who are open, collaborative and are able to act decisively will be better positioned to navigate the disruptions ahead.

Disclaimer:

The information, data, and analysis presented in this FAQ are based on publicly available sources and policy developments as of May 2025. While every effort has been made to ensure accuracy at the time of publication, subsequent regulatory updates or policy revisions may affect the relevance or validity of the content.

Southeast Asian semiconductor exporters are among those targeted:

Countries	Universal Tariff	Reciprocal Tariff	Total Tariff Rate
Vietnam	10%	46%	46%
Malaysia	10%	24%	24%
Indonesia	10%	32%	32%
Thailand	10%	37%	37%
Philippines	10%	18%	18%
Singapore	10%	0%	10%

TARIFFS, TENSIONS,
AND THE TASK AHEAD:

NAVIGATING UNCERTAINTY IN THE GLOBAL SEMICONDUCTOR TRADE



By, **Ang Wee Seng**
Executive Director, Singapore Semiconductor
Industry Association (SSIA)

The semiconductor industry has long operated at the intersection of technology, trade, and geopolitics. Yet even in an ecosystem accustomed to volatility, recent developments surrounding global tariffs have heightened a sense of strategic unease. In April 2025, the United States government, under President Trump, announced a sweeping tariff initiative invoking the International Emergency Economic Powers Act (IEEPA). The policy proposed a baseline 10% tariff on imports from all countries, along with potential reciprocal measures against nations with significant trade deficits with the US.

Although semiconductors were initially excluded from the tariff list, subsequent signals from Washington indicated that such exclusions could be reconsidered at any moment. These developments carry profound implications—not only for multinational corporations with global footprints but also for the many small and medium enterprises (SMEs) in Singapore that power our industry’s interconnected value chains.

The Singapore Semiconductor Industry Association (SSIA) responded swiftly. Our objective was not merely to monitor the headlines, but to understand how this evolving policy environment is being perceived and experienced on the ground. Thus, we launched a targeted pulse survey to gather perspectives from member companies across the ecosystem. The goal was to surface shared concerns, identify vulnerabilities, and more importantly, begin shaping a collective response strategy.

Listening Before Leading

The SSIA pulse survey was designed with intentional focus. It was never about capturing metrics for metrics’ sake. It was about listening: to the signals from companies on the ground, the questions they are asking, the scenarios they are preparing for (or not), and the kind of support they expect from SSIA and our national partners.

The results were illuminating. While we will not be disclosing the full data set publicly, several high-level trends are important to share, as they speak to the mood, readiness, and outlook of our industry at this critical juncture.

A Sector on Alert, But Unevenly Prepared

The first major theme is one of high awareness but uneven preparedness. Most companies acknowledged the broader risks posed by new tariffs, particularly on critical goods like semiconductors and manufacturing equipment. However, readiness levels varied significantly.

Multinational corporations were generally better equipped to absorb or react to sudden shifts. They reported having compliance teams, diversified sourcing strategies, and contingency plans already in motion. For many SMEs, the picture was different. Several reported a lack of clarity on how such tariffs could impact their operations, especially those in supporting roles such as logistics, packaging, and specialized services.

This uneven footing underscores a challenge that goes beyond trade policy. It reflects a deeper divide in resource access, market intelligence, and negotiation power between different tiers of our industry.

Pressure Points and Emerging Shifts

While most firms are still assessing the direct implications, certain common pressure points came through clearly.



Supply chain disruptions and compliance burdens emerged as top concerns. Many companies flagged rising administrative costs and uncertainty around classification codes and documentation requirements. These are not hypothetical challenges. They are operational realities that are already beginning to shape business decisions.

Another clear trend was diversification under pressure. The conversation around reducing dependency on any single geography is no longer theoretical. Companies, especially those with exports to the US, are accelerating efforts to explore alternative markets and regional partners, with growing interest in ASEAN, India, and the Middle East.

Financial caution is also rising. In an environment where costs are uncertain and margins are tight, businesses are delaying investments, pausing hiring plans, and reviewing supplier contracts. This prudence is not driven by pessimism but by pragmatism. It reflects a sector that wants to stay agile amid unknowns.

Shared Needs, Diverging Priorities

The survey also surfaced diverging expectations around support.

SMEs emphasized the need for practical, near-term assistance: real-time policy updates, simplified compliance

advisory, and cash flow support. Their concerns were operational and urgent. How do we interpret these rules? What happens to our shipments? How do we manage customer expectations?

Larger firms, on the other hand, leaned toward strategic engagement. They sought advocacy for tariff waivers, risk-mapping tools, and platforms to influence trade negotiations. Their view was more long-term: How do we ensure Singapore-origin goods are not disadvantaged? How can the industry coordinate better with policymakers and regulators?

Both perspectives are valid. Together, they signal that any effective response must be multi-layered, accommodating both short-term resilience and long-term strategic positioning.

SSIA’s Position and Call to Action

In our formal statement issued on 17 April 2025, SSIA articulated its position clearly. These trade policy changes, if left unaddressed, could fragment the global semiconductor supply chain and impose disproportionate burdens on vulnerable players. The uncertainty introduced by potential semiconductor-specific tariffs further compounds an already complex export control environment.

🌐 **Analysis on Global Impacts**

We highlighted three core priorities in that statement:

1. Raising awareness across our ecosystem through timely and clear communication.
2. Strengthening industry preparedness, especially among SMEs, through advisory and capacity-building.
3. Advocating for Singapore's interests in trade dialogues and working closely with government partners to ensure our sector remains resilient, competitive, and forward-looking.

Our intent is not to simply respond to these changes but to shape the conditions under which Singapore's semiconductor industry can thrive despite them.

What Happens Next

SSIA is now taking concrete steps in line with these priorities.

We are working closely with economic agencies to channel our survey findings into actionable insights. These will help inform the design of future support measures, especially for firms that are most exposed to shifting trade flows.

We are also rolling out a series of targeted initiatives, including:

- Compliance advisory clinics and update briefings tailored for different company profiles
- Supplier and market diversification support for firms exploring ASEAN-based alternatives
- Dialogue sessions with members to validate challenges, co-create solutions, and build peer networks

These actions will converge at upcoming platforms like Semiconductor Business Connect in July 2025, where we aim to surface new ideas, spotlight emerging opportunities, and continue the conversation with the broader ecosystem.

Unity as Our Strategic Advantage

One of the most heartening outcomes of the survey was the strong response rate and high level of engagement. It tells us something important: our industry cares. Our companies are not waiting for perfect clarity. They are acting, adapting, and contributing to shared understanding.

This is our strategic advantage.

The semiconductor industry in Singapore is not built solely on technology or capital. It is built on trust, collaboration, and the ability to move together. Whether we are navigating tariffs, developing next-generation chips, or building new markets, our unity gives us strength.

In uncertain times, this unity becomes even more critical. It enables us to think beyond individual challenges and act collectively, as an ecosystem. It allows us to ensure that no company, especially not our SMEs, is left to navigate complex disruptions alone.

Looking Forward

As we reflect on the global trade climate and its implications for our industry, one thing is clear: we cannot afford to be passive observers. We must be active participants in shaping the future.

The pulse survey marks the beginning of a longer journey. SSIA is committed to leading this journey with you. Whether through policy engagement, industry coordination, or knowledge sharing, we will continue to stand alongside our members. We will listen. We will advocate. And most importantly, we will act.

Let us remain agile, aligned, and ambitious. The road ahead may be uncertain, but if we stay focused and united, we can turn challenges into opportunities and strengthen Singapore's place in the global semiconductor arena.

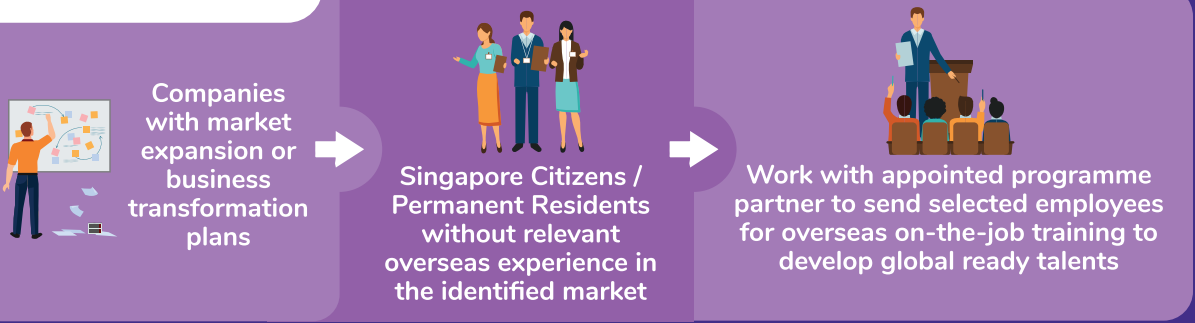


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