



# 1. Executive Summary

**Key Developments (Q3 2025):** Global semiconductor leaders achieved new technological and market milestones amid intensifying AI demand and geopolitical tensions. Foundry expansion hit a critical point with TSMC preparing its 2nm node for high-volume production by late 2025, including significant overseas fab projects in Arizona, Japan, and Germany to mitigate risk <sup>1</sup>. AI chip markets surged as NVIDIA reported record data center revenues (dominating ~85% of AI training chips) <sup>2 3</sup>, while startups and competitors introduced novel accelerators for both cloud and edge applications. Meanwhile, geopolitical shifts deepened: the U.S. tightened export controls on advanced chips to China, and China retaliated with stricter import inspections and restrictions on critical materials <sup>4 5</sup>. These dynamics underscore the **strategic impact** on R&D investment, supply chain decisions, and competitive positioning – companies must adapt quickly or risk falling behind.

**Why It Matters:** The confluence of cutting-edge technology progress and policy challenges in 2025 is reshaping industry strategy. Breakthroughs at the process node and packaging level open new possibilities for product performance, but also demand heavy **R&D** and capital outlays. At the same time, **supply chain resilience** is under the microscope; export bans and localization efforts compel firms to diversify manufacturing and secure critical components. A surge in **AI-specific semiconductor demand** is lifting certain segments (logic and memory for data centers) while legacy segments face normalization <sup>67</sup>. These shifts directly impact **product roadmaps** (necessitating custom silicon and AI features), **go-to-market plans** (aligning with fast-growing sectors like cloud AI and automotive), and even **investment and sourcing** decisions (e.g. where to build capacity and what startups or IP to invest in).

### **Top 3 Shifts This Quarter:**

- Advanced Node Milestone: TSMC's 2nm (N2) process entered risk production with mass production expected in H2 2025 ¹, marking the industry's first GAA (gate-all-around) transistor implementation at scale. This leap, along with Intel's push for 18A (≈1.8nm) in 2025, cements the leading edge at sub-3nm. It also coincides with ASML's shipment of the first high-NA EUV lithography tool needed for <2nm nodes <sup>8</sup>, signaling the dawn of a new fabrication era.
- AI Accelerator Boom: Unprecedented demand for AI chips is driving structural change. NVIDIA's Q3 2025 revenue hit an all-time high (estimated ~\$35B) on the back of AI GPU sales <sup>2</sup> <sup>3</sup>, and cloud providers collectively will exceed \$360B in CAPEX this year (70% earmarked for AI servers and datacenters) <sup>9</sup> <sup>10</sup>. Startups and competitors like AMD, Graphcore, and Cerebras are also delivering new AI accelerators, targeting specialized needs from large-scale training to edge inference. This "AI gold rush" has led to long lead times (demand outpacing supply) <sup>11</sup> and a shift in innovation priorities toward power-efficient, AI-optimized silicon across the industry.

• **Geopolitical & Policy Flux:** The semiconductor trade landscape further fractured. The U.S. expanded export controls in 2025 to cover even AI chips with slightly reduced capabilities, prompting Nvidia to issue China-specific models (like the RTX 6000D) and China to intensify port inspections to crack down on grey-market imports <sup>4</sup> <sup>5</sup>. China also implemented new export curbs on **rare earth elements and magnets** critical for chip manufacturing <sup>12</sup>, raising supply chain risks. Additionally, subsidy programs like the US CHIPS Act and EU Chips Act transitioned from planning to execution, with proposals for government equity stakes in chipmakers in exchange for grants <sup>13</sup> <sup>14</sup>. These policy moves create a complex compliance environment and could alter global talent flows, IP sharing, and where companies build new fabs.

**Recommendations:** In light of these developments, semiconductor firms should take **proactive strategic actions**:

- **Product & R&D:** Invest aggressively in **custom silicon and AI capabilities**. Incorporate AI acceleration (NPU/TPU cores) into product roadmaps and explore chiplet-based designs to leverage advanced nodes efficiently. For example, adapting to a chiplet strategy can reduce time-to-market at 2nm and below <sup>15</sup>. Ensure R&D budgets remain high (top players spend >12% of revenue on R&D <sup>16</sup>) to sustain innovation in emerging areas like in-memory computing and photonic interconnects.
- **Go-to-Market (GTM):** Align marketing and sales with growth sectors. Emphasize solutions for **datacenter AI**, **automotive electronics**, **and 5G infrastructure**, as these are driving semiconductor uptake. Demonstrating leadership in these domains (e.g. offering reference designs for autonomous driving chips or all-in-one AI edge modules) will capture the attention of key OEMs. Leverage the narrative of power-efficiency and security for instance, highlight if your chip is manufactured on a cutting-edge 3nm/2nm process that offers better performance-per-watt for AI inference <sup>17</sup>.
- Supply Chain & Sourcing: Diversify and fortify supply chains. Pursue multi-sourcing for critical components (dual foundry sourcing where feasible) to avoid single points of failure. Engage in geographic diversification: consider secondary locations for packaging and testing, and take advantage of incentives to build in regions like the U.S., Japan, or India for closer proximity to endmarkets. Also, audit your upstream supply for materials (e.g. neon, gallium, rare earths) and establish buffer inventories or alternate suppliers given export restriction risks 12.
- Investment & Partnerships: Capitalize on national funding programs and partnerships. Apply for CHIPS Act grants or European incentives to offset fab or R&D costs but prepare to meet "guardrail" conditions (like limits on China expansion) and even possible government equity participation 18 14. Strategically, partner with startups in chiplet integration, photonics, or advanced packaging to gain an early edge (for example, fabless firms could ally with photonic interconnect startups like Celestial AI to overcome bandwidth bottlenecks 19 20). Mergers and acquisitions should focus on filling capability gaps: consider acquiring specialized IP (e.g., RISC-V CPU cores or AI accelerators) to complement your portfolio and pre-empt competitors. Finally, invest in workforce development support university programs and in-house training to mitigate the talent shortage, ensuring you have the engineering capacity to execute on ambitious roadmaps.

By taking these measures, semiconductor industry players can better navigate the fast-evolving landscape of late 2025, turning technological and market disruptions into opportunities for growth and sustained competitive advantage.

## 2. Technology Stack Overview

**Semiconductor Value Chain Layers:** Modern chip development involves a multi-layered technology stack from design to fabrication to packaging. Below we break down the core layers – **Process Technology**, **Design**, **Packaging/Interconnect**, **Manufacturing Models**, and **AI/Edge architecture trends** – that together define the state-of-the-art in Q3 2025.

### **Process Technologies (Nodes & Lithography)**

Semiconductor processes have reached unprecedented miniaturization, with leading logic fabs in production at the 5nm and 3nm generations, and pushing toward 2nm. TSMC's 3nm (N3) node is in high-volume manufacturing (e.g., powering Apple's A17 and M3 chips in 2025), and its 2nm (N2) node featuring **GAA (Gate-All-Around)** transistors is slated for high-volume in late 2025 ¹ . Samsung was first to introduce GAA at 3nm (MBCFET structure) and is targeting its 2nm node around 2026. Intel, pursuing its own nomenclature, aims to regain process leadership with Intel 20A (≈2nm class) and 18A nodes by 2024–2025 ²¹ , utilizing **RibbonFET (their GAA)** and PowerVia backside power delivery.

At these scales, lithography is critical: **EUV (Extreme Ultraviolet)** lithography is standard for layers at 7nm and below, and ASML's next-gen **High-NA EUV** tools have begun shipping in 2025 8 to enable sub-2nm patterning. Chipmakers are also using multiple patterning and **DTCO (design-technology co-optimization)** techniques to overcome physics limits. Interestingly, TSMC plans to extend to its "1.4nm" node (called N1.4 or A14) *without* needing High-NA EUV by using refined EUV and pattern techniques <sup>22</sup> <sup>23</sup>, aiming for production in 2028. Beyond lithography, materials like new high-k dielectrics and even **2D materials** (e.g., MoS<sub>2</sub>) are being researched to maintain transistor scaling into the 1nm-and-below realm (with TSMC and others opening large R&D centers focused on sub-1nm tech <sup>24</sup>). Overall, the process technology layer in 2025 is marked by the transition to GAA transistors, the introduction of high-NA EUV, and mounting challenges in power density and variability as we approach atomic scales.

#### Design Layer (EDA, IP, Chiplets, SoCs)

The design layer encompasses the tools and architectures used to conceive chips. **EDA** (**Electronic Design Automation**) software from Synopsys, Cadence, and Siemens is the backbone, enabling designers to craft billions of transistors with hardware description languages and verification tools. In 2025, EDA is integrating AI to handle the explosion of complexity – for instance, using machine learning to optimize placement/ routing for power or to auto-generate IP blocks. **IP cores** remain critical building blocks: ARM Holdings' CPU cores continue to dominate mobile and are expanding in data centers (though RISC-V open cores are rising as an alternative), and other IP like GPU cores (e.g. from Imagination or AMD), interface PHYs, and analog blocks can be licensed to accelerate design.

A notable trend is the rise of **chiplet-based design** and heterogeneous integration. Rather than one monolithic die, designers now partition systems into smaller dies ("chiplets") connected via advanced interconnects. This modular approach, seen in AMD's EPYC CPUs and some AI accelerators, allows mixing of process nodes (e.g., logic on 5nm, I/O on 14nm) to optimize cost and yield. Startups like Eliyan are developing high-bandwidth die-to-die interconnect PHYs (reporting 64 Gbps links on TSMC 3nm) to ease chiplet integration <sup>25</sup>. Industry standards such as **UCIe (Universal Chiplet Interconnect Express)** are emerging to ensure interoperability of chiplets from different vendors in a common package.